ACADEMIC REGULATIONS

MASTER OF BUSINESS ADMINISTRATION

(Applicable for the batch admitted from 2023-24)

BONAM VENKATA CHALAMAYYA INSTITUTE OF TECHNOLOGY AND SCIENCE (AUTONOMOUS)

(Approved by AICTE: New Delhi; Permanently *Affiliated to JNTU, KAKINADA & SBTET, Vijayawada, Accredited by NAAC with "A" Grade, ISO 9001:2015 QMS Certified Institute)*

Batlapalem, Amalapuram

MASTER OF BUSINESS ADMINISTRATION
ACADEMIC REGULATIONS

(Applicable for the students of MBA from the Academic Year 2023-24)

1).Duration of the Program

The duration of the program is two academic years consisting of four semesters. However, a student is permitted to complete the course work of MBA program in the stipulated time frame of **FOUR** years from the date of joining.

2).Minimum Instruction Days

Each semester consists of a minimum of 90 (ninety) instruction days.

3).Program Credits

MBA program is designed to have a total of **104** credits and the student shall have to complete the two year course work and earn all **104** credits for the award of MBA Degree.

4).Attendance Regulations

a) A student shall be eligible to write end semester examinations if he acquires a minimum of 75% of attendance in aggregate of all the subjects/courses with minimum 50% in all the courses.

b) Condonation of shortage of attendance in aggregate up to 10% (65% and above and below 75%) in each semester shall be granted by the College Academic Committee. However this condonation concession is applicable only to any one semester during entire programme.

c) Shortage of Attendance **below** 65% in aggregate shall not be condoned and not eligible to write their end semester examination of that class.

d) Students whose shortage of attendance is not condoned in any semester are not eligible to write their end semester examination of that class.

e) A prescribed fee of Rs. 500/- shall be payable towards condonation of shortage of attendance.

f) A student shall not be promoted to the next semester unless, he satisfies the attendance requirement of the present semester, as applicable. They may seek re-admission into that semester when offered next. If any candidate fulfills the attendance requirement in the present semester, he shall not be eligible for re-admission into the same class.

5). Examinations and Scheme of Evaluation

The distribution of marks for internal and external examinations shall be evaluated subject–wise as follows:

S.No	Component	Internal	External	Total
1	Theory	30	70	100
2	Project	--	100	100
3	Laboratory	20	30	50
4	Industrial visit and Comprehensive Viva-voce	20	30	50

a).Internal Assessment

i) 30 marks for internal assessment, 15 marks are for descriptive examination and 15 marks are for Assignment and presentation (Assignment can be Individual/Group).

ii) Each mid-term descriptive examination is conducted for 15 marks with one and half hours (90 mins) duration. Each mid-term examination consists of three questions, each for 5 marks. All questions need to be answered.

iii) 15 marks for Assignment/presentation (10 marks are for report on assignment and 5 marks are for presentation).

iv) Internal marks can be calculated with 80% weightage for better of the two mids and 20% weightage for another mid exam.

b).External Assessment

The semester end examination shall be conducted for a duration of three hours with 5 questions and one case study which is compulsory. All questions are to be answered and for each question has **"either or"** option except case study. All 5 questions carry 12 marks each and case study carries 10 marks, total becomes 70 marks.

c).Laboratory Course

i) For practical subjects distribution shall be 20 marks for internal evaluation and 30 marks for the end semester examinations. There shall be continuous evaluation by the internal subject teacher during the semester for 20 internal marks. Out of 20 marks for internal, 10 marks shall be for day-to-day performance (5 marks for day-to-day evaluation and 5 marks for Record) and 10 marks shall be evaluated by conducting an internal test conducted at the end of semester.

ii) End semester laboratory examination shall be conducted for 30 marks with two examiners, one of them being the Laboratory Class Teacher and second examiner shall be appointed by the Controller of Examinations. The total 30 marks are break-up as 5 marks for procedure, 15 marks for experimentation and 5 marks each for results and Viva-Voce.

d).Industrial Visit and Comprehensive Viva-Voce

Industrial Visit and Comprehensive Viva-Voce examination is conducted for 50 marks at the end of fourth semester by a committee consisting of an external examiner appointed by Controller of Examinations, senior faculty member of the department and HOD. There are 20 internal marks for industrial visit and 30 marks for external evaluation on all the subjects of four semester program. A student shall secure minimum 50% of marks for successful completion. In case, if a student fails, he shall reappear as and when semester supplementary examinations are conducted.

***e).Project Work** (Industrial Project based on Summer Internship)*

i) Project Work (Industrial Project based on Summer Internship) shall be completed in collaboration with an industry. Student shall pursue project work in the industry during summer vacation after completion of first year. The student shall register for the course as per course structure after commencement of academic year. The students shall take up this course under the guidance of a supervisor from concerned department. After completion, students shall submit a technical report and presented before committee at the end of III semester. A certificate from industry shall be included in the report. Student needs to submit plagiarism report (not exceeding 30% similarity) along with the guide certificate in the final project report.

ii) Each student shall give one internal seminar (pre-talk) on the topic of his project as a prerequisite for submission of the final project report.

iii) It shall be evaluated for 100 external marks at the end of semester. Out of 100 marks, 50 marks shall be awarded for dissertation and 50 marks for project Viva-Voce. Project is evaluated by Board of Evaluators (BOE). Consisting of external examiner appointed/nominated by the Controller of Examinations, Internal examiner and Head of the Department.

iv) A student shall secure minimum 50% of marks for successful completion. In case, if a student fails, he shall reappear as and when semester supplementary examinations are conducted.

f). MOOCs course.

The MOOCs course in I semester shall be registered and pass through SWAYAM/NPTEL only. The grade obtained in the MOOCs course will printed on the grade sheet/transcript. In case the student fails in the MOOCs course, he shall register the same or another course through MOOCs in the same domain and pass.

6).Eligibility to award MBA degree

A student will be declared eligible for the award of the MBA Degree if he fulfills the following academic regulations.

a. Pursued a course of study for not less than two academic years and not more than four academic years.

b. Registered for **104** credits and secured **104** credits.

c. Students, who fail to complete their two years course of study within four years or fail to acquire the **104** credits for the award of the degree within four academic years from year of admission, shall **forfeit** their seat in MBA course and their admission shall stands cancelled.

7).Program Pattern

a) The entire program of study is for two academic years (four semesters); all the years are in semester pattern.

b) A student eligible to appear for the end semester examination in a subject, but absent from it or has failed in the end semester examination, may write the exam in that subject as and when conducted next.

c) When a student has shortage of attendance, he may be re-admitted into the same semester/year in which he has been detained. However, the academic regulations under which he was **first admitted** shall continue to be applicable to him.

8).Criteria for passing a course and award of grades

a).Criteria for passing a course

i) A candidate shall be declared to have passed in individual theory/ laboratory / project course if he secures a minimum of 50% aggregate marks (internal & semester end examination marks put together), subject to a minimum of 40% marks in the semester end examination.

ii) A candidate shall be declared to have passed in Industrial visit and comprehensive viva- voce, if he secures a minimum of 50% marks.

iii) In case the candidate does not secure the minimum academic requirement in any subject (as specified in (i) & (ii) above) he has to re-appear for the end semester examination in that subject. A candidate shall be given **one** chance to re-register for each subject provided the internal marks secured by a candidate **are less than 50% and has failed in the end examination.** In such a case, the candidate must re-register for the subject(s) and secure the required minimum attendance. The attendance in the re-registered subject(s) shall be calculated separately to decide upon his eligibility for writing the end examination in those subject(s). In the event of the student taking another chance, his internal marks and end examination marks obtained in the previous attempt shall **stands cancelled**. For re-registration the candidates have to apply to the Controller of Examinations by paying the requisite fees and get approval from Controller of Examinations before start of semester in which re-registration is sought.

b).Award of grades: Method of awarding grade point and grade in each course based on his performance is given below.

Marks Range Theory / Project Work (Max – 100)	Marks Range Laboratory/ Comprehensive Viva-Voce (Max – 50)	Letter Grade	Level	Grade Point
≥ 90	≥ 45	O	Excellent	10
≥80 to <90	≥40 to <45	S	Very Good	9
≥70 to <80	≥35 to <40	A	Good	8
≥60 to <70	≥30 to <35	B	Fair	7
≥50 to <60	≥25 to <30	C	Satisfactory	6
<50	<25	F	Fail	0
		AB	Absent	0

9).Computation of Cumulative and Semester Grade Point Averages

The UGC recommends the following procedure to compute the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA).

a) *Semester Grade Point Average:* ***SGPA***(S_k) of k^{th} semester (1 to 4) is ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the total number of credits of all the courses undergone/registered by a student, i.e

$$SGPA(S_k) = \frac{\sum_{i=1}^{n} (C_i \times G_i)}{\sum_{i=1}^{n} C_i}$$

Where C_i is the number of credits of the i^{th} course/subject in a semester and

G_i is the grade point scored by the student in the i^{th} course/subject and n is the number of courses/subjects registered in that semester.

b) *Cumulative Grade Point Average*: The CGPA is calculated in the same manner taking into account all the „*m*' courses/subjects registered by student over all the semesters of a Programme i.e., in all 4 semesters

$$CGPA = \frac{\sum_{i=1}^{m} (C_i \times S_i)}{\sum_{i=1}^{m} C_i}$$

Where S_i is SGPA of i^{th} sem and C_i is total number of credits in that semester.

c) SGPA and CGPA shall be rounded off to 2 decimal points and reported in transcripts.

d) As per AICTE regulations, conversion of CGPA into equivalent percentage as follows: *Equivalent Percentage* = (CGPA – 0.75) x 10

e) Illustration of Computation of SGPA and CGPA

Illustration **for SGPA:** Let us assume there are 5 subjects in a semester. The grades obtained as follows:

Course	Credit	Grade Obtained	Grade point	Si= Credit Point (Credit x Grade)
Subject 1	4	A	8	4 X 8 = 32
Subject 2	4	B	7	4 X 7 = 28
Subject 3	4	C	6	4 X 6 = 24
Subject 4	4	O	10	4 X 10 = 40
Subject 5	4	S	9	4 X 9 = 36
	20			160

Thus, **SGPA =160/20 =8.0**

Illustration **for CGPA:**

Semester 1	Semester 2	Semester 3	Semester 4
Credit : 20 SGPA: 8.0	Credit : 24 SGPA: 7.8	Credit : 20 SGPA: 6.6	Credit : 28 SGPA: 6.0

Thus, $CGPA = (20 \times 8.0 + 24 \times 7.8 + 20 \times 6.6 + 28 \times 6.0)/92 = 7.03$

10).Award of Class

After a student has satisfied the requirements prescribed for the completion of the program and is eligible for the award of MBA Degree he shall be placed in one of the following four classes:

Class Awarded	CGPA to be secured	Remarks
First Class with Distinction	≥ 7.75 (Without any supplementary appearance)	From the CGPA secured from 104 Credits
First Class	≥ 7.75 (With any supplementary appearance) ≥ 6.75 & < 7.75 (Without any supplementary appearance)	
Second Class	≥ 6.75 and < 7.75 (With any supplementary appearance) ≥ 6.0 to < 6.75 (Without any supplementary appearance)	
Pass Class	≥ 6.0 to < 6.75 (With any supplementary appearance)	

11).Withholding of Results

If the student is involved in indiscipline/malpractices/court cases, the result of the student will be withheld.

12).a) Supplementary Examinations

i) Supplementary examinations will be conducted twice in a year at the end of odd and even semesters as per the Institution norms & Regulations.

b) Advanced Supplementary Examinations:

Candidates failed in theory/comprehensive Viva-Voce/project work courses in 4th semester can appear for advanced supplementary examinations conducted as per the institution norms & regulations.

13).Revaluation and Recounting

Recounting of Marks in the End Semester Examination: A student can request for recounting of his answer book on payment of a prescribed fee as per institution norms.

Revaluation or Revaluation by Challenge of the End Semester Examination: A student can request for Revaluation or Revaluation by Challenge of his answer book on payment of a prescribed fee as per institution norms.

14).Malpractices in Examinations: Disciplinary action shall be taken in case of malpractices during mid/end examinations as per rules framed by institution.

15).Transitory Regulations (for BR23)

a) Discontinued or detained candidates are eligible for re-admission as and when next offered as per institution norms.

b) The re-admitted candidate will be governed by the rules & regulations under which the candidate has been admitted.

16).GENERAL

a) Wherever the words “he”, “him”, “his”, occur in the regulations, they include “she”, “her”, “hers”.

b) The academic regulation should be read as a whole for the purpose of any interpretation.

c) In the case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Chairman of Academic Counsel is final.

d) The Institution may change or amend the academic regulations or syllabi at any time and the changes or amendments made shall be applicable to all the students with effect from the dates notified by the Institution.

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MASTER OF BUSINESSADMINISTRATION (MBA) PROGRAM STRUCTURE

(Applicable for batches admitted from 2023-2024)

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I YEAR I SEMESTER

S.No	Course Code	Courses	Marks	L	T	P	C
1	23MB1C01	Management and Organizational Behavior	100	4	0	0	4
2	23MB1C02	Managerial Economics	100	4	0	0	4
3	23MB1C03	Accounting for Managers	100	4	0	0	4
4	23MB1C04	Quantitative Analysis for Business Decisions	100	4	0	0	4
5	23MB1C05	Legal and Business Environment	100	4	0	0	4
6	23MB1C06	Business Communication and Soft skills	100	4	0	0	4
7 Open Elective	23MB1O01	Rural development	100	4	0	0	4
	23MB1O02	Cross Culture Management					
	23MB1O03	MOOCs : SWAYAM/NPTEL- Related to Management Courses other than listed courses in the Syllabus					
8	23MB1L01	Business Communication and Soft skills Lab	50	0	0	2	2
9	23MB1L02	Information Technology – Lab1(Spreadsheet and Tally)	50	0	0	2	2
		Total	**800**	**28**	**0**	**4**	**32**

I YEAR II SEMESTER

S.No	Course Code	Courses	Marks	L	T	P	C
1	23MB2C01	Financial Management	100	4	0	0	4
2	23MB2C02	Human Resource Management	100	4	0	0	4
3	23MB2C03	Marketing Management	100	4	0	0	4
4	23MB2C04	Operations Management	100	4	0	0	4
5	23MB2C05	Business Research Methods	100	4	0	0	4
6 Open Elective	23MB2O01	Project Management	100	4	0	0	4
	23MB2O02	Lean Management					
	23MB2O03	Database Management System					
7	23MB2L01	IT-lab 2(Programming R)	50	0	0	2	2
		Total	**650**	**24**	**0**	**2**	**26**

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II YEAR I SEMESTER							
S.No	**Course Code**	**Courses**	**Marks**	**L**	**T**	**P**	**C**
1	23MB3C01	Strategic Management	100	4	0	0	4
2	23MB3C02	Operations Research	100	4	0	0	4
3	---	Elective – 1	100	4	0	0	3
4	---	Elective – 2	100	4	0	0	3
5	---	Elective – 1	100	4	0	0	3
6	---	Elective – 2	100	4	0	0	3
7	23MB3P01	Industrial Project based on Summer Internship	100	0	0	0	4
		Total	**700**	**28**	**0**	**0**	**24**

II YEAR II SEMESTER							
S.No	**Course Code**	**Courses**	**Marks**	**L**	**T**	**P**	**C**
1	23MB4C01	Supply Chain Management and Analytics	100	4	0	0	4
2	23MB4C02	Entrepreneurship Development	100	4	0	0	4
3	---	Elective – 3	100	4	0	0	3
4	---	Elective – 4	100	4	0	0	3
5	---	Elective – 3	100	4	0	0	3
6	---	Elective – 4	100	4	0	0	3
7	23MB4I01	Industrial Visit and Comprehensive Viva- voce	50	0	0	0	2
		Total Marks / Credits	**650**	**28**	**0**	**0**	**22**
			2800				**104**

Note:

*The project work documentation shall be checked with anti plagiarism software. The permissiblesimilarity shall be up to 30%.

*Comprehensive Viva is to verify the student knowledge as a whole from which he was studied during the two year course work. Industrial visits suggested yearly once for 20 Marks.

Dual Electives:
The elective papers will be offered in the areas of Marketing, Finance and Human Resource Management (HRM). The students should choose any Two of the following elective areas in the beginning of the third semester of MBA. Specialization will be offered subject to a minimum of 10 students.

Electives

Semester	Elective	Human Resources Management	Finance	Marketing
III Semester	Elective - 1	Human Capital Management **(23MB3EH01)**	Security Analysis and Portfolio Management **(23MB3EF01)**	Consumer Behavior and Customer Relationship Management **(23MB3EM01)**
	Elective - 2	Performance Evaluation and CompensationManagement **(23MB3EH02)**	Financial Markets and Services **(23MB3EF02)**	Digital and Social Media Marketing **(23MB3EM02)**
IV Semester	Elective - 3	Industrial Relations and Employment Laws **(23MB4EH01)**	Financial Risk Management and Derivatives **(23MB4EF01)**	Marketing of Services **(23MB4EM01)**
	Elective - 4	Global HRM **(23MB4EH02)**	Global Financial Management **(23MB4EF02)**	Global Marketing Management **(23MB4EM02)**

SYLLABUS

I YEAR I SEMESTER

Code	Course	Marks	L	T	P	C
23MB1C01	**Management and Organizational Behavior**	**100**	**4**	**0**	**0**	**4**

Course Objective:

Objective of the course is to give a basic perspective of Management. This will form foundation to study other functional areas of management and to provide the students with the conceptual framework and the theories underlying Organizational Behavior.

Unit – I

Definition, Nature, Functions and Importance of Management – Evolution of Management thought – Scientific management, administrative management, Haw throne experiments – systems approach - Levels of Management - Managerial Skills - Planning – Steps in Planning Process – importance and Limitations – Types of Plans - Characteristics of a sound Plan - Management By Objectives (MBO) - Techniques and Processes of Decision Making - Social Responsibilities of Business

Unit-II

Organizing – Principles of organizing – Organization Structure and Design – Types of power - Delegation of Authority and factors affecting delegation – Span of control – Decentralization – Line and staff structure conflicts - Coordination definition and principles - Emerging Trends in Corporate Structure – Formal and Informal Organization- Nature and importance of Controlling, process of Controlling, Requirements of effective control and controlling techniques.

Unit – III

Organizational behavior: Nature and scope – Linkages with other social sciences – Individual roles and organizational goals – perspectives of human behavior - Perception– perceptual process – Learning - Learning Process- Theories - Personality and Individual Differences - Determinants of Personality - Values, Attitudes and Beliefs - Creativity and Creative thinking.

Unit – IV

Motivation and Job Performance – Content and process Theories of Motivation - Leadership - Styles - Approaches – Challenges of leaders in globalized era – Groups – stages formation of groups – Group Dynamics - Collaborative Processes in Work Groups - Johari Window- Transactional Analysis.

Unit – V:

Organizational conflict-causes and consequences-conflict and Negotiation Team Building, Conflict Resolution in Groups and problem solving Techniques – Organizational change - change process - resistance to change - Creating an Ethical Organization.

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

References:

1. Harold Koontz, Heinz Weihrich, A.R.Aryasri, Principles ofManagement, TMH, 2010.
2. Dilip Kumar Battacharya, Principles of Management, Pearson, 2012.
3. Kumar, Rao, Chhaalill "Introduction to Management Science" Cengage Publications,New Delhi
4. V.S.P.Rao, Management Text and Cases, Excel, Second Edition, 2012.
5. K.Anbuvelan, Principles of Management, University Science Press,2013.
6. K.Aswathappa " Organisational Behaviour-Text, Cases and Games", Himalaya Publishing House, New Delhi,2008.
7. Steven L Mc Shane, Mary Ann Von Glinow, Radha R Sharma: "Organisational Behaviour", TMH Education, New Delhi,2008.

I YEAR I SEMESTER

Code	Course	Marks	L	T	P	C
23MB1C02	**Managerial Economics**	**100**	**4**	**0**	**0**	**4**

Course Objective: This subject seeks to equip the students with the analytical tools of Economics and apply the same to rational managerial decision-making. It further seeks to develop economic way of thinking in dealing with practical business problems and challenge.

UNIT-I:

Introduction to Managerial Economics: Nature and Scope- Fundamental Concepts: Incremental reasoning, Concept of Time Perspective, Discounting Principle, Opportunity Cost Principle, Equi - Marginal Concept,-Theory of Firm.

UNIT-II:

Demand Analysis and Forecasting: Concepts of Demand, Supply, Determinants of Demand and Supply, Elasticities of Demand and Supply- Methods of demand forecasting for established and new products.

UNIT-III:

Cost and Production Analysis: Cost: Concept and types, Cost-Output Relationships, Cost Estimation, Reduction and Control- Economies and Diseconomies of Scale- Law of Variable Proportions- Returns to Scale- Isoquants-Cobb- Douglas and CES Production functions.

UNIT-IV:

Theory of Pricing: Price determination under Perfect Competition, Monopoly, Oligopoly and Monopolistic Competitions- Methods of Pricing- Game Theory basics- Dominant Strategy-Nash Equilibrium and Prisoner’s Dilemma.

UNIT-V:

Macro Economics and Business: Concept, Nature and Measurement of National Income- Inflation and Deflation: Inflation - Meaning and Kinds, Types, Causes and measurement of inflation Measures to Control Inflation, Deflation- - Philips curve- Stagflation-Theory of Employment- Business cycles: Policies to counter Business Cycles.

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

References:

1. D.M.Mithani, Managerial Economics, Himalaya Publishing House
2. H.Craig Peterson, W.Cris Lewis, Managerial Economics, Pearson, 2005.
3. Gupta G.S., Managerial Economics, TMH, 1988.
4. P.L. Mehta, Managerial Economics, PHI, 2001.
5. K .K Dawett, Modern Economic Theory, Sultan Chand & Sons.
6. D.N. Dwivedi, Managerial Economics, 7th Ed, Vikas Publishing.
7. Rangarajan and Dholkia, Macroeconomics, TMH.

I YEAR I SEMESTER

Code	Course	Marks	L	T	P	C
23MB1C03	**Accounting for Managers**	**100**	**4**	**0**	**0**	**4**

Course Objective:
The objective of this course is to acquaint the students regarding various accounting concepts and itsapplication in managerial decision making.

Unit – I:
Financial Accounting- concept, Importance and scope, accounting principles, accounting cycle, journal ledger,trial balance, Preparation of final accounts with adjustments.
Unit – II:
Analysis and interpretation of financial statements – meaning, importance and techniques, ratio analysis, Fundflow analysis, cash flow analysis (AS - 3).
Unit – III:
Cost accounting–meaning, importance, methods, techniques; classification of costs and cost sheet; Inventory valuation methods- LIFO, FIFO, HIFO and weighted average method, an elementary knowledge of activity based costing.
Unit – IV:
Management accounting – concept, need, importance and scope; budgetary control-meaning, need, objectives,essentials of budgeting, different types of budgets and their preparation.
Unit-V:
Standard costing and variance analysis (materials, labour)-Marginal costing and its application in managerialdecision making, Break Even Analysis.
Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. MAHESWARI AND MAHESWARI" Financial Accounting", Vikas Publishing House, New Delhi,2013.
2. Pandey, I.M. Management Accounting, Vikas Publishing House, New Delhi.
3. Horngen, Sundem & Stratton, Introduction to Management Accounting, Pearson Education, New Delhi.
4. Hansen & Mowen, Cost Management, Thomson Learning.
5. Mittal, S.N. Management Accounting and Financial management, Shree Mahavir Book Depot, NewDelhi.
6. Jain S.P. and Narang K.L. Advanced Cost Accounting, Kalyani Publishers Ludhiana.
7. Khan M.Y. and Jain, P.K. Management Accounting, TMH, N. Delhi.

I YEAR I SEMESTER

Code	Course	Marks	L	T	P	C
23MB1C04	**Quantitative Analysis for Business Decisions**	**100**	**4**	**0**	**0**	**4**

Course Objective:
Students would be able to acquire an understanding of descriptive statistical tools like measures of centraltendency & measures of variation and apply these tools to real life situations.

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

Unit II
Measures of Central Tendency – Measures of Dispersion –Simple Correlation and Regression Analysis Concept of Probability- Probability Rules – Joint and Marginal Probability – Baye's Theorem- Probability Distributions- Binomial, Poisson, Normal and Exponential Probability Distributions.

UNIT III
Introduction to Decision Theory: Steps involved in Decision Making, different environments in which decisions are made, Criteria for Decision Making, Decision making under uncertainty, Decision making under conditions of Risk-Utility as a decision criterion, Decision trees, Graphic displays of the decision making process, Decision making with an active opponent.

Unit-IV
Sampling and Sampling Distributions – Estimation – Point and Interval Estimates of Averages and proportions of small and Large Samples –Concepts of Testing Hypothesis –One Sample Test for Testing Mean and Proportion of Large and Small Samples.

Unit-V
Tests Two Samples –Tests of Difference between Mean and Proportions of Small and Large Samples – Chi-square Test of Independence and Goodness of Fitness- Analysis of Variance.

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

References:

1. N.D.Vohra: "Quantitative Techniques in Management", Tata-McGraw Hill Private Limited, New Delhi,2011.
2. Gupta S.P: "Statistical Methods", S. Chand and Sons, New Delhi.
3. Anand Sharma: "Quantitative Techniques for Business decision Making", Himalaya Publishers, NewDelhi, 2012.
4. D P Apte: "Operation Research and Quantitative Techniques", Excel Publication, New Delhi, 2013.
5. Hamdy, A.Taha: "Operations Research: An Introduction", Prentice-Hall of India, New Delhi 2003.
6. Anderson: "Quantitative Methods for Business", Cengage Learning, New Delhi 2013.
7. Sancheti, Dc & VK Kapoor, "Business Mathematics", S Chand and Sons, New Delhi.

I YEAR I SEMESTER

Code	Course	Marks	L	T	P	C
23MB1C05	**Legal and Business Environment**	**100**	**4**	**0**	**0**	**4**

Course Objective:

To acquaint students with the issues of Indian business environment in which business has to operate, to relate the impact of environment on business in an integrated manner, and to give an exposure to important commercial and industrial laws.

UNIT-I

Introduction: Concept of Business Environment-Definition-Characteristics-Environmental factors, Importance at national and international level – problems and challenges – Environmental Scanning: Importance, Process of scanning- NITI Aayog: It's Role in Economic Development of India- Technological Environment: Features, Its impact on Business, Restraints on Technological Growth.

UNIT-II

Economic and Political Environment: Concept-Definition of Economic Environment-Economic Systems- Relative merits and demerits of each systems-Economic Policies-Monetary-Fiscal-Industrial policies since independence and their significance – regulatory and promotional framework . Structure of Indian Economy- Nature and significance. Economic Planning-Objectives, Merits, Limitations- Concept and Meaning of Political Environment.

UNIT-III

Legal Environment: - Business Law: Meaning, scope and need for Business Law- Source of Business Law- Indian Contract Act 1872: Its Essentials, Breach of Contract and remedies. Intellectual Property Rights.Negotiable Instruments Act 1881.

UNIT-IV

Company Act 2013: Memorandum and alteration of Articles of Association-Partnership Act 1932: Duties of Partners- Dissolution of Partnership-Information Technology Act 2000: Digital signature-Cyber Frauds.

UNIT-V

Miscellaneous Acts: Sales of Goods Act 1930-Sale- agreement to Sale – Implied Conditions and Warranties- Consumer Protection Act 1986- Competition Act- Environment (Protection) Act 1986- Foreign Exchange Management Act (FEMA).

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

References:

1. Francis Cherunillam, Business Environment, Himalaya Publishers.
2. K.Aswathappa, Essentials of Business Environment, Himalaya Publishers.
3. P.K.Dhar, Indian Economy Growing Dimensions, Kalyani Publishers 4.
4. N.D.Kapoor , Mercantile Law, Sultan Chand Publishers.
5. Chaula and Garg, Mercantile Law, Kalyani Publishers

I YEAR I SEMESTER

Code	Course	Marks	L	T	P	C
23MB1C06	**Business Communication and Soft skills**	**100**	**4**	**0**	**0**	**4**

Course Objective:

To acquaint the students with fundamentals of communication, help them honing oral, written and non-verbalcommunication skills and to transform them as effective communicators.

Unit – I

Purpose and process of communication: Objectives of Communication-Process of Communication- Types of communication; noise, listening skills, Types of listening, essentials of good listening and tips.

Unit – II

Managing Organizational Communication: Formal and Informal Communication-Interpersonal and Intrapersonal communication- Role of Emotion in Interpersonal Communication- Barriers to Interpersonal Communication- Exchange Theory-Gateways for Effective Interpersonal Communication.

Unit – III

Non verbal communication and Body Language: Kinesics, Proxemics, Paralanguage, Haptics, handshakes, appropriate body language and mannerisms for interviews: business etiquettes- across different cultures.

Unit – IV

Written communication: mechanics of writing, report writing- business correspondence-business letterformat- Meetings and managing meetings- Resume writing-Formats and Skills.

Unit- V

Presentation skills: prerequisites of effective presentation, format of presentation; Assertiveness – strategies of assertive behavior; Communication skills for group discussion and interviews, Interview Techniques.

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

References:

1. Mallika Nawal: “Business Communication”, Cengage Learning, New Delhi, 2012.
2. Edwin A. Gerloff, Jerry C. Wofford, Robert Cummins Organisational Communication: The key stone tomanagerial effectiveness.
3. Meenakshi Rama: “*Business Communication*”, Oxford University Press, NewDelhi
4. C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan, Business Communication, Himalaya PublishingHouse, Mumbai
5. Paul Turner: “*Organisational Communication*”, JAICO Publishing House, New Delhi.
6. SathyaSwaroopDebasish, Bhagaban Das” “*Business Communication*”, PHIPrivate Limited, New Delhi,2009.
7. R.K.Madhukar: “Business Communication”, Vikas Publishing House, New Delhi, 2012.
8. Kelly M Quintanilla, Shawn T.Wahl:“Business and Professional Communication”, SAGE,New Delhi, 2012.
9. Sangita Mehta, NeetyKaushish: “Business Communication”, University Science Press, New Delhi, 2010.
10. Anjali Ghanekar: “Business Communication Skills”, Everest Publishing House, New Delhi,2011

I YEAR I SEMESTER

Code	Course	Marks	L	T	P	C
23MB1O01 **Open Elective**	**Rural Development**	**100**	**4**	**0**	**0**	**4**

Course Objective:

To make the students understand various natural resources and their importance in rural development.

Unit-I

Definition and meaning of Resources, Types of Rural Resources, Natural and Man-made, Characteristics of Resources, Importance of different resources in Rural Development. Rural Governance and Administration in India- Pre & Post independence- Elements of Indian constitution Constitutional amendment to Panchayati Raj system- Development (Department) Administration in Rural India.

Unit-II

Land Resources development experience: Classification of land based on utility, Soils – Structure and importance, Properties of Soil- Physical and Chemical, Soil Conservation- methods and importance. Status of Rural Development in the SAARC countries.

Unit-III

Human Resources Dimensions of Rural Development-Quantitative aspects of rural human resource (Gender & Age wide classification, Density, Issue in rural human resources- Scarcity, lack of skill, attitude, and social status). Food security and public distribution system-Rural Financial Sector –Sources of Rural Credit: Institutional and Non Institutional - Service Delivery System in Rural areas, Rural Infrastructural Sector and Millennium Development Goals Housing in Rural Areas.

Unit-IV

Approaches of Rural Development in India- institutional, technological, area and target group, participatory, individualistic. Rural Development Policies during different plan periods. Strategies of Rural Development – growth oriented strategy, Welfare strategy, Responsive strategy, Holistic strategy, right-based strategy. PURA Model.

Unit-V

Review of Rural Development Programmes in the area of agricultural sector – crop, non- crop, livestock, fishery, forestry. Review of Rural Development Programmes in area of Social Sectors – Health, Sanitation and Education. Project Planning and Management.

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

References:

1. Rural Development: Principles, Policies and Management, Katar Singh, Sage Publications India Pvt.Ltd., 2009.
2. Soil & Water Conservation & Watershed Management Hardcover – 2012, Singh PK Mahnot

I YEAR I SEMESTER

Code	Course	Marks	L	T	P	C
23MB1O02 Open Elective	**Cross Culture Management**	**100**	**4**	**0**	**0**	**4**

Course Objective:

The objective of this course is to enhance the ability of class members to interact effectively with people from cultures other than their own, specifically in the context of international business. The course is aimed at significantly improving the ability of practicing managers to be effective global managers.

Unit – I

Introduction – Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stakeholders [managers, employees, shareholders, suppliers, customers and others] – An Analytical framework.

Unit – II

Culture and Global Management – Global Business Scenario and Role of Culture. Framework for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/ of an Indian MNC and Foreign MNC & High-Performance Winning Teams and Cultures; Culture Implications for Team Building.

Unit – III

Cross Culture – Negotiation & Decision Making – Process of Negotiation and Needed Skills & Knowledge Base – Overview with two illustrations from multicultural contexts [India – Europe/ India – US settings, for instance]; International and Global Business Operations- Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context.

Unit – IV

Global Human Resources Management – Staffing and Training for Global Operations – Expatriate – Developing a Global Management Cadre.. Motivating and Leading; Developing the values and behaviours necessary to build high-performance organization personnel [individuals and teams included] – Retention strategies.

Unit – V

Corporate Culture – The Nature of Organizational Cultures Diagnosing the As is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement.

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

References:

1. Cashby Franklin, Revitalize your corporate culture: PHI, Delhi
2. Deresky Helen, International Management: Managing Across Borders and Cultures, PHI, Delhi
3. Esenn Drlarry, Rchildress John, The Secret of a Winning Culture: PHI, Delhi

I YEAR I SEMESTER

Code	Course	Marks	L	T	P	C
23MB1O03 Open Elective	**MOOCs: SWAYAM/NPTEL- Related to Management Courses other than listed courses in the syllabus**	**100**	**4**	**0**	**0**	**4**

NOTE: Students opting for SWAYAM/NPTEL should register for **12 weeks course** and need to produce the Pass certificate with minimum 40% (Percentage) for receiving the Academic Credits. The actual percentage mentioned on the certificate will be transferred to the marks memo.

I YEAR I SEMESTER

Code	Course	Marks	L	T	P	C
23MB1L01	**Business Communication and Soft skills Lab**	**50**	**0**	**0**	**2**	**2**

(LAB):

Evaluation Process:

i) For practical (LAB) subject the distribution shall be **20 marks** for internal evaluation and **30 marks** for the semester end examinations. There shall be continuous evaluation by the internal subject teacher during the semester for **20** internal marks. Out of the **20 marks internal, 10** marks shall be for day-to- day performance (**5 marks for day-to-day evaluation and 5 marks for Record**) and **10 marks** shall be evaluated by conducting an internal test towards the end of semester.

ii) Semester End examination shall be conducted by the teacher concerned and external examiner for **30 marks. Three QUESTIONS will be given in the external examination from the activities listed in each unit. Each question carries 10 marks. Duration of the examination is 90 minutes.**

Unit: 1

Listening and speaking skills- Conversational skills (formal and informal) – group discussion. Listening to lectures, discussions, talk shows, news programmes, dialogues from TV/radio/Ted talk/Podcast – watching videos on interesting events on YouTube. (Presenting before the class).

Activities for Unit-1:

1) Dos and Don’ts of Group Discussions.
2) Tell me about yourself.
3) Self SWOT Analysis
4) Analysis of Academic Video clip uploaded on the system for the student.
5) News Presentation- Current affairs.

Unit – II

Organizational Communication:

Choosing the organization – goal setting - Time management — leadership traits – Team work – communicatingacross teams- designing career and life planning.

Activities for Unit-II:

1) Individual goal setting – process / SMART goals.
2) Designing a team activity to be conducted in the class.
3) Preparing a schedule plan for conducting an event (with proper time management).
4) Designing a self career plan.
5) Prepare a time management chart for your daily schedule. (Prioritization)

Unit – III

Non verbal communication and Body Language:
Understanding Body Language Aspects and presenting oneself to an interviewer, Proper handshakes**.**

Activities for Unit-III:

1) Maintaining the body language for interviews.
2) Presenting oneself to an interviewer.
3) Importance of kinesics in an interview.
4) Role plays on cross cultural communication.

Unit – IV

Written communication:
Writing job applications – cover letter – resume – emails – letters – memos – reports – blogs – writing forpublications.

Activities for Unit-IV:

1) Preparation of effective Resume.
2) Write dialogues for the following situation: Mr. A calls a Hotel in Shimla to make a reservation for fourpeople.
3) Write dialogues for the following situation: Mr.K gives direction to his friend how to reach the JNTUKUniversity.
4) Write a covering letter for job application in TCS.
5) Write at least 5 E-mail etiquette.

Unit- V

Presentation skills:
Designing presentations and enhancing presentation skills.

Activities for Unit-V:

1) Prepare a PowerPoint presentation on presentation skills.
2) How to make an effective presentation.
3) Prepare and present a PPT on any topic given by the examiner.

References:

1.Mallika Nawal: “Business Communication”, Cengage Learning, New Delhi, 2012.

2. Edwin A. Gerloff, Jerry C. Wofford, Robert Cummins Organisational Communication: The key stone tomanagerial effectiveness.

3. Meenakshi Rama: "*Business Communication*", Oxford University Press, NewDelhi

4. C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan, Business Communication, Himalaya PublishingHouse, Mumbai

5. Paul Turner: "*Organisational Communication*", JAICO Publishing House, New Delhi.

6. SathyaSwaroopDebasish, Bhagaban Das" "*Business Communication*", PHIPrivate Limited, New Delhi, 2009.

7. R.K.Madhukar: "Business Communication", Vikas Publishing House, New Delhi, 2012.

8. Kelly M Quintanilla, Shawn T.Wahl:"Business and Professional Communication", SAGE,New Delhi, 2012.

9. Sangita Mehta, NeetyKaushish: "Business Communication", University Science Press, New Delhi, 2010.

10. Anjali Ghanekar: "Business Communication Skills", Everest Publishing House, New Delhi,2011

I YEAR I SEMESTER

Code	Course	Marks	L	T	P	C
23MB1L02	**Information Technology – Lab1 (Spreadsheet and Tally)**	**50**	**0**	**0**	**2**	**2**

Lab Evaluation:

i) For practical (LAB) subject the distribution shall be **20 marks** for internal evaluation and **30 marks** for the semester end examinations. There shall be continuous evaluation by the internal subject teacher during the semester for **20** internal marks. Out of the **20 marks internal, 10** marks shall be for day-to- day performance (**5 marks for day-to-day evaluation and 5 marks for Record**) and **10 marks** shall be evaluated by conducting an internal test towards the end of semester.

ii) Semester End examination shall be conducted by the teacher concerned and external examiner for **30 marks. Three QUESTIONS will be given in the external examination from the experiments based on the syllabus. Each question carries 10 marks. Duration of the examination is 90minutes.**

UNIT- 1

Introducing spreadsheet: Choosing the correct tool; Creating and Saving; Spreadsheet workspace; Managing the workspace; Entering and editing data; Data entry; Selecting cells; Saving time when entering data. Presenting a spreadsheet; Number and date/time format tools; Percentages; Dates and Times; Currency; Text; Performing calculations; Basic arithmetic; Using functions; Replicating formulae; Absolute cell addressing; References between worksheets.

UNIT -II

Ranges and functions: Creating named ranges; Using named ranges; Finding and inserting functions; Excel – Functions: what if, Conditional count, sum and average, Multiple criteria with count, sum and if. Time and date calculations.

UNIT- III

Basic of Accounting: Type of Accounts, Rules of Accounting, Principles of concepts and conventions, double entry system, book keeping Mode of Accounting, Financial Statements, Transaction, Recording Transactions. Getting the functional with Tally, Creation and setting up of company in Tally.

UNIT- IV

Accounting Masters in Tally- Features- Configurations- Setting up Account Heads.

UNIT- V

Inventory in Tally- Stock – groups – Stock Categories - Godowns / Location Units of Measure **-** Stock Items **-**Creating Inventor y Masters for National Traders

I YEAR II SEMESTER

Code	Course	Marks	L	T	P	C
23MB2C01	**Financial Management**	**100**	**4**	**0**	**0**	**4**

Course Objective:

The Course is designed for the students to understand the Financial Management concepts and to identify,enrich and fulfill the needs of Financial Markets.

UNIT- I

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

UNIT-II

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

UNIT -III

Investment Decision: Concept and Techniques of Time Value of Money – Nature and Significance of Investment Decision – Estimation of Cash flows – Capital Budgeting Process – Techniques of Investment Appraisal – Discounting and Non Discounting Methods.

UNIT-IV

Dividend Decision: Meaning and Significance – Major forms of dividends – Theories of Dividends – Determinants of Dividend – Dividends Policy and Dividend valuation – Bonus Shares –Stock Splits – Dividend policies of Indian Corporate.

UNIT-V

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

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

References:

1.I.M. Pandey: "**Financial Management",** Vikas Publishers, New Delhi, 2013.

2.Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi,

3.Prasanna Chandra: "**Financial Management Theory and Practice**", Tata McGrawHill 2011.

4.P.Vijaya Kumar, M.Madana Mohan, G. Syamala Rao: "**Financial Management",** Himalaya PublishingHouse, New Delhi, 2013.

5.Brigham,E.F: "**Financial Management Theory and Practice**", Cengae Learning, New Delhi, 2013

6.RM Srivastava, Financial Management, Himalaya Publishing house, 4th edition.

I YEAR II SEMESTER

Code	Course	Marks	L	T	P	C
23MB2C02	Human Resource Management	100	4	0	0	4

Course Objective:

To equip the students with basic concepts of Human Resource Management and the various functions of HRMincluding Industrial Relations in the liberalized, socialism environment.

UNIT -I

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

UNIT -II

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

UNIT -III

Performance Appraisal: Importance – Methods – Traditional and Modern methods – Latest trends in performance appraisal - Career Development and Counseling- Compensation - Concepts and Principles- Influencing Factors- Current Trends in Compensation- Methods of Payments in detail - Incentives rewards compensation mechanisms.

UNIT -IV

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

UNIT -V

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

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

References:

1. K Aswathappa: “Human Resource and Personnel Management”, Tata McGraw Hill, New Delhi, 2013.

2. N.Sambasiva Rao and Dr. Nirmal Kumar: “Human Resource Management and Industrial Relations”,Himalaya Publishing House, Mumbai.

3. Mathis, Jackson,Tripathy: “Human Resource Management:Asouth-Asin Perspective”, CengageLearning, New Delhi, 2013.

4. Subba Rao P: “Personnel and Human Resource Management-Text and Cases”, Himalaya Publications,Mumbai, 2013.

5. MadhurimaLall, Sakina QasimZasidi: “Human Resource Management”, Excel Books, New Delhi,2010.

I YEAR II SEMESTER

Code	Course	Marks	L	T	P	C
23MB2C03	**Marketing Management**	**100**	**4**	**0**	**0**	**4**

Course Objective:

The Course is designed for the students to understand the Marketing concepts and to identify, enrich and fulfill the needs of customers and markets.

UNIT -I

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

UNIT -II

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

UNIT -III

Product and Pricing Aspects: Product – Product Mix - Product Life cycle -Obsolescence- Pricing- Objectives of Pricing - Methods of Pricing - Selecting the Final price - Adopting price - Initiating the price cuts - Imitatingprice increases-Responding to Competitor’s price changes.

UNIT -IV

Marketing Communication: Communication Process – Communication Mix – Integrated Marketing Communication - Managing Advertising Sales Promotion - Public relations and Direct Marketing - Sales force
– Determining the Sales Force Size - Sales force Compensation.

UNIT -V

Distribution, Marketing Organization and Control: Channels of Distribution-Intensive, Selective and Exclusive Distribution- Organizing the Marketing Department - Marketing Implementation - Control of Marketing Performance - Annual Plan Control - Profitability Control - Efficiency Control - Strategic Control.

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

References

1. Phillip Kotler: "**Marketing Management** ", Pearson Publishers, New Delhi, 2013.

2. Rajan Saxena: "**Marketing Management**", Tata McGraw Hill, New Delhi, 2012.

3. V S Ramaswamy & S Namakumari, Marketing Management Global Perspective Indian Context 4thEdition, Mac Millan Publishers 2009.

4. Tapan K Panda: **"Marketing Management**", Excel Books, New Delhi, 201**2**

5. Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: "**Marketing**", Oxford University Press,Chennai, 2013

I YEAR II SEMESTER

Code	Course	Marks	L	T	P	C
23MB2C04	**Operations Management**	**100**	**4**	**0**	**0**	**4**

Course Objective

This Course is designed to make student understand the strategic significance of Operation management, to acquaint them with application of discipline to deal with real life business problem.

UNIT-I:

Introduction to Operation Management: Nature & Scope of Operation/ Production Management, Relationship with other functional areas, Recent trend in Operation Management, Manufacturing & Theory of Constraint, Types of Production System, Just in Time (JIT) & lean system.

UNIT -II:

Product Design & Process Selection: Stages in Product Design process, Value Analysis, Facility location & Layout: Types, Characteristics, Advantages and Disadvantages, Work measurement, Job design.

UNIT- III:

Forecasting & Capacity Planning: Methods of Forecasting, Overview of Operation Planning, Aggregate Production Planning, Production strategies, Capacity Requirement Planning, MRP, Scheduling, Supply Chain Management, Purchase Management, Inventory Management.

Unit- IV:

Productivity: Factors, Affecting Productivity – Job Design – Process Flow Charts – Methods Study – Work Measurement – Engineering and Behavioral Approaches.

UNIT -V:

Quality Management: Quality- Definition, Dimension, Cost of Quality, Quality Circles-Continuous improvement (Kaizen), ISO (9000&14000 Series), Statistical Quality Control: Variable & Attribute, Process Control, Control Charts -Acceptance Sampling Operating Characteristic Curve (AQL , LTPD, Alpha & Beta risk), Total Quality Management (TQM).

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

References:

1. Krajewski & Ritzman (2004). Operation Management -Strategy and Analysis. Prentice Hall of India.
2. Panner Selvem, Production and Operation Management, Prentice Hall of India.
3. Chunnawals, Production & Operation Management Himalaya, Mumbai
4. Charry, S.N (2005). Production and Operation Management- Concepts, Methods Strategy. John Willy &Sons Asia Pvt Limited.
5. K Aswathappa & Sridhar Bhatt, Production & Operations Management, Himalaya, Mumbai.

I YEAR II SEMESTER

Code	Course	Marks	L	T	P	C
23MB2C05	**Business Research Methods**	**100**	**4**	**0**	**0**	**4**

Course Objective: Developing the students in Research orientation and to acquaint them with fundamental of research methods.

UNIT –I

Introduction : Nature and Importance of Research, The role of Business Research, Aims of social research, Types of Research- Pure research vs. Applied research, Qualitative research vs. Quantitative research, Exploratory research, Descriptive research and Experimental research, ethical issues in business research- Defining Research Problem, Steps in Research process.

UNIT -II

Data Base: Discussion on primary data and secondary data, tools and techniques of collecting data. Methods of collecting data. Sampling design and sampling procedures. Random vs. Non-random sampling techniques, determination of sample size and an appropriate sampling design. Designing of Questionnaire –Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttmann Scale – Likert Scale – Schematic Differential Scale.

UNIT -III

Survey Research and data analysis: Selection of an appropriate survey research design, the nature of field work and Field work management. Media used to communicate with Respondents, Personal Interviews, Telephone interviews, Self-administered Questionnaires- Editing – Coding – Classification of Data – Tables and Graphic Presentation –Preparation and Presentation of Research Report.

UNIT -IV

Statistical Inference: Formulation of Hypothesis –Tests of Hypothesis - Introduction to Null hypothesis vs. alternative hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, Chi Square test.

UNIT -V

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

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

References

1. C.R. Kothari: Research Methodology, methods and Techniques New Age International Publisher.
2. Navdeep and Guptha : “**Statistical Techniques & Research Methodology**”, Kalyani Publishers
3. Willam G.Zikmund, Adhkari: “***Business Research Methods***”, Cengage Learning, New Delhi, 2013.
4. A.N. Sadhu, Amarjit singh, Research methodology in social sciences, 7th Edition HimalayaPublications.
5. A Bhujanga rao , Research methodology, Excel Books, 2008.

I YEAR II SEMESTER

Code	Course	Marks	L	T	P	C
23MB2O01 Open Elective	**Project Management**	**100**	**4**	**0**	**0**	**4**

Course Objective: The objective of this course is to enable the students to gain basic knowledge about the concept of project, project management, project life-cycle, project appraisal; to acquaint the students about various issues of project management.

Unit -I:

Basics of Project Management –Concept– Project environment – Types of Projects – Project life cycle – Project proposals – Monitoring project progress – Project appraisal and Project selection – Causes of delay in Project commissioning– Remedies to avoid overruns. Identification of Investment opportunities – Sources of new project ideas, preliminary screening of projects – Components for project feasibility studies.

Unit- II:

Market feasibility -Market survey – Categories of Market survey – steps involved in conducting market survey – Demand forecasting techniques, sales projections.

Unit- III:

Technical and Legal feasibility: Production technology, materials and inputs, plant capacity, site selection, plant layout, Managerial Feasibility Project organization and responsibilities. Legalities – Basic legal provisions. Development of Programme Evaluation & Review Technique (PERT) –Construction of PERT (Project duration and valuation, slack and critical activities, critical path interpretation) – Critical Path Method (CPM)

Unit- IV:

Financial feasibility – Capital Expenditure – Criteria and Investment strategies – Capital Investment Appraisal Techniques (Non DCF and DCF) – Risk analysis – Cost and financial feasibility – Cost of project and means of financing –– Estimation of cash flows – Estimation of Capital costs and operating costs; Revenue estimation – Income – Determinants – Forecasting income –Operational feasibility - Breakeven point – Economics of working.

Unit -V:

Project Implementation and Review: Forms of project organization – project planning – project control – human aspects of project management – prerequisites for successful project implementation – project review – performance evaluation – abandonment analysis.

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

References:

1. Prasanna Chandra, "Projects, Planning, Analysis, Selection, Financing, Implementation and Review", TataMcGraw Hill Company Pvt. Ltd., New Delhi 1998.
2. Gido: Effective Project Management, 2e, Thomson, 2007.
3. Singh M.K, "Project Evaluation and Management".
4. Vasanth Desai, Project Management, 4th edition, Himalaya Publications 2018.
5. Clifford F. Gray, Erik W. Larson, "Project Management, the Managerial Emphasis", McGraw Hill, 2000.

I YEAR II SEMESTER

Code	Course	Marks	L	T	P	C
23MB2O02 Open Elective	**Lean Management**	**100**	**4**	**0**	**0**	**4**

Course Objective: To understand issues and challenges in implementing and development in lean manufacturing techniques from TPS and its contribution for improving organizational performance.

UNIT- I

Introduction: Mass production system, Craft Production, Origin of Lean production system , Why Lean production , Lean revolution in Toyota , Systems and systems thinking , Basic image of lean production , Customer focus , Waste Management.

UNIT- II

Just In Time: Why JIT , Basic Principles of JIT, JIT system, Kanban, Six Kanban rules, Expanded role of conveyance, Production leveling, Three types of Pull systems, Value stream mapping. JIDOKA, Development of Jidoka concept, Why Jidoka, Poka, Yoke systems, Inspection systems and zone control – Types and use of Poka-Yoke systems, Implementation of Jidoka

UNIT -III

Kaizen: Six – Sigma philosophy and Methodologies ,QFD, FMEA Robust Design concepts; SPC, QC circles standardized work in lean system , Standards in the lean system, 5S system.

UNIT- IV

Total Productive Maintenance: Why Standardized work, Elements of standardized work, Charts to define standardized work, Kaizen and Standardized work Common layouts.

UNIT- V

Hoshin Planning & Lean Culture: Involvement, Activities supporting involvement, Quality circle activity, Kaizen training, Key factors of PKT success, Hoshin Planning System, Four Phases of Hoshin Planning, Why Lean culture – How lean culture feels.

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

References:

1. Jeffrey Liker, The Toyota Way: Fourteen Management Principles from the World's Greatest Manufacturer, McGraw Hill, 2004.
2. Debashish Sarkar , Lessons in Lean Management,
3. Dale H., Besterfield , Carol, Besterfield, etal, Total Quality Management (TQM) 5e by Pearson 2018.

I YEAR II SEMESTER

Code	Course	Marks	L	T	P	C
23MB2O03 Open Elective	**Data Base Management System**	**100**	**4**	**0**	**0**	**4**

Course Objectives: The course is to present an introduction to database management systems, with an emphasis on how to organize, maintain and retrieve - efficiently, and effectively - information from a DBMS.

UNIT- I

Introduction to Database Systems: Data - Database Applications - Evolution of Database - Need for DatabaseManagement – Data models - Database Architecture - Key Issues and Challenges in Database Systems.

UNIT -II

ER and Relational Models: ER Models – ER to Relational Mapping –Object Relational Mapping - Relational Model Constraints - Keys - Dependencies - Relational Algebra - Normalization - First, Second, Third & Fourth Normal Forms - BCNF – Join Dependencies.

UNIT- III

Data Definition and Querying: Basic DDL - Introduction to SQL - Data Constraints - Advanced SQL – Views - Triggers - Database Security – Embedded & Dynamic SQL.

UNIT -IV

Transactions and Concurrency: Introduction to Transactions - Transaction Systems - ACID Properties - System & Media Recovery - Need for Concurrency - Locking Protocols – SQL for Concurrency – Log Based Recovery - Two Phase Commit Protocol - Recovery with SQL- Deadlocks & Managing Deadlocks.

UNIT -V

Advanced Topics in Databases: Indexing & Hashing Techniques - Query Processing & Optimization - Sorting & Joins – Database Tuning - Introduction to Special Topics - Spatial & Temporal Databases – Data Miningand Warehousing.

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

References:

1. Abraham Silberschatz, Henry F. Korth, S. Sudharshan, ―Database System Concepts‖, Sixth Edition, TataMcGraw Hill, 2010.

2. Ramez Elmasri, Shamkant B. Navathe, ―Fundamentals of Database Systems‖, Sixth Edition,Pearson/Addison - Wesley, 2010.

3. C.J. Date, A. Kannan and S. Swamynathan, ―An Introduction to Database Systems‖, PearsonEducation,Eighth Edition, 2006.

4. Raghu Ramakrishnan, ―Database Management Systems‖, Fourth Edition, McGraw Hill, 2015.

I YEAR II SEMESTER

Code	Course	Marks	L	T	P	C
23MB2L01	**IT-lab 2(Programming R)**	**50**	**0**	**0**	**2**	**2**

OBJECTIVE:

After taking the course, students will be able to

- Use R for statistical programming, computation, graphics, and modeling,
- Write functions and use R in an efficient way,
- Fit some basic types of statistical models
- Use R in their own research,
- Be able to expand their knowledge of R on their own.

OUTCOMES:

At the end of this course, students will be able to:

- List motivation for learning a programming language
- Access online resources for R and import new function packages into the R workspace
- Import, review, manipulate and summarize data-sets in R
- Explore data-sets to create testable hypotheses and identify appropriate statistical tests
- Perform appropriate statistical tests using R Create and edit visualizations

SYLLABUS:

UNIT-I:

All the theory content here below shall be executed with examples.

Introduction, How to run R, R Sessions and Functions, Basic Math, Variables, Data Types, Vectors,Conclusion, Advanced Data Structures, Data Frames, Lists, Matrices, Arrays, Classes**.**

UNIT-II:

All the theory content here below shall be executed with examples.

R Programming Structures, Control Statements, Loops, - Looping Over Non vector Sets,- If-Else, Arithmetic and Boolean Operators and values, Default Values for Argument, Return Values, Deciding Whether to explicitly call return- Returning Complex Objects, Functions are Objective, No Pointers in R, Recursion, A Quicksort Implementation-Extended Extended Example: A Binary Search Tree.

UNIT-III:

All the theory content here below shall be executed with examples.

Doing Math and Simulation in R, Math Function, Extended Example Calculating Probability-Cumulative Sums and Products-Minima and Maxima- Calculus, Functions Fir Statistical Distribution, Sorting, Linear Algebra Operation on Vectors and Matrices, Extended Example: Vector cross Product- Extended Example: Finding Stationary Distribution of Markov Chains, Set Operation, Input /out put, Accessing the Keyboard and Monitor, Reading and writer Files,

UNIT-IV:

All the theory content here below shall be executed with examples.

Graphics, Creating Graphs, The Workhorse of R Base Graphics, the plot() Function –Customizing Graphs, Saving Graphs to Files.

UNIT-V:

All the theory content here below shall be executed with examples.

Probability Distributions, Normal Distribution- Binomial Distribution- Poisson Distributions OtherDistribution, Basic Statistics, Correlation and Covariance, T-Tests,-ANOVA.

Note: From all the theory content above three examples from each unit has to be taken as labexercises. Out of all the 15 programs, the lab exam has to be conducted.

Reference Books:

1) The Art of R Programming, Norman Matloff, Cengage Learning
2) R for Everyone, Lander, Pearson
3) R Cookbook, PaulTeetor, Oreilly
4) R Programming By Dr.T. Murali Mohan , S.Chand Publications.
5) Garrett Grolemund, Hands on Programming with R, Oreilly

II YEAR I SEMESTER

Code	Course	Marks	L	T	P	C
23MB3C01	**Strategic Management**	**100**	**4**	**0**	**0**	**4**

UNIT-I
Introduction: Concepts in Strategic Management, Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company‘s strategy – Crafting a strategy.

UNIT-II
Environmental Scanning: Industry and Competitive Analysis -Evaluating company resources and competitive capabilities – SWOT Analysis – Strategies and competitive advantages in diversified companies and its evaluation. Tools and techniques- Porter's Five Force Model, BCG Matrix, GE Model,

UNIT-III
Strategy Formulation: Strategy Framework For Analyzing Competition, Porter‘s Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers - Formulation of strategy at corporate, business and functional levels. Types of Strategies

UNIT-IV
Strategy Implementation : Strategy and Structure, Strategy and Leadership, Strategy and culture connection - Operationalising and institutionalizing strategy- Organizational Values and Their Impact on Strategy – Resource Allocation – Planning systems for implementation.

UNIT-V
Strategy Evaluation and control – Establishing strategic controls - Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Strategic surveillance -strategic audit

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

References

1.P.Subba Rao: Business Policy and Strategic Management, Himalaya PublishingHouse, New Delhi, 2010

2.Kazmi: Strategic Management and Business Policy, Tata McGraw Hill, 2009

3.R.Srinivasn: Strategic Management, PHI Learning, New Delhi, 2009

4.Adrian Haberberg & Alison: Strategic Management, Oxford University Press, NewDelhi, 2009

II YEAR I SEMESTER

Code	Course	Marks	L	T	P	C
23MB3C02	**Operations Research**	**100**	**4**	**0**	**0**	**4**

Unit – I:
Importance-The History of OR-Definition-Features-Scope of Operations Research –Linear Programming: Introduction-Advantages of using LP-Application areas of LP- Formation of mathematical modelling, Graphical method, the Simplex Method; Justification, interpretation of Significance of All Elements In the Simplex Tableau, Artificial variable techniques: Big M method.

UNIT II:
Transportation, Assignment Models: Definition and application of the transportation model, methods for finding initial solution-tests for optimality-variations in transportation problem, the Assignment Model, Travelling Salesman Problem.

Unit – III:
Dynamic Programming – Applications of D.P. (Capital Budgeting, Production Planning, Solving Linear Programming Problem) – Integer Programming – Branch and Bound Method.

Unit – IV:
Game Theory: Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, matrix and arithmetic methods. Simulation – Simulation Inventory and Waiting Lines.

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

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

References:

1. Winston, Operations Research, Cengage, ND
2. Anand Sharma, Operations Research, Himalaya Publishing House,
3. Kalavarthy, S.Operations Research, Vikas Publishers House Pvt Ltd.,
4. Mcleavey & Mojena, Principles of Operations Research for Management, AITBS publishers,
5. V.K.Kapoor, Operation Research Techniques for Management, Sultan Chand & Sons,
6. Richard Bronson & Govindasami Naadimuthu, SCHAUM'S OUTLINE OF THEORY & PROBLEMS OF Operations Research, 2nd Ed., Tata Mc Graw-Hill Edition,
7. JK Sharma Operation Research – Theory and Applications, MacMillan.

II YEAR I SEMESTER
HR Elective - 1

Code	Course	Marks	L	T	P	C
23MB3EH01	**Human Capital Management**	**100**	**4**	**0**	**0**	**3**

Unit I:

Economic theories of Human Capital: Nature and Role of Human Capital; The Human Capital Model; Predictions of Human Capital Approach; Socio-economic relevance of labour problems in changing scenario; Evolution of organized labour; Industrialization and Development of Labour Economy; Growth of Labour Market in India in the globalised stetting.

Unit II:

Accounting Aspects of Human Capital – Cost Based Models: Meaning, Basic Premises, Need and Significance of HRA, Advantages and Limitation of HRA; Monetary and Non-Monetary Models; Cost Based Models- Acquisition Cost Method, Replacement Cost Model, Opportunity Cost Method, standard cost method, Current Purchasing Power Method (C.P.P.M.); Comparison of Cost incurred on Human capital and the contributions made by them in the light of productivity and other aspects.

Unit III:

Accounting Aspects of Human Capital – Value Based Models: Value Based Models - Hermanson‘sUnpurchased Goodwill Method, Hermanson‘s Adjusted Discount Future Wages Model, Lev and Schwartz Present Value of Future Earnings Model, Flamholtz‘s Stochastic Rewards Valuation Model, Jaggi and Lau‘s Human Resource Valuation Model, Robbinson‘s Human Asset Multiplier Method, Watson‘s Return on Effort Employed Method, Brummet, Flamholtz and Pyle‘s Economic Value Method of Group Valuation, Morse‘s Net Benefit Method; Recent developments in the field of Human Asset/Capital Accounting.

Unit IV:

Quality of Work Life: Workers‘ Participation in Management - Worker‘s Participation in India, shop floor, Plant Level, Board Level- Quality Circles. Workers‘ education objectives - Rewarding. Employees Engagement and Empowerment-nature-types-drivers-benefits- measurement of Engagement-Empowerment.

Unit V:

Industrial Accidents and safety: meaning and definition of accident-types of industrial accidents-cost and consequences-causes and prevention of accidents- Industrial safety –statutory machineries for industrial safety-safety audit. Social Security: Introduction and types –Social Security in India, Health and Occupational safety programs- work place discipline –work place counselling-meaning –definition –types-advantages-characteristics of an effective counsellor.

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

References

1. I.L.O., Social & Labour aspects of Economic Development, Geneva
2. Report of the National Commission on Labour
3. Patterson & Schol., Economic Problems of Modern Life. Mc-Graw Hill Book Company.
4. Walter Hageabuch, Social Economics, Cambridge University Press.
5. S. Howard Patterson, Social Aspects of Industry.
6. Millis and Montgonery, Labours Progress and some Basic Labour Problems. Mc -Graw Hill Book Company.
7. Flamholtz, Eric, Human Resource Accounting, Dickenson Publishing Co., Califf.
8. Hermanson, Roger H. Accounting for Human Assets, Occasionals Paper No.14, Graduate School of Business Administration, Michigan State University. 9. Flamholtz, Eric G., Human Resource Accounting: Advances in Concepts, Methods and Applications, Jossey Eass Publishers, San Francisco, London.
10. Likert, Rensis, The Human Organisation: Its Management and Value, McGraw Hill Book Co., New York, N.Y.
11. Ganguli, Prabuddha, Intellectual Property Rights: Unleashing the Knowledge Economy, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
12. Chakraborty, S.K., Human Asset Accounting: The Indian Context in Topics in Accounting and Finance, Oxford University Press.

II YEAR I SEMESTER

HR Elective - 2

Code	Course	Marks	L	T	P	C
23MB3EH02	Performance Evaluation and CompensationManagement	100	4	0	0	3

Unit- I:

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

Unit- II:

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

Unit-III:

Management System: objectives – Functions- Phases of Performance Management System-Competency, Reward and Electronic Performance Management Systems-Performance Monitoring and Counselling: Supervision- Objectives and Principles of Monitoring- Monitoring Process-Periodic reviews- Problem solving- engendering trust-Role efficiency- Coaching- Counselling and Monitoring- Concepts and Skills .

UNIT -IV:

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

UNIT V:

Compensation Structure: Compensation Structure -History and past practices, elements of management compensation –Types of compensation system-Performance based and Pay based structures-Designing pay structures-comparison in evaluation of different types of pay structures-Significance of factors affecting-Tax Planning –Concept of Tax planning-Role of tax planning in compensation benefits-Tax efficient compensation package-Fixation of tax liability salary restructuring.

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

References

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

II YEAR I SEMESTER
Finance Elective - 1

Code	Course	Marks	L	T	P	C
23MB3EF01	Security Analysis and Portfolio Management	100	4	0	0	3

Course Objective: To enlighten the students with the Concepts and Practical applications of Security Analysis and Portfolio Management

Unit-I: Concept of Investment, Investment Vs Speculation, and Security Investment Vs Non-security Forms of Investment-Investment Environment in India. Investment Process - Sources of Investment Information, Security Markets – Primary and Secondary – Types of securities in Indian Capital Market, Market Indices. Calculation of SENSEX and NIFTY.

Unit-II: Return and Risk – Meaning and Measurement of Security Returns. Meaning and Types of Security Risks: Systematic Vs Non-systematic Risk. Measurement of Total Risk - Intrinsic Value Approach to Valuation of Bonds - Preference Shares and Equity Shares.

Unit-III: Fundamental Analysis – Economy, Industry and Company Analysis, Technical Analysis – Concept and Tools and Techniques Analysis – Technical Analysis Vs Fundamental Analysis - Efficient Market Hypothesis; Concept and Forms of Market Efficiency.

Unit-IV: Elements of Portfolio Management, Portfolio Models – Markowitz Model, Efficient Frontier and Selection of Optimal Portfolio. Sharpe Single Index Model and Capital Asset Pricing Model, Arbitrage Pricing Theory.

Unit-V: Performance Evaluation of Portfolios; Sharpe Model – Jensen‘s Model for PF Evaluation, Evaluation of Mutual Fund.

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

References:

1. Fisher DE and Jordon RJ, Security Analysis and Portfolio Management,PHI, New Delhi
2. Ambika Prsasad Dash, Security Analysis and Portfolio Management,IK Int Pub House, NewDelhi
3. Hirt and Block, Fundamentals of Investment Management, TataMcGrawHill, New Delhi
4. Reily Frank K, Investment Analysis and Portfolio Management,Cengage, New Delhi
5. Bodie,Kane,Marcus and Mohanty, Investments, TataMcGraw Hill, New Delhi
6. Peter Lynch, One Up on Wall Street, Simon & Schuster Paperbacks, New York
7. Sharppe W, Alexander,GJ., & Baily JV., Investments, TMH, New Delhi
8. Avadhani, VA, SAPM, Himalaya Publishers.
9. Bhalla, VK Investment Management, S.Chand., New Delhi
10. Preeti Singh, Investment Management, Himalaya Publishers.
11. Timothy Vick, How to Pick Stocks like Warren Buffett, TMH, New Delhi

II YEAR I SEMESTER

Finance Elective - 2

Code	Course	Marks	L	T	P	C
23MB3EF02	**Financial Markets and Services**	**100**	**4**	**0**	**0**	**3**

UNIT – I :

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

UNIT – II :

Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India – Merchant Banking– Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India. Leasing – types of Leases – Evaluation of Leasing Option Vs. Borrowing.

UNIT – III :

Venture Capital – Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context.

UNIT – IV :

Credit Rating – Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Mutual Funds – Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds. Working of Public and Private Mutual Funds in India. Debt Securitization – Concept and Application – De-mat Services-need and Operations-role of NSDL and CSDL.

UNIT – V :

Microfinance: Over view of Microfinance, Indian Rural financial system, introduction to Microfinance, Microfinance concepts, products, (savings, credit, insurance, pension, equity, leasing, hire-purchase service, Microfinance in kind, Micro-remittances, Micro Securitization.

References:

1. Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
2. V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai
3. DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House
4. Anthony Saunders and MM Cornett, Fin Markets & Institutions,TMH,
5. Edminister R.D., Financial Institution, Markets and Management.
7. Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi
8. Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai
9. Meir Khan – Financial Institutions and Markets, Oxford Press.

II YEAR I SEMESTER

Marketing Elective - 1

Code	Course	Marks	L	T	P	C
23MB3EM01	**Consumer Behavior and Customer Relationship Management**	**100**	**4**	**0**	**0**	**3**

Unit – I
Introduction to Consumer Behaviour: Consumer Behaviour – Definition, Consumer and Customers, Buyers and Users, Organisations as Buyers, Development of Marketing Concept, Consumer Behaviour and its Applications in Marketing, Consumer Behaviour and Marketing Communications: Introduction, Marketing Communication Flow, Communications Process, Interpersonal Communication, Persuasive Communications.

Unit – II
Consumer Motivation: Introduction, Needs and Goals, motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Theories, Maslow‘s hierarchy of needs , Consumer Personality: Introduction, Self-concept, personality Theories, Brand Personality, emotions

Unit – III
Consumer Decision-making Process – Problem Recognition, Information Search and Evaluation of Alternatives: Introduction, Problem Recognition, Information Search, Evaluation of Alternatives. Outlet Selection, Purchase and Post Purchase Behaviour, Introduction, Outlet Selection and Purchase, Post Purchase Behaviour.

Unit – IV
Customer Relationship Management Fundamentals: Definition and Significance of Customer Relationship Marketing, Theoretical perspectives of relationship, Evolution of Relationship marketing, Stages of relationship, Issues of relationship, Purpose of relationship marketing, Approach towards marketing: A paradigm shift, Historical Perspectives, CRM Definitions, Emergence of CRM practice, CRM cycle, Significance of CRM, CRM Strategy, Customer Life Time Value, Relationship Life Cycle.

Unit – V
Trends and Issues in CRM: CRM in e- business (B2B & B2C), Measuring the Effectiveness of CRM, Factors Influencing the future of CRM. E-CRM in Business, CRM: A changing Perspective, Features of e-CRM, Advantages of e-CRM,

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

References:

1. Ramneek Kapoor, Nnamdi O Madichie: ―Consumer Behaviour Text and Cases‖, TMH, New Delhi, 2012.
2. Ramanuj Majumdar: ―Consumer Behavior insight from Indian Market‖, PHI Learning, New Delhi, 2011.
3. M.S.Raju: ―Consumer Behavior Concepts, applications and Cases‖, Vikas Publishing House, New Delhi, 2013.
4. Alok Kumar, Chabbi Sinha & Rakesh Kumar, Customer Relationship Management: Concepts & Application Biztantra, Delhi, 2007.
5. H Peeru Mohamed, A Sagadevan, Customer Relationship Management- A Step-by-Step Approach, Vikas Publishing House Pvt. Ltd., Delhi, 2008.
6. Jill Dyche: The CRM Handbook: A Business Guide to Customer Relationship Management, Pearson Education, 2002.

II YEAR I SEMESTER
Marketing Elective - 2

Code	Course	Marks	L	T	P	C
23MB3EM02	**Digital and Social Media Marketing**	**100**	**4**	**0**	**0**	**3**

Course Objective:

Digital marketing channels that can helps the students to understand the increased business visibility and brand awareness. Moreover, having a professional presence on social media helps them to reach a broader target audience to secure more leads and convert them into loyal customers.

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.

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. Using Digital Media to Reach, Acquisition and Retention of new customers, Digital Media for Customer Loyalty.

Unit – III

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

Unit – IV

Search Engine Marketing 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, Microblogging with Twitter, Social Sharing with YouTube, Social Media for Customer Reach, Acquisition and Retention. Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.

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

Reference:

1. Digital Marketing (Third edition) by Seem Guptha, McGrawhill.

II YEAR II SEMESTER

Code	Course	Marks	L	T	P	C
23MB4C01	Supply Chain Management and Analytics	100	4	0	0	4

UNIT - I

Basics of Supply Chain Management: Introduction to Supply Chain Management – Evolution-Different views of Supply Chain – Supply Chain Strategy – Supply Chain Drivers – Developing Supply Chain Strategy- Strategic fit in Supply Chain. Analytics in Supply Chain Management.

UNIT – II

Supply Chain Analysis - Types of Supply Chains - Advanced Planning - Structure of Advanced - Planning Systems-Strategic Network Planning - Demand Planning - Master Planning - Demand Fulfilment and ATP - Production Planning and Scheduling Purchasing and Material Requirements Planning Distribution and Transport – Planning - Coordination and Integration - Collaborative Planning.

UNIT – III

Set covering and Set Partitioning Problems, Travelling Salesman Algorithms, Advanced Vehicle Routing Problem Heuristics, Scheduling Algorithms-Deficit function Approach and Linking Algorithms.

UNIT- IV

Fuzzy Logic and Techniques-Application in SCM - Recent issues in SCM: Role of computer/ IT in supply chain management, CRM Vs SCM, Benchmarking concept, features and implementation, outsourcing –basic concepts, value addition in SCM – concept of demand chain management.

UNIT- V

Inventory Management in Supply Chain- Network Design in Supply Chain- Alternative Channels of Distribution- Location Decisions in Supply Chain-Implementing Advanced Planning Systems - The Definition of a Supply - Chain Project -The Implementation Process- SCM in a Pharmaceutical – Company Food and Beverages - Computer Assembly Semiconductor
– Manufacturing.

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

References:

1.Mohanty R.P, S.G Deshmuki –Supply Chain Management‖ Biztantra, New Delhi

2.Sunil Chopra, Peter Meindl, Supply Chain Management ,Pearson Education, India

II YEAR II SEMESTER

Code	Course	Marks	L	T	P	C
23MB4C02	**Entrepreneurship Development**	**100**	**4**	**0**	**0**	**4**

UNIT I

Entrepreneurship: Definition of Entrepreneur, Entrepreneurial motivation and barriers; Internal and external factors; Types of entrepreneurs; Theories of entrepreneurship; Classification of entrepreneurship. Creativity and Innovation: Creative Problems Solving, Creative Thinking, Lateral Thinking, Views of De Bono, Khandwalaand others, Creative Performance in terms of motivation and skills.

UNIT II

Creativity and Entrepreneurial Plan: Idea Generation, Screening and Project Identification, Creative Performance, Feasibility Analysis: Economic, Marketing, Financial and Technical; Project Planning, Evaluation, Monitoring and Control, segmentation, Targeting and positioning of Product, Role of SIDBI in Project Management.

UNIT III

Operation problems: Incubation and Take-off, Problems encountered Structural, Financial and Managerial Problems, Types of Uncertainty. Institutional support for new ventures: Supporting organizations; Incentives and facilities; Financial Institutions and Small-scale Industries, Govt. Policies for SSIs.

UNIT IV

Family and non-family entrepreneurs: Role of Professionals, Professionalism vs. family entrepreneurs, Role of Woman entrepreneur, Sick industries, Reasons for Sickness, Remedies for Sickness, Role of BIFR in revival, Bank Syndications.

Unit V

Introduction to Innovation management, Managing Innovation within Firms, Business strategy & organization Knowledge, New Product Strategy & Managing New Product Development, Role of Technology in Management of innovation, Managing for Intellectual Property Right.

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

References:

1.Couger, C-Creativity and Innovation (IPP, 1999)

2.Nina Jacob, -Creativity in Organisations (Wheeler, 1998)

3.Jonne&Ceserani-Innovation & Creativity(Crest) 2001.

4.BridgeSetal-Understanding Enterprise: Entrepreneurship and Small Business (Palgrave,2003)
5.Holt-Entrepreneurship: New Venture Creation (Prentice-Hall) 1998.
6.Singh P&Bhanderkar A-Winning the Corporate Olympiad:TheRenaissan cearadigm(Vikas) Dollinger M J-Entrepreneurship (Prentice-Hall, 1999).
7.Tushman, M.L. & Lawrence, P.R. (1997)-Managing Strategic Innovation & Change Oxford .
8.Jones T. (2003)-Innovating at the Edge: How Organizations Evolve and Embed Innovation Capability.Butterwork Heinemann, U. K.
9.Amidon, D. M.(1997)-Innovation Strategy for the Knowledge Economy:The Kanawakening. Butterwork-Heinemann, New Delhi, India.

II YEAR II SEMESTER

HR Elective - 3

Code	Course	Marks	L	T	P	C
23MB4EH01	**Industrial Relations and Employment laws**	**100**	**4**	**0**	**0**	**3**

UNIT I :
Industrial Relations Management: Concept-meaning and scope of IR, Influencing factors of IR in enterprise and the consequences. Globalization and IR- Recent Trends in Industrial Relations-Collective Bargaining –Characteristics- Importance-Principles-The process of CB-Participation in the bargaining process-Essential conditions for the success of collective bargaining –Negotiating techniques and skills.

UNIT II:
Workers participation in management:Causes of Grievances – Grievances Redressal Machinery – Discipline in Industry _ Measures for dealing with Indiscipline–Standing Orders- Code Discipline. Employee Engagement : Concept-Definition-Elements- Factors- Levels - Driers of Employee Engagement-Measurement-Strategies- The role of managers in engaging the employees.

UNIT III:
Labour Welfare: Concept, scope and philosophy, principles and approaches of labour welfare, Labour welfare programmes-Statutory and non-statutory, extra mural and intra mural, Central Board of Workers‘ Education; Workers‘ Cooperatives- Welfare Centres -Welfare Officers‘ Role, Status and Function.

UNIT IV:
Labour Legislation: Objectives-Principles-Classification-Evaluation of Labour legislation in India-Factories Act 1948, Definitions, Contract Labour (Regulation and Abolition) Act 1970 and A.P.Shops and Establishments Act. Industrial Relations Legislation- Industrial Disputes Act 1947, Industrial Employment (standing orders) Act 1946, Trade union act 1926.

UNIT V:
Wage and Social Security Legislation: Payment of wages Act 1936 - Minimum wages Act 1948 - Payment of Bonus Act 1966 -. Payment of Gratuity Act 1972 - Workmen‘s Compensation Act 1923 - Employees State Insurance Act 1948 - Maternity Benefit Act 1961 and Employees Provident Fund and Miscellaneous Provisions Act 1952.

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

References:

1. C.S Venkataratnam: ―Industrial Relations‖, Oxford University Press, New Delhi, 2011
2. Sinha: ―Industrial Relations, Trade Unions and Labour Legislation‖, Pearson Education, New Delhi, 2013
3. Mamoria: ―Dynamics of Industrial Relations‖, Himalaya Publishing House, New Delhi, 2010.
4. Govt. of India (Ministry of Labour, 1969). Report of the Commission on Labour Welfare,New Delhi: Author.
5. Govt. of India (Ministry of Labour, 1983). Report on Royal Commission on Labour in India,New Delhi: Author.
6. Malik, P.L: ―Industrial Law‖, Eastern Book Company. Laknow,1977
7. Moorthy, M.V: ―Principles of Labour Welfare‖, Oxford University Press, New Delhi.
8. Pant, S.C: ―Indian Labour Problems‖, Chaitanya Pub. House. Allahabad.

II YEAR II SEMESTER
HR Elective - 4

Code	Course	Marks	L	T	P	C
23MB4EH02	**Global HRM**	**100**	**4**	**0**	**0**	**3**

UNIT I
Introduction: A Global HR Perspective in New Economy-Challenges of Globalization - Implications of Managing People and Leveraging Human Resource - Strategic Role of International HRM – Distinction between Domestic and International HRM – HR Challenges at International Level.

UNIT II
Managing International Assignments: Significance -Global HR Planning – Staffing policy – Training and development – performance appraisal –International Labour relations – Industrial democracy - Positioning Expatriate – Repatriate – factors of consideration - Strategies - Legal content of Global HRM- International assignments for Women - Problems.

UNIT III
Cross Culture Management: Importance – Concepts and issues – Understanding Diversity – Managing Diversity Cross- Cultural Theories – Hofstede‘s Model – Kluchkohn - Strodthbeck Model – Andre- Laurent‘ Theory – Cultural Issues. considerations - Problems – Skill building methods – Cross Culture Communication and Negotiation – Cross Culture Teams. Talent crunch – Indian MNCs and Challenges.

UNIT IV
Compensation Management: Objectives -Importance – Concepts- Trends - Issues – Methods – Factors of Consideration – Models – incentive methods – Approaches of Compensation in Global Assignments - global compensation implications on Indian systems - PerformanceManagement.

UNIT V
Global Strategic Advantages through HRD: Measures for creating global HRD Climate – Strategic Frame Work of HRD and Challenges - Globalization and Quality of Working Life and Productivity – Challenges in Creation of New Jobs through Globalization- New Corporate Culture.

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

References:

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

II YEAR II SEMESTER
Finance Elective - 3

Code	Course	Marks	L	T	P	C
23MB4EF01	**Financial Risk Management and Derivatives**	**100**	**4**	**0**	**0**	**3**

Unit – I: Introduction The concept of Risk, Nature, Need and scope of risk. Source, measurement, identification and evaluation of Risk. Types of risk, Risk reporting process–internal and external

Unit – II: Measurement and Management of Risk: Value at risk (VaR): The concept, computation, stresses testing, back testing. Cash flow at risk (CaR) Asset-Liability Management (ALM): evolution & concept, RBI guidelines.

UNIT III:

Introduction to derivatives: Definition, types of derivatives, Uses of derivatives, Exchange-traded vs. OTC derivatives, Derivatives in India, Regulation for derivatives trading and SEBI guidelines related to derivatives trade.

UNIT IV:

Introduction to Forwards and Futures: Basic Hedging practices, Forward contracts, Limitations of forward markets, Introduction to futures, Stock Index futures, Commodity Futures and Currency Futures, Distinction between futures and forwards contracts, pay-offs, Cash settlement vs Physical settlement, Pricing Principles, Beta and Optimal Hedge Ratio.

UNIT V :

Introduction to Options and Swaps: Option terminology and Types, Index derivatives, European and American calls and puts, Exotic and Asian Options, Stretagies and Pay-offs, Option Pricing and Put-Call parity. Swaps: Meaning, overview, interest rate swaps, currency swaps, credit risk, mechanics of swaps.

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

References:

1. Dun and Bradstreet, ―Financial Risk Management‖, 2007, TMH, Delhi.
2. Paul Hopkins, Kogan Page, ―Fundamentals of Risk Management‖, 2010, Institute of Risk Management.

3. Jean-Philippe Bouchaud and Mark Potters, ―Theory of Financial Risk and Derivative Pricing‖, 2009, 2nd Ed. Cambridge press
4. John C. Hull & Sankarshan Basu, ―Options, Futures and Other Derivatives‖, 7th Ed, Pearson Education.
5. Rene. M. Stulz, ―Risk Management & Derivatives‖, 2003, Thomson Southwestern.
6. Jayanth Rama Varma, ―Derivatives and Risk Management‖, TMH.

II YEAR II SEMESTER
Finance Elective - 4

Code	Course	Marks	L	T	P	C
23MB4EF02	**Global Financial Management**	**100**	**4**	**0**	**0**	**3**

Course Objective: to enlighten the students with the Concepts and Practical applications of Gobal Financial Management.

Unit I : International Monetary and Financial System: Evolution; Breton Woods Conference and Other Exchange Rate Regimes; European Monetary System, South East Asia Crisis and Current Trends.

Unit II : Foreign Exchange Risk: Transaction Exposure; Accounting Exposure and Operating Exposure – Management of Exposures – Internal Techniques, Management of Risk in Foreign Exchange Markets: Forex Derivatives – Swaps, futures and Options and Forward Contracts.

Unit III : Features of Different International Markets: Euro Loans, CPs, Floating Rate Instruments, Loan Syndication, Euro Deposits, International Bonds, Euro Bonds and Process of Issue of GDRs and ADRs

Unit IV : Foreign Investment Decisions : Corporate Strategy and Foreign Direct Investment; Multinational Capital Budgeting; International Acquisition and Valuation, Adjusting for Risk in Foreign Investment.

Unit V: International Accounting and Reporting; Foreign Currency Transactions, Multinational Transfer Pricing and Performance Measurement; Consolidated Financial Reporting.

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

References:

1. Buckley Adrin, Multinational Finance, 3rd Edition, Engle Wood Cliffs, Prentice Hall of India.
2. S.P.Srinivasan, B.Janakiram, International Financial Management, Wiley India, New Delhi.
3. Clark, International Financial Management, Cengage, ND
4. V.Sharan, International Financial Management, 3rd Edition, Prentice Hall of India.
5. A.K.Seth, International Financial Management, Galgothia Publishing Company.
6. P.G.Apte, International Financial Management, Tata McGrw Hill, 3rd Edition.
7. Bhalla, V.K., International Financial Management, 2nd Edition, New Delhi, Anmol, 2001.
8. V.A.Avadhani, International Financial Management, Himalaya Publishing House.
9. Bhalla, V.K., Managing International Investment and Finance, New Delhi, Anmol, 1997.

II YEAR II SEMESTER
Marketing Elective - 3

Code	Course	Marks	L	T	P	C
23MB4EM01	**Marketing of Services**	**100**	**4**	**0**	**0**	**3**

Course Objectives:

- To explain why there is a need for special services marketing discipline; the challenges for services marketing; and how to deal with them.
- To acquaint the students with elements of services marketing mix, ways to manage the service delivery process and strategies to effectively implement Services marketing.

Unit – I

Introduction to Services Marketing: Understanding Services, Differences in Goods versus Services, Emerging Service Environment, Classification of Services Service Market Segmentation, And Targeting & Positioning: Process of market segmentation, customer loyalty Segmentation, Targeting and positioning service value addition to the service product, planning and branding service products, new service development.

Unit – II

Pricing strategies for services: Service pricing, establishing monetary pricing objectives foundations of pricing objectives, pricing and demand, putting service pricing strategies into practice.

Service promotion: The role of marketing communication. Implication for communication strategies, setting communication objectives, marketing communication mix.

Unit – III

Implementing Services Marketing: Improving Service Quality and Productivity, SERVQUAL, Service Failures and Recovery Strategies. Customer Relationship Marketing: Relationship Marketing, the nature of service consumption understanding customer needs and expectations, Strategic responses to the intangibility of service performances.

Unit – IV

Managing Service Delivery Process: Managing Physical Evidence of Services, Designing and Managing Service Processes, Managing People for Service Advantage.

Unit – V

Marketing of Services in Sectors: Financial Services, Health Service, Hospitality Services including travel, hotels and tourism, Professional Service, Public Utility Services, Educational Services.

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

References:

Text Books:

1. Valarie A. Zeithaml & Mary Jo Bitner - Services Marketing: Integrating Customer Focus Across The Firm, Third Edition, 2004; Tata McGraw-Hill Publishing Company Ltd, 2008.

2. Christopher H. Lovelock, Jochen Wirtz, Jayanta Chatterjee, Services Marketing: People, Technology, Strategy (A South Asian Perspective) Fifth Edition 2011; PearsonEducation

Suggested Readings:

1. Cengiz Haksever, Barry Render, Roberta S. Russel, and Robert G. Murdic: Service Management and Operations (Second Edition); Pearson Education (Singapore) Pte., Ltd., 2003.

2. Kenneth E. Clow & David L. Kurtz: Services Marketing, Biztantra Publication, 2003.

3. Nimit Chowdhary & Monika Chowdhary, Textbook of Marketing of ServicesThe Indian Experience, Macmillan India Ltd., 2005

II YEAR II SEMESTER
Marketing Elective - 4

Code	Course	Marks	L	T	P	C
23MB4EM02	Global Marketing Management	100	4	0	0	3

Course Objective:

- To enhance the concepts among the students about free trade at global level and attempt to bring all the countries together for the purpose of trading.
- To increase the conception of globalization by integrating the economies of different countries, enabling them to understanding the world peace by building trade relations among different nations.

Unit – I
Global Marketing: Scope and Significance of Global Marketing, The importance of global / international marketing, Differences between international and domestic marketing International environment, International Social & culture Environment, the political legal environment and regulatory environment of international marketing. Technological Environment.

Unit – II
Global Market Entry Strategies: Indirect Exporting, Domestic Purchasing, Direct Exporting, Foreign Manufacturing Strategies without Direct Investment, Foreign Manufacturing Strategies with Direct Investment. Entry Strategies of Indian Firms.

Unit – III
Global product management: International product positioning, Product saturation Levels in global Market, International product life cycle, Geographic Expansion–Strategic Alternatives. New products in Intentional Marketing, Product and culture, brands in International Market.

Unit – IV
International Marketing Channels: channels –Distribution Structures, Distribution Patterns, Factors effecting Choice of Channels, the Challenges in Managing an international Distribution Strategy Selecting Foreign Country Market intermediaries. The management of physical distribution of goods, Advertising and Branding, Grey Market goods.

Unit – V
Export Marketing: Introduction to Export Marketing, Export Policy Decisions of a firm, EXIM policy of India. Export costing and pricing, Export procedures and export documentation. Export assistance and incentives in India.

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

References:

1. Varshney and Bhattacharya:International Marketing management.
2. Philip Kotler:Marketing Management
3. John Fayerwearther:International Marketing
4. David Carson: International Marketing.