ACADEMIC REGULATIONS (BR25)

For

Master of Business Administration (MBA) Programme

(Duration: Two Years)

(Applicable for the batches admitted from the **A.Y.2025-26**)

BONAM VENKATA CHALAMAYYA INSTITUTE OF TECHNOLOGY AND SCIENCE
(AUTONOMOUS)
(Approved by AICTE : New Delhi; Permanently *Affiliated to JNTUK, KAKINADA & SBTET, Vijayawada,*
Accredited by NAAC with " A " Grade & NBA, ISO 9001:2015 QMS Certified Institute)
Batlapalem, Amalapuram

ACADEMIC REGULATIONS
For
Master of Business Administration (MBA) Programme
(Duration: Two Years)
(Applicable for the batches admitted from the A.Y.2025-26)

Applicable for the students of Master of Business Administration (MBA) PG Programme admitted from the Academic Year 2025-26 onwards. The MBA Degree of Jawaharlal Nehru Technological University Kakinada shall be conferred on candidates who are admitted to the program and who fulfil all the requirements for the award of the Degree.

1.0 ELIGIBILITY FOR ADMISSIONS

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

Admissions shall be made on the basis of merit rank obtained by the candidates at ICET examination or the qualifying Entrance Test conducted by the University or on the basis of any other order of merit as approved by the University, subject to reservations as laid down by the Govt. from time to time.

2.0 AWARDOF MBADEGREE

2.1 A student shall be declared eligible for the award of the MBA Degree, if he pursues a course of study and completes it successfully in not less than two academic years and not more than Four academic years.

2.2 The student shall register for all 111 credits and secure all the 111 credits.

2.3 The minimum instruction days in each semester are 90.

2.4 A Student, who fails to fulfill all the academic requirements for the award of the degree within Four academic years from the year of their admission, shall forfeit his seat in MBA course.

2.5 Credit Definition:

1 Hour Lecture (L) per week	1 Credit
1 Hour Tutorial (T) per week	1 Credit
1 Hour Practical (P) per week	0.5 Credit

3.0 ATTENDANCE

3.1 A candidate shall be deemed to have eligibility to write end semester examinations if he has put in a minimum of 75% of attendance in aggregate of all the subjects.

3.2 A student is eligible to write the University examinations if he acquires a minimum of 40% in each subject and 75% of attendance in aggregate of all the subjects.

3.3 Condonation of shortage of attendance up to 10% i.e., 65% and above, and below 75% may be given for a **maximum of TWO times** by the college academic committee.

3.4 Condonation of shortage of attendance shall be granted only on genuine and valid reasons on representations by the candidate with supporting evidence.

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

3.6 A candidate shall not be promoted to the next semester unless; he/she fulfills the attendance requirements of the previous semester.

3.7 A stipulated fee of Rs 500/- shall be payable towards condonation fee for shortage of attendance. Students availing condonation on medical ground shall produce a medical certificate issued by the competitive authority.

3.8 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 readmission into that semester when offered next. If any candidate fulfills the attendance requirement in the present semester, he shall not be eligible for readmission into the same class.

4.0 EVALUATION

The performance of the candidate in each semester shall be evaluated subject-wise, with a maximum of 100 marks for theory and 50 marks for practicals on the basis of continues Internal Exams and End Semester Examination.

4.1 Continuous Internal Evaluation:

Theory

(a) For theory subjects, during a semester, there shall be two mid-term examinations. Each midterm examination shall be conducted for a total duration of 120 minutes with 4 questions (without choice) each question for 5 marks, remaining 10 marks for viva voce (5 marks for PPT and 5 marks for seminar) and it will be 30 marks.

(b) The descriptive examination is set with 4 full questions from first two and half units (50% of the syllabus), the student has to answer all questions. In the similar lines, descriptive examination shall be conducted on the rest of the syllabus.

(c) Second mid examination shall be conducted on the similar lines of mid-1

(d) The final marks are the sum of average of two mid-term examinations i.e. $\frac{\textbf{Mid-I+Mid-II}}{\textbf{2}}$

4.2 End Semester Theory Examination Evaluation:

Theory:

The semester end examination shall be conducted for a duration of three hours with 5 questions and one case study which is compulsory. There should be one question from each unit. All the five questions must cover all the five units of syllabus. 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 and it will be 70 marks

4.3 Laboratory Evaluation:

Internal Evaluation: The internal marks for laboratory are 20 marks and the marks shall be awarded based on the day to day work: 5 marks, Record: 5 marks and the remaining 10 marks to be awarded by conducting an internal laboratory test.

External Evaluation: For external marks for laboratory are 30 and marks shall be awarded based on the performance in the end laboratory examinations. Laboratory examination must be conducted with two Examiners, one of them being the Laboratory

Class Teacher and the second examiner shall be appointed by the university from the panel of examiners submitted by the respective college. Laboratory examination must be conducted with a breakup marks of Procedure-10, Experimentation-10, Results-5, Viva-voce-5.

4.4 For Bridge course, the course shall be taken on MOOCS platform, the candidate has to get a satisfactory report upon successful completion, and the same shall be communicated to the Autonomous exam section as Completed or Not Completed.

4.5 A candidate shall be deemed to have secured the minimum academic requirement in a subject if he secures a minimum of 40% of marks in the End Semester Examination and a minimum aggregate of 50% of the total marks in the End Semester Examination and Internal Evaluation taken together.

4.6 In case the candidate does not secure the minimum academic requirement in any subject (as specified in 4.5) he has to reappear 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 candidate’s 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 are nullified. For re-registration the candidates have to apply to the University through the college by paying the requisite fees and get approval from the University before the start of the semester in which re-registration is required. At a given time, a candidate is permitted to re-register for maximum of two subjects in addition to the subjects of regular semester, when the student is on roles. Once the completion of the course work, a student can re-register a maximum of SIX Courses at any time"

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

4.8 Laboratory examination for MBA courses must be conducted with two Examiners, one of them being the Laboratory Class Teacher or teacher of the respective college and the second examiner shall be appointed by the Controller of examinations from the panel of examiners submitted by the respective departments.

4.9 A candidate shall be allowed to submit the project report only after fulfilling the attendance requirements of all the semesters. The viva-voce examination shall be conducted at the end of the course work (4^{th} semester).

5.0(A) Evaluation of Entrepreneur Project

Entrepreneur Project is conducted in all the three semesters of the course for 50 marks each. At each semester the student needs to do the following tasks to meet the evaluation criteria

Tasks:

i) The Entrepreneur Project shall be carried out during the 1st, 2nd, and 3rd semester and will be evaluated for 50 marks each.

ii) The Entrepreneur Project can be done either individual or group of students with same ideas (limited to maximum of 4 members)

iii) 50 marks shall be awarded by **BOE (Board of Evaluators)** which comprises Head of the Department, Senior Professor of the MBA department and Internal project guide who is appointed by the HOD.

iv) Each student shall give one seminar on the topic of his/her interest area of the project as a prerequisite at the starting of the project in first semester. He/She need to submit the following points in his Entrepreneur Project report along with the guide certificate stating that the student carried the work by his own.

Guidelines:

Entrepreneur Project I– (First Semester):

Initial Business Idea Generation
Feasibility Study
Existing/Emerging Idea
Confirmation of at least Two (2) to Five (5) existing or emerging business firms/industries concerns meeting and interaction.
G.P.S PHOTOGRAPH PROOFS for interaction

- Establishment (Since When)
- How many employees working?(Total work force)
- Initial & source of investment
- Machinery/raw material procurement
- Finished goods and storage services if any
- Cost of production(manufacturing cost)
- Logistics cost
- Selling cost
- Sales &Turnover
- Estimation
- Target Customers

Interaction Inquiry/ Questions

- New Idea/Business/process
  - Economic feasibility
  - HR feasibility
  - Technical feasibility
  - Marketing feasibility

1) Model of the business (B-B,B-C,C-C,C-B)
   Finally Submitting Seminar or Presentation along with summary of the idea

Entrepreneur Project II–(Second Semester)

1) Study on different approaches (G.P.S PROOF REQUIRED)
   - Central Govt Agency(1)
   - State Govt Agencies(2)
   - Banks & Financial Institutions(2)

   Outcome Report should be submitted.

2) Business Development Plan Preparation
   - Consulting and preparation of Memorandum of Association, Details of Registration and Source of funding.
   - Consulting Concerned Guides/Mentors/Faculty for proper drafting the outcomes followed by seminar or presentation.

Entrepreneur Project III–(Third Semester)

i) Prepare a Project Proposal for submission.

ii) Applying for permissions or patents etc. for innovative or creative ideas.

iii) Submit the Project Proposal to the various Govt. bodies and Agencies.(PM VISHWAKARMA, START-UPs/MSME /NABARD/IDBI/SISI)

iv) Submission the Acknowledgment to the Institution. Documentation & Seminar Submission

5.0 (B)Evaluation of Final Project/Dissertation Work

The student shall need to do the summer internship in fourth semester for duration of 8 weeks. The summer internship shall commence every year from 1st April to 31st of May. The main project shall be submitted at the end of the 4th Semester for evaluation.

The final project shall be based on the summer internship on his/her Major Elective.

i) The final project work shall be carried out during the 4th semester and will be evaluated for 100marks.

ii) Out of 100 marks, 50 marks shall be for dissertation and 50marks for the project Viva-Voce. Both are evaluated by the External Examiner.

Each student shall give one internal seminar (pretalk) on the topic of his/her project as a prerequisite for submission of the final project report. The pre-talk must be evaluated by the **BOE (Board of Evaluators)** which comprises Head of the Department, Senior Professor of the MBA department and internal project guide. He / She needs to submit plagiarism report (not exceeding 30% similarity) along with the guide certificate in the

iii) Final project report.

iv) **Alternative to the Project:**

The student can also start his/her own business instead of going to the internship. The student need to submit the proof for his/her own business.

The student also need to submit his/her project documentation with the following chapters of content:

1.Abstract 2. Introduction 3. Business Survey 4. Business Plan and Proposal 5. Business Execution 6. Proofs (GST Certificate / Firm Registration / Municipality/local bodies permission).

6.0 Cumulative Grade Point Average (CGPA)

Marks Range(Max–100)	Level	Letter Grade	GradePoint
≥90	Outstanding	A+	10
≥80to<90	Excellent	A	9
≥70to<80	Very Good	B	8
≥60to<70	Good	C	7
≥50to<60	Satisfactory	D	6
<50	Fail	F	0
-	Absent	AB	0

Computation of SGPA

The following procedure is to be adopted to compute the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA):

The **SGPA** is the 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 number of credits of all the courses undergone by a student, i.e.,

SGPA (Si)=∑(CiXGi)/∑Ci

Where $C_i$is the number of credits of the i^{th} course and G_i is the grade point scored by the student in the i^{th} course.

Computation of CGPA

The **CGPA** is also calculated in the same manner taking into account all the courses undergone by a student over all the semester of a programme, i.e.,

CGPA=∑(CiXSi)/∑Ci

Where Si is the SGPA of the i^{th} semester and C_i is the total number of credits in that semester. The SGPA and CGPA shall be rounded off to TWO decimal points and reported in the transcripts.

7.0 AWARD OF DEGREE AND CLASS

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

Class Awarded	CGPA to be secured	
First Class with Distinction	≥7.75 (Without any supplementary appearance)	**From the CGPA secured from 111 Credits.**
First Class	≥7.75 (With any supplementary appearance) ≥6.75 to <7.75	
Second Class	≥6.0 to <6.75	
Pass Class	≥5.0 to <6.0	

The secured grade, grade points, status and credits obtained will be shown separately in the memorandum of marks.

8.0 WITH HOLDING OF RESULTS

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

9.0 TRANSITORY REGULATIONS

Discontinued or detained candidates are eligible for readmission (within the duration as mentioned in item 2.1) as and when next offered.

The readmitted students will be governed by the regulations under which the candidate has been admitted.

10.0 Minimum Instruction Days

The minimum instruction days for each semester shall be 90 working days. There shall be no transfer from one college to another within the Constituent Colleges and Units of Jawaharlal Nehru Technological University Kakinada.

11.0 GENERAL

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

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

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

11.4 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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MALPRACTICES RULES

DISCIPLINARYACTION FOR / IMPROPER CONDUCT IN EXAMINATIONS

	Nature of Malpractices / Improper conduct	Punishment
	If the candidate:	
1.(a)	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination)	Expulsion from the examination hall and cancellation of the performance in that subject only.
(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the examhall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.
2.	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that Semester /year.
3.	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate, who has been impersonated, shall be cancelled in all the subjects of the examination (including practicals and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work And all External examinations. The continuation

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

	the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	
7.	Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all External examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
8.	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat.
9.	If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	Student of the colleges expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the College will be handed over to police and, a police case will be registered against them.
10.	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that Semester /year.

11.	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester / year examinations.
12.	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the University for further action to award suitable punishment.	

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MASTER OF BUSINESSADMINISTRATION (MBA)

COURSE STRUCTURE

(Applicable for batches admitted from 2025-2026)

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Course Structure of MBA

I Year I Semester

S. No	Course Code	Name of the Course	Marks	L	T	P	C
1	25MB1C01	Management and Organizational Behavior	100	4	0	0	4
2	25MB1C02	Managerial Economics	100	4	0	0	4
3	25MB1C03	Accounting for Management	100	4	0	0	4
4	25MB1C04	Quantitative Analysis for Business Decisions	100	4	0	0	4
5	25MB1C05	Entrepreneurship Development	100	4	0	0	4
6	25MB1C06	Business Environment	100	4	0	0	4
7 (Open Elective)	25MB1O01	A. Information Technology for Business	100	3	0	0	3
	25MB1O02	B. Rural Development					
	25MB1O03	C. Intellectual Property Rights& Patents					
	25MB1O04	D. MOOCs : SWAYAM/NPTEL-(Related to Management Courses other than listed courses in the syllabus)					
8	25MB1L01	PACE-UP(Personality Assessment Centre, Enhancement and Upgradation Processes) Programme	50	0	0	4	2
9	25MB1L02	Tally Lab	50	0	0	4	2
10	25MB1L03	Entrepreneur Project -I (Identifying the area of interest, interacting with successful business and submission of ground report.)	50	0	0	4	2
Total			**850**	**27**	**0**	**12**	**33**

***The Entrepreneur Project can be done either individually or forming a group (limited to maximum of 4 members).

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Course Structure of MBA

I Year II Semester

S. No	Course Code	Name of the Course	Marks	L	T	P	C
1	25MB2C01	Financial Management	100	4	0	0	4
2	25MB2C02	Human Resource Management	100	4	0	0	4
3	25MB2C03	Operations Management	100	4	0	0	4
4	25MB2C04	Marketing Management	100	4	0	0	4
5	25MB2C05	Research Methods for Business Decisions	100	4	0	0	4
6	25MB2C06	Business Analytics	100	4	0	0	4
7 (Open Elective)	25MB2O01	A. Cross Cultural management	100	3	0	0	3
	25MB2O02	B. Project Management					
	25MB2O03	C. Lean Management					
	25MB2O04	D. Database Management System					
8	25MB2L01	R-Programming Lab	50	0	0	4	2
9	25MB2L02	IT Lab (Spread sheets and SQL)	50	0	0	4	2
10	25MB2L03	Entrepreneur Project –II (Study on different loan approaches of State and Central Govt. Prepare the Business Development plan)	50	0	0	4	2
Total			**850**	**27**	**0**	**12**	**33**

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Course Structure of MBA

II Year I Semester

S. No	Course Code	Name of the Course	Marks	L	T	P	C
1	25MB3C01	Strategic Management	100	4	0	0	4
2	25MB3C02	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 -3	100	4	0	0	3
6	-	Elective -4	100	4	0	0	3
7	25MB3L01	Entrepreneur Project-III (Submission of project proposal report to Govt. bodies and applying the proposal to Govt. agencies like (START-UPS/MSME /NABARD/IDBI/SISI) and the same may be submitted to the Institution with the acknowledgement).	50	0	0	2	1
Total			**650**	**24**	**0**	**2**	**21**

II Year II Semester

S. No	Course Code	Name of the Course	Marks	L	T	P	C
1	25MB4C01	Corporate Legal Framework	100	4	0	0	4
2	25MB4C02	Supply Chain Management	100	4	0	0	4
3	-	Elective -5	100	3	0	0	3
4	-	Elective -6	100	3	0	0	3
5	-	Elective -7	100	3	0	0	3
6	-	Elective -8	100	3	0	0	3
7	25MB4P01	Main project Submission and Viva-Voce	100	0	0	8	4
Total			**700**	**20**	**0**	**8**	**24**
			3050				**111**

- ✓ **Note: The students opting for dual specialization must select Elective 1 and 2 from first specialization and 3 and 4 from second specialization in III semester.**
- ✓ **The students opting for dual specialization must select Elective 5 and 6 from first specialization and 7and 8 from second specialization in IV semester.**

*The project work documentation shall be checked with anti-plagiarism software (Turnitin). The permissible similarity shall be less than 30%.

The project shall be done in a chosen specialization (or) He/she can start his own business by showing the proofs such as GST certificate, owner of the firm etc...

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COURSES OFFERED (Specializations)

1 Human Resource Management
2 Finance
3 Marketing

1. HUMAN RESOURCE MANAGEMENT

HRM	**III Sem**	25MB3EH01	Learning and Development
		25MB3EH02	Performance and Compensation Management
		25MB3EH03	Strategic Human Resource Management
		25MB3EH04	Talent Acquisition and Management
	IV Sem	25MB4EH01	Labor Welfare and Employment laws
		25MB4EH02	International Human Resource Management
		25MB4EH03	Employee Relations and Workplace Culture
		25MB4EH04	Human Capital Management

2. FINANCE

FINANCE	**III Sem**	25MB3EF01	Investment and Portfolio Management
		25MB3EF02	Financial Markets and Services
		25MB3EF03	Taxation Management
		25MB3EF04	Banking Institutions and Financial Reforms
	IV Sem	25MB4EF01	Corporate Strategic Finance
		25MB4EF02	Risk Management
		25MB4EF03	Global Financial Management
		25MB4EF04	Financial Derivatives

3. MARKETING

MARKETING	**III Sem**	25MB3EM01	Consumer Behavior
		25MB3EM02	Retail Management
		25MB3EM03	Customer Relationship Management
		25MB3EM04	Advertising and Brand Management
	IV Sem	25MB4EM01	Green Marketing
		25MB4EM02	Marketing Research
		25MB4EM03	Services Marketing
		25MB4EM04	Sales and Distribution Management

SYLLABUS

SEMESTER – I

SYLLABUS

I Year **I** Semester

Code	MANAGEMENT AND ORGANIZATIONAL BEHAVIOR	Marks	L	T	P	C
25MB1C01		100	4	0	0	4

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	MANAGERIAL ECONOMICS	Marks	L	T	P	C
25MB1C02		100	4	0	0	4

UNIT-I:
Introduction to Managerial Economics: Nature and Scope- of managerial Economics: Incremental reasoning, Concept of Time Perspective, Discounting Principle, Opportunity Cost Principle, Equi - Marginal Concept-Theory of Firm-profit measurement-social responsibility of business.

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. Market structures: Perfect and Imperfect Market Structurer. Price discrimination-degrees of price discrimination

UNIT-V:
Macro Economics and Business: Concept, Nature and Measurement of National Income- - Fiscal and Monetary Policies. 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. Hirschey-Managerial economics,12th ed-cengage
3. Gupta G.S., Managerial Economics, TMH, 1988.
4. P.L. Mehta, Managerial Economics, PHI, 2001.
5. K .KDawett, Modern Economic Theory, Sultan Chand & Sons.
6. D.N. Dwivedi, Managerial Economics, 7th Ed, Vikas Publishing.
7. H.Craig Peterson, W.CrisLewis,managerialeconomics ,Pearson, 2005.

I Year **I** Semester

Code	ACCOUNTING FOR MANAGEMENT	Marks	L	T	P	C
25MB1C03		100	4	0	0	4

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.

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.

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	QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS	Marks	L	T	P	C
25MB1C04		100	4	0	0	4

Unit - I:

Quantitative Techniques: Introduction - Meaning and Definition – Classification of QT -QT and other disciplines – Application of QT in business – Limitations.

Unit - II:

Measure of Central Tendency and Dispersions- Arithmetic Mean; Geometric Mean; Harmonic Mean; Median: Mode, Standard Deviation. Simple correlation- Karl Pearson's Coefficient of correlation, Rank correlation. Simple Regression Analysis – Concept of Probability-Probability Rules-Joint and Marginal probability-Baye's Theorem-Probability Distributions - Binominal, Poisson, Normal & Exponential Probability Distributions.

UNIT - III:

Introduction of 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:

Concept of Estimation and Sampling: Inferential Analysis-Point Estimates and Interval Estimates of Averages and Proportions of small and large samples. Sampling –Meaning, Steps in Sampling Process-Sample Size- Probability and non- probability sampling techniques, Errors in sampling.Tests of significance- Types- Hypothesis- Types- Hypothesis testing and Confidence Intervals. Parametric Tests for means, Proportions, Variance and Paired Observations.

Unit-V:

Analysis of Variance (ANOVA): One-way and Two Way ANOVA, Non Parametric tests- Chi–Square- Test of Independence, Test of Goodness of Fit.

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 PrivateLimited, New Delhi, 2011.
2. Gupta S.P "Statistical Methods'', S. Chand and Sons, New Delhi.
3. Anand Sharma "Quantitative Techniques for Business decision Making HimalayaPublishers, New Delhi, 2012.
4. D.P. Apte "Operation Research and Quantitative Techniques", Excel Publications, NewDelhi, 2013.
5. Hamdy, A. Taha "Operation Research. An Introduction", Prentice Hall of India, NewDelhi, 2003.
6. Anderson "Quantitative Methods for Business", Cengage Learning, New Delhi, 2013.

I Year **I** Semester

Code	ENTREPRENEURSHIP DEVELOPMENT	Marks	L	T	P	C
25MB1C05		100	4	0	0	4

UNIT-I

Introduction: Definition of Entrepreneur, Entrepreneurial motivation and barriers; Internal and external factors Economic Barriers to Entrepreneurship –Non-Economic Barriers to Entrepreneurship- Theories of entrepreneurship; Classification of Entrepreneurship-Entrepreneurship in Developing Economy – Entrepreneurial Values and Attitudes

UNIT-II

Problems & Support: 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. -Role of SIDBI in Project Management.

UNIT-III

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

UNIT-IV

Project Analysis: Meaning and Definition of Project, Types & Characteristics – Project Phases – Project Life Cycle – Project Family Tree – Feasibility Analysis and Project Report.

UNIT-V

Development of Enterprise: Concept and development of Enterprise - Procedure of starting Enterprise – Vital Decision to make during start up: Project Report Preparation, Choice of Enterprise, and Market Assessment of Enterprise.

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

I Year **I** Semester

Code	BUSINESS ENVIRONMENT	Marks	L	T	P	C
25MB1C06		100	4	0	0	4

UNIT – I: Introduction: The Concept of Business Environment - its Nature and Significance - Components of Business Environment - Impact of environment on business and strategic decisions.

UNIT – II: Social and Cultural Environment: Introduction - Social environment - Cultural environment - Impact of Foreign Culture on Business - Types of Social Organization - Social Responsibilities of Business.

UNIT – III: Economic Environment: Introduction - Economic environment of Business Economic systems - Macroeconomic parameters and their impact of business - Economic policies - Five Year Plans in India.

UNIT – IV: Political and Legal Environment: Introduction -Political environment - Relationship between Government and Business in India - Role of Government in Business Constitutional provisions regarding regulation of business in India. Legal Environment Implementations of Business - Corporate Governance. Relevant cases have to be discussed in each unit and in examination

UNIT – V: Technological and Natural Environment: Features of Technological Environment - Factors and Impact of Technological Environment - Technological Environment in India Elements of Natural Environment - Environmental Pollution.

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

References:

1. Shaikh Saleem: “Business Environment”, Pearsons, New Delhi,
2. Veena Keshav Pailwar: “Economic Environment of Business”, PHI Learning, New Delhi, 2012
3. Rosy Joshi, Sangam Kapoor: “Business Environment”, Kalyani Publishers, New Delhi, 2011.
4. Aswathappa K: “Essentials of Business Environment”, Himalaya Publishing House, New Delhi, 2011.
5. Vivek Mittal: “Business Environment Text and Cases”, Excel Books New Delhi, 2011.
6. Sundaram and Black: “International Business Environment Text and Cases”, PHI Private Limited, New Delhi.
7. Avid W Conklin: “Cases in Environment of Business”, Sage Publication India Private Ltd, New Delhi.
8. Raj Kumar: “International Business Environment”, Excel Publication, New Delhi, 2012.
9. Palle Krishna Rao: “WTO-Text and Cases”, Excel Publication, New Delhi.
10. Government of India, Latest Economic Survey Report.

I Year **I** Semester

Code	INFORMATION TECHNOLOGY FOR BUSINESS	Marks	L	T	P	C
25MB1O01 Open Elective		100	3	0	0	3

UNIT-I

Business and Information Technology - Business in the Information Age, Information system, CBIS, Trends in IT Evolution and types of Information Systems, Managing IT in organization.

UNIT-II

Information Technology Infrastructure - Computer Hardware, Software, Managing and Organization of Data and Information - Telecommunication and Networks. The Internet and Intranet (I.O.T).

UNIT-III

Information Technology for Competitive advantage - Inter Organizational Information Systems, Global Information Systems, Electronic Data Interchange (EDI) and Electronic Funds Transfer (EFT). Enterprise Resource Planning, Data Knowledge, and Decision Support.

UNIT-IV

Intelligent Systems in Business - Artificial intelligence and Intelligent Systems - Expert Systems, Intelligent Agents, Virtual Reality, Ethical and global issues of Intelligent systems.

UNIT-V

Electronic Commerce - Foundation, Business to Consumer Applications, Business to Business Applications, Consumer Market Research and other Support, Legal and Ethical issues in E-commerce Strategy, Information Systems, Strategic Advantage, Porter's Competitive Forces model on IT, Business Process Re-engineering, Virtual Corporations, E Learning, CBI, Information Systems Development Life Cycle (SDLC), Building Internet and Intranet Applications.

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

References:

1. Turban Rainer and Potter: Introduction to Information Technology, John & Wiley Sons.
2. James O'Brien: Introduction to Information Systems, McGraw Hill Book Company.

I Year I Semester

Code		Marks	L	T	P	C
25MB1O02 Open Elective	**RURAL DEVELOPMENT**	100	3	0	0	3

Unit-I

Rural Development: Concept, Importance, Nature and scope, Characteristics of rural economy, human capital of development- Distinction between development and growth, Indicators of rural development, problems & issues in rural development.

Unit – II

Rural Management: Nature, Scope and challenges in marketing operations, human and financial resources in rural areas. Entrepreneurship opportunities in rural areas,Agricultural production, productivity and backwardness, Social and Economic structure of rural India and its economic development.

Unit – III

Rural Community Development: M.D.G -Concept of community, Function of Community, PURA model, Community profile: Process and tools. Community development: Characteristics, Principles and scope, Panchayat Raj and community development in India.; Zilla Parishad - structure, powers, function, working and problems in Rural Administration.

Unit-IV

Sustainable Development: Biodiversity and its conservation, Environmental pollution, air, water and soil pollution., Rainwater harvesting Watershed management. Social security schemes in India-DDP-CRSP-NHRDP-DWACRA DRDA-Health care programmes.

Unit-V

Concept and Scope of Rural Market, Characteristics of rural markets, Environmental factors: Micro and Macro marketing environment, Marketing planning process, Introduction to services marketing. Fundamentals of Rural Demography and Economics: Rural population –process of development-GATT WTO-SEZ-CSR-NAIS.

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

References:

1.Satya Sundram, I. “Rural Development” Himalaya Publishing House, New Delhi.

2.K. Venkatareddy-Aricultural and rural Development-Himalaya publishing house.

I Year **I** Semester

Code	INTELLECTUAL PROPERTY RIGHTS & PATENTS	Marks	L	T	P	C
25MB1O03 Open Elective		100	3	0	0	3

Unit-I

INTRODUCTION TO IPR: Meaning of property, Origin, Nature, Meaning of Intellectual Property Rights –Kinds of Intellectual property rights—Copy Right, Patent, Trademark, Trade Secret and trade dress, Design, Layout Design, Geographical Indication, Plant Varieties and Traditional Knowledge.

Unit-II

PATENT RIGHTS AND COPY RIGHTS— Origin, Meaning of Patent, Types, Inventions which are not patentable, Registration Procedure, Rights and Duties of Patentee, Assignment and license, Restoration of lapsed Patents, Surrender and Revocation of Patents, Infringement, Remedies & Penalties. COPY RIGHT—Origin, Definition &Types of Copy Right, Registration procedure, Assignment & license, Terms of Copy Right, Piracy, Infringement, Remedies, Copy rights with special reference to software.

Unit-III

TRADEMARKS— Origin, Meaning & Nature of Trademarks, Types, Registration of Trade Marks, Infringement & Remedies, Offences relating to Trade Marks, Passing Off, Penalties.

Unit-IV

DESIGN- Meaning, Definition, Object, Registration of Design, Cancellation of Registration, International convention on design, functions of Design. Semiconductor Integrated circuits and layout design Act-2000.

Unit-V

BASIC TENENTS OF INFORMATION TECHNOLOGY ACT-2000 – IT Act - Introduction E-Commerce and legal provisions E- Governance and legal provisions Digital signature and Electronic Signature. Cybercrimes.

TEXTBOOKS:

1. Intellectual Property Rights and the Law, Gogia Law Agency, by Dr. G.B. Reddy
2. Law relating to Intellectual Property, Universal Law Publishing Co, by Dr.B.L.Wadehra
3. IPR by P. Narayanan
4. Law of Intellectual Property, Asian Law House, Dr.S.R. Myneni

I Year **I** Semester

Code	MOOCs: SWAYAM/NPTEL- Related to Management Courses other than listed courses in the syllabus	Marks	L	T	P	C
25MB1O04 Open Elective		**100**	**3**	**0**	**0**	**3**

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	PACE-UP	Marks	L	T	P	C
25MB1L01	(Personality Assessment Centre, Enhancement and Upgradation Processes) Programme	**50**	**0**	**0**	**4**	**2**

Unit: I

Business Etiquettes- An Overview: Significance of Business Etiquettes in 21st Century Professional Advantage; Need and Importance of Professionalism

Workplace Etiquette: Etiquette for Personal Contact- Personal Appearance, Gestures, Postures, Facial Expressions, Eye-contact, Space distancing

E-Mail Etiquette: Significance of Netiquette, E-mail: Way of professional communication,

Basic Email Etiquettes: Proper Grammar, Spelling, Punctuation, Styling and Formatting, Body of Email, Response, Privacy

Unit – II

Telephone Etiquettes: Telephone Communication Techniques -Placing Telephone calls, Answering Calls, Transferring Calls, Putting Calls on Hold, Taking Messages, Handling Rude Callers, Tactful Responses, Leaving Professional Messages; Developing Cell Phone Etiquettes; Voicemail Etiquette; Telephonic Courtesies

Dining Etiquette: Basics of Dining Etiquettes; Basic essentials of dining table etiquettes Napkin Etiquette, Seating arrangements, laying the table, how to use Cutlery, Posture &Behaviour, Do's and Don’ts; International Dining Etiquettes.

Multi-Cultural Challenges: Cultural Differences and their Effects on Business Etiquette

Unit – III

Communication Skills: Understanding Human Communication, Constitutive Processes of Communication, Language as a tool of communication, Barriers to Effective communication, Strategies to Overcome the Barriers. Emotional intelligence: Importance, concept, theory and measurements. Stress Management: Strategies for preventing and relieving stress. Time management: Meaning; Techniques and styles.

Unit – IV

Interview Skills: Interview Skills: in-depth perspectives, Interviewer and Interviewee, Before, During and After the Interview, Tips for Success. Meeting Etiquette: Managing a Meeting-Meeting agenda, Minute taking; Duties of the chairperson and secretary; Effective Meeting Strategies - Preparing for the meeting, Conducting the meeting, Evaluating the meeting Presentation Etiquettes: Importance of Preparation and Practice; Effective Delivery Techniques, Audience Analysis, Handling Stage Fright.

Unit- V

Teamwork and Leadership Skills: Concept of Teams; Building effective teams; Concept of Leadership and honing Leadership skills.

Personality: Meaning & Definition, Determinants of Personality, Personality Traits, Personality and Organisational Behaviour

Motivation: Nature & Importance, Herzberg's Two Factor theory, Maslow's Need Hierarchy theory, Alderfer's ERG theory

Decision-Making and Problem-Solving Skills: Meaning, Types and Models, Group and Ethical Decision-Making, Problems and Dilemmas in application of these skills.

Conflict Management: Conflict - Definition, Nature, Types and Causes; Methods of Conflict Resolution.

Human Resource Management: Introduction to HRM, Selection, Orientation, Training& Development, Performance Appraisal, Incentives

Case Study Analysis

Suggested Readings:

• Barbara Pachter, Marjorie Brody. Complete Business Etiquette Handbook. Prentice Hall, 2015.
• Dhanavel, S.P. English and Soft Skills. Hyderabad: Orient BlackSwan, 2021.
• Koneru, Aruna. Professional Communication. Delhi: McGraw, 2008.
• Mahanand, Anand. English for Academic and Professional Skills. Delhi: McGraw, 2013. Print.
• Nancy Mitchell. Etiquette Rules: A Field Guide to Modern Manners. Wellfleet Press, 2015.
• Rani, D Sudha, TVS Reddy, D Ravi, and AS Jyotsna. A Workbook on English Grammar and Composition. Delhi: McGraw, 2016.
• Raghu Palat, Indian Business Etiquette, Jaico Books, 2015.
• Rizvi, M. Ashraf. Effective Technical Communication. Delhi: McGraw, 2018.
• Pease, Allan and Barbara Pease. The Definitive Book of Body Language. New Delhi: Manjul Publishing House, 2005.
• Tengse, Ajay R. Soft Skills: A Textbook for undergraduates, Orient BlackSwan, 2015

I Year **I** Semester

Code	TALLY LAB	Marks	L	T	P	C
25MB1L02		50	0	0	4	2

Unit- I

FUNDAMENTALS OF TALLY.ERP: tally origin - Company features -Configuration Getting functions with Tally.ERP9 - Creation / setting up of Company - Chart of Groups Groups -Multiple Groups - Ledgers -Multiple Ledgers

Unit -II

INVENTORY MASTERS IN TALLY.ERP9 - Stock Groups - Multiple Stock Groups - Stock Categories - Multiple Stock Categories - Units of Measure- Stock Items- vouchers entries - Types of Vouchers - Chart of Vouchers - Accounting Vouchers - Inventory Vouchers - Invoicing

Unit -III

ADVANCE ACCOUNTING & INVENTORY TALLY.ERP9 - Bill-wise details - Cost centers and Cost Categories - Multiple currencies - Interest calculations - Budget and controls - Scenario management - Bank Reconciliation - Order Processing - Recorder Levels - Batch-wise details - Bill of Materials - Price Lists - Zero-Valued Entries - Additional cost details - POS

Unit – IV

TAXES IN TALLY.ERP9 - TDS - TDS Reports - TDS Online Payment - TDS Returns filing - TDS Certificate issuing - 26AS Reconciliation - TCS - TCS Reports - GST - GST EPF -¬Returns ESIC - Professional Tax

Unit V

GENERATING REPORTS IN TALLY.ERP9 - Financial Statements - Trading Account - Profit & Loss Account - Balance Sheet - Accounts Books and Reports - Inventory Books and Reports - Exception Reports - Statutory Reports - Payroll Reports - Trail balance - -List of Accounts¬Day Book - Stock Summary - Outstanding Statement.

Reference Books:

1. TallyPrime Book (2023) by Sanjay SatpathySWAYAM EDUCATION MandalBagicha, Hemkapada, Sunhat, Balasore,Odisha-756003 (INDIA)
2. Tally power of simplicity (2011) by ArunaPrakashanHindvi Computer, Latur
3. Financial Accounting and Analysis - Discovery Publishing House Pvt. Ltd., New Delhi
4. Management and Cost accounting - - Discovery Publishing House Pvt. Ltd., New Delhi

I Year **I** Semester

Code	ENTREPRENEUR PROJECT -1	Marks	L	T	P	C
25MB1L03		50	0	0	4	2

Entrepreneur Project I– (First Semester):

Initial Business Idea Generation
Feasibility Study
Existing/Emerging Idea
Confirmation of at least Two (2) to Five (5) existing or emerging business firms/industries concerns meeting and interaction.
G.P.S PHOTOGRAPH PROOFS for interaction

- Establishment (Since When)
- How many employees working?(Total work force)
- Initial & source of investment
- Machinery/raw material procurement
- Finished goods and storage services if any
- Cost of production(manufacturing cost)
- Logistics cost
- Selling cost
- Sales &Turnover
- Estimation
- Target Customers

Interaction Inquiry/ Questions

- New Idea/Business/process
  - Economic feasibility
    - HR feasibility
    - Technical feasibility
    - Marketing feasibility

1) Model of the business (B-B,B-C,C-C,C-B)
   Finally Submitting Seminar or Presentation along with summary of the idea

SYLLABUS

SEMESTER – II

I Year **II** Semester

Code	FINANCIAL MANAGEMENT	Marks	L	T	P	C
25MB2C01		100	4	0	0	4

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 – Dividend 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	HUMAN RESOURCE MANAGEMENT	Marks	L	T	P	C
25MB2C02		100	4	0	0	4

UNIT -I

HRM: Concept, Nature, Scope- and Functions – evolution of HRM- Principles - Ethical Aspects of HRM- HR policies, Strategies to increase firm performance - Role and position of HR department – Strategic HR in changing environment – Emerging trends in HRM.

UNIT -II

Investment perspectives of HRM: HR Planning – Demand and Supply forecasting – Job Analysis-Job Design-Job Evaluation. Recruitment and Selection- Sources of recruitment – e-recruitment. Steps in Selection Procedures- Tests and Interview Techniques - Induction- Training and Development – Need and Importance-Methods and of Training. Concept of HRD.

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: Nature- Importance -Trade Unions - Employee Participation Schemes-Collective Bargaining – Grievances and disputes resolution mechanisms – Managing employee safety and health. Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

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

References:

1. K Aswathappa: “Human Resource and Personnel Management”, Tata McGraw Hill, New Delhi, 2013.
2. N.Sambasiva Rao and Dr. Nirmal Kumar: “Human Resource Management and Industrial Relations”,Himalaya Publishing House, Mumbai.
3. Mathis, Jackson, Tripathy : “Human Resource Management: A south- Asian Perspective”, 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	OPERATIONS MANAGEMENT	Marks	L	T	P	C
25MB2C03		100	4	0	0	4

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	MARKETING MANAGEMENT	Marks	L	T	P	C
25MB2C04		**100**	**4**	**0**	**0**	**4**

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 - Imitating price 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	RESEARCH METHODS FOR BUSINESS DECISIONS	Marks	L	T	P	C
25MB2C05		100	4	0	0	4

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 Himalaya Publications.
5. A Bhujanga rao , Research methodology, Excel Books, 2008.

I Year **II** Semester

Code	BUSINESS ANALYTICS	Marks	L	T	P	C
25MB2C06		100	4	0	0	4

Unit- I Introduction to Data Analytics: Introduction to Data analytics - Role of Data in Organization, Data lifecycle. (Data source, data changes, processes, usage) -Various Data Types - Significance of Analytics- Role of Data Analyst - Difference between Data analytics and Business Analytics – real-world data analytics examples.

Unit -II Tools & Techniques: Typical Data Analysis Process - Data analytics techniques: Regression analysis, Factor analysis, Cohort analysis, Cluster analysis-Time-series analysis. Data analytics tools -Microsoft Excel, Tableau, SAS, RapidMiner, Power BI.

Unit -III Concepts of data cleaning - Data Visualization: Over view of Data visualization – Data Visualization tools, Statistical methods for summarizing data – How to create pivotal tables using excel - Exploring data using pivot table –Cross Tabulation _ Creating Charts: -1. Scatter charts, 2. Line charts, 3. Bar charts and column, 4. Pie Charts and 3-D charts, 4. Bubble charts, - Effective use of Dashboards, Power BI and Tableau.

Unit -IV Descriptive Analytics: Concept of Descriptive Analytics –Measures of central Tendency –Measuring and calculation of Arithmetic Mean, Mode, Median - Calculation of application of Weighted Arithmetic Mean, Geometric and Harmonic mean using MS Excel Measures of Variability-Range, Variance, Standard Deviation, Coefficient of Variation using MS Excel 35

Unit -V Predictive Analytics: Karl Pearson Correlation Techniques - Spearman’s Rank correlation -Simple and Multiple regression -Regression by the method of least squares – Building good regression models – Regression with categorical independent variables.

References:

1. R for Data Science: Import, Tidy, Transform, Visualize, and Model Data,Hadley Wickham & Garrett Grolemund.O’REILLY.
2.Mohiuddin Ahmed, Al-Sakib Khan Pathan, Data Analytics: Concepts, Techniques, and Applications, Taylor & Francis Group, 2020
3. James Evans, Business Analytics, 2e, Pearson, 2017.
4.Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams Essential of Business Analytics, Cengage Learning, 2020.
5. Thomas Eri, Wajid Khattack & Paul Buhler: Big Data Fundamentals, Concepts, drVers and Techniques by Prentice Hall of India, New Delhi, 2015.
6. Akil Maheswari, Big Data, Upskill ahead by Tata McGraw Hill, New Delhi, 2016

I Year **II Semester**

Code		Marks	L	T	P	C
25MB2O01 Open Elective	**CROSS CULTURAL MANAGEMENT**	**100**	**3**	**0**	**0**	**3**

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 **II** Semester

Code		Marks	L	T	P	C
25MB2O02 Open Elective	**PROJECT MANAGEMENT**	**100**	**3**	**0**	**0**	**3**

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, business environment for project management.

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		Marks	L	T	P	C
25MB2O03 Open Elective	**LEAN MANAGEMENT**	**100**	**3**	**0**	**0**	**3**

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 GreatestManufacturer, 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		Marks	L	T	P	C
25MB2O04 Open Elective	**DATA BASE MANAGEMENT SYSTEM**	**100**	**3**	**0**	**0**	**3**

UNIT- I

Introduction to Database Systems: Data - Database Applications - Evolution of Database - Need for Data base Management – 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‖, SixthEdition, 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	R-PROGRAMMING LAB	Marks	L	T	P	C
25MB2L01		50	0	0	4	2

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 Other Distribution, 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

I Year **II** Semester

Code	IT LAB (SPREAD SHEETS AND SQL)	Marks	L	T	P	C
25MB2L02		50	0	0	4	2

UNIT-I

Introduction to Information Technology, Classification of Software - Basics of MS Word and Basics of MS PowerPoint.

UNIT –II

The MS Excel interface, Formatting Cells, Data Entry- Inserting, Deleting, Selecting, Copying, Cutting, and Pasting. Methods of applying Formulas. Basic calculations.

UNIT- III

Conditional Formatting, Cell References & addressing, Conditional functions, IF functions, - Look up functions, Sorting & Filtering Data.

UNIT- IV

Demonstrating Statistical Functions and Financial functions in excel, Different types of Charts preparation and representation.

UNIT- V

Introduction to SQL – SQL commands, Data types, Creating Tables. SQL constraints. Functional queries.

Reference:

1) Excel: Quick Start Guide from Beginner to Expert (Excel, Microsoft Office)- by William Fischer

2) Peeking into computer science- Excel Lab Manual- Jalal Kawash

3) SQL Tutorial (w3schools.com)

I Year **II** Semester

Code	ENTREPRENEUR PROJECT -II	Marks	L	T	P	C
25MB2L03		**50**	**0**	**0**	**4**	**2**

*Study on different loan approaches of State and Central Govt. Prepare the Business Development plan.

ENTREPRENEUR PROJECT II–(SECOND SEMESTER)

1) Study on different approaches (G.P.S PROOF REQUIRED)
    - Central Govt Agency(1)
    - State Govt Agencies(2)
    - Banks & Financial

   Institutions(2) Outcome Report

   should be submitted.

2) Business Development Plan Preparation
    - Consulting and preparation of Memorandum of Association, Details of Registration and Source of funding.
    - Consulting Concerned Guides/Mentors/Faculty for proper drafting the outcomes followed by seminar or presentation.

SYLLABUS

SEMESTER – III

II Year **I** Semester

Code	STRATEGIC MANAGEMENT	Marks	L	T	P	C
25MB3C01		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	OPERATIONS RESEARCH	Marks	L	T	P	C
25MB3C02		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	LEARNING AND DEVELOPMENT	Marks	L	T	P	C
25MB3EH01		100	4	0	0	3

UNIT I: Introduction to Learning and Development-Definition, Scope and Importance of Learning and Development in Organisational growth- Evolution of Training and Development- L&D as a Strategic Business Partner- The Learning Organisation (Peter Senge's Principles)-Learning Styles.

UNIT II: Theories of Learning and Instructional Design Adult learning theories(Andragogy)-Principles of Instructional Design (ADDIE Model, SAM)-Learning Objectives (Bloom's Taxonomy)-Designing Training Content- Selecting Delivery Methods (classroom, e-learning, blended)-Role of Learning Management System(LMS).

UNIT III: Training Needs Assessment (TNA) Purpose and Importance of TNA-Process of Training Needs Identification-Organizational, Task and Person Analysis- Methods for conducting TNA (Surveys, Interviews, Focus Groups and Job Analysis)- Identifying skill gaps and competency Mapping-Aligning TNA with Business Goals.

UNIT IV: Designing training and Evaluation of Training Effectiveness Setting training objectives Developing training content and Materials-Selecting training methods-Importance of evaluating training programs- Methods of training evaluation- Feedback mechanisms and continuous improvement.

UNIT V: Career and Leadership Development Career Planning and development initiatives-Succession Planning and talent management- Leadership development programs-Coaching and mentoring in organizations- Contemporary issues in Learning and Development-Digital transformation, Gamification, Mobile learning, Diversity and inclusion in training programs-Ethical considerations in L&D.

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

Reference Books:

1.Raymond A. Noe, Employee Training and Development, 2024, 9th Edition, McGraw-Hill Education

2. Rosemary Harrison, Learning and Development, Latest CIPD Edition (2023), Chartered Institute of Personnel and Development (CIPD), UK

3. Kathy Beevers & Andrew Rea, Learning and Development Practice in the Workplace,4th Edition (2022),Kogan Page / CIPD Publishing

4. B. Janakiram & D. Ravindra, Training and Development: Text, Research and Cases, 2nd Edition (2023), Biztantra / Dreamtech Press

II Year **I** Semester
HR Elective – 2

Code	PERFORMANCE AND COMPENSATION MANAGEMENT	Marks	L	T	P	C
25MB3EH02		100	4	0	0	3

Unit- I:
Introduction to Performance Management- Definition-Significance-Objectives-Evaluation of Performance Management Systems (PMS)-Distinction between performance appraisal and performance management- Key Performance Areas(KPAs) and Key Result Areas(KRAs) Performance Standards and goal setting-Competency Mapping and assessment- Strategies for effective performance management.

Unit- II:
Performance Management Cycle: Performance Planning –Performance monitoring and feedback-Performance Appraisal and Evaluation- Performance review and Development- Tools and Techniques of Performance Appraisal. Planning Individual Performance- Strategic Planning – Linkages to strategic planning- Barriers to performance planning.

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

UNIT -IV:
Compensation Management: Concept and definition – objectives and dimensions of Compensation Management-Components of Compensation – factors influencing compensation –Role of compensation and Reward in Modern Organizations Compensation as a Retention strategy-aligning compensation strategy with business strategy -Theoretical Foundations of Compensation.

UNIT V:
Compensation Structure: Developing salary structures and pay grades- Market based pay structures- Internal equity and external competitiveness- Executive Compensation- Components and design of executive pay packages- long – term incentives and executive compensation. Incentive plans and benefits- Employee benefits and services. Linking compensation to employee engagement and retention.

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

References

1. Prem Chadha: ―Performance Management‖, Macmillan India, New Delhi, 2008.

2. Michael Armstrong & Angela Baron, ―Performance Management‖: The New Realities, Jaico Publishing House, New Delhi, 2010.

3. T.V.Rao, ―Appraising and Developing Managerial Performance‖, Excel Books, 2003.

4. David Wade and Ronad Recardo, ―Corporate Performance Management‖, Butter Heinemann, New Delhi, 2002.

5. Dewakar Goel: ―Performance Appraisal and Compensation Management‖, PHI Leaarning, New Delhi, 2009

6. A.M. Sarma ―Performance Management Systems‖ Himalaya Publishing House, New Delhi, 2010.

II Year **I** Semester
HR Elective – 3

Code	STRATEGIC HUMAN RESOURCE MANAGEMENT	Marks	L	T	P	C
25MB3EH03		100	4	0	0	3

UNIT-I

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

UNIT-II

Strategic Human Resource Planning: Objectives, benefits, levels of strategic planning -Activities related to strategic HR Planning-Basic overview of various strategic planning models-Strategic HR Planning model-Components of the strategic plan.

UNIT-III

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

UNIT-IV

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

UNIT-V

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

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

References:

1. Charles R. Greer: “Strategic Human Resource Management” - A General Manager Approach - Pearson Education, Asia

2. Fombrum Charles & Tichy: “Strategic Human Resource Management” - John Wiley Sons, 1984

3. Dr. Anjali Ghanekar “Strategic Human Resource Management” Everest Publishing House, Pune 2009

4. Tanuja Agarwala “Strategic Human Resource Management” Oxford University Press, New Delhi, 2014

5. Srinivas R Kandula “Strategic Human Resource Development” PHI Learning PVT Limited, New Delhi 2009

6. Dreher, Dougherty “Human Resource Strategy” Tata Mc Graw Hill Publishing Company Limited, New Delhi 2008

II Year **I** Semester
HR Elective – 4

Code		Marks	L	T	P	C
25MB3EH04	TALENT ACQUISITION AND MANAGEMENT	100	4	0	0	3

Unit I: Introduction to Talent Acquisition: Definition and Scope of Talent and Talent Management, Importance of Talent Management, historical context of talent management, Challenges and Dilemmas, Workforce Planning and forecasting. Talent acquisition in the context of globalization and gig economy.

Unit II: Job Analysis and Employer Branding: Job Analysis-Process-Methods. Job description and Job Specification. Competency based job profiling- Employer Branding-Concepts, strategies and best practices. Employee Value Proposition(EVP).

Unit III: Sourcing and Recruitment Strategies: Internal Vs External Sourcing-Recruitment Methods Social media recruitment –Use of AI and HR analytics in sourcing- Talent pools and Pipelines Recruitment Process Outsourcing (RPO).

Unit IV: Selection and Onboarding: Selection tools-Resumes, Application forms, Interviews (Types), Psychometric Tests-Assessment Centers, Group Discussions, Case Interviews-Reference & background checks-Legal and ethical issues in selection-Effective onboarding practices – strategic importance and design. Diversity and Talent. Talent management and future directions

Unit V: Metrics and Evaluation in Talent Acquisition: Key Recruitment Metrics-Cost per hire, Time to fill, Quality of hire, Offer acceptance rate. Recruitment Analytics and Dashboards. Retention vs Acquisition. Future of Talent Acquisition – AI, Automation, Remote hiring, DEI in hiring

Suggested Readings:

1. Collings, D.G., Mellahi, K. &Cascio, W.F. (2017). The Oxford Handbook of Talent Management: Oxford University Press.
2. Wilcox, M. (2016). Effective Talent Management: Aligning Strategy, People and Performance. Routledge.
3. Sparrow, P., Scullion, H. &Tarique, I. (eds) (2014) Strategic Talent Management: Contemporary Issues in Global Context. Cambridge: Cambridge University Press.
4. Sparrow, P., Hird, M., and Cooper, C.L. (2015).

II Year **I** Semester

Finance Elective – 1

Code	INVESTMENT AND PORTFOLIO MANAGEMENT	Marks	L	T	P	C
25MB3EF01		100	4	0	0	3

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 –Treynor -Jensen‘s Model- Fama Decomposition - Evaluation of Mutual Fund.

Suggested Readings:

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, New Delhi

3. Satyanarayana, Security Analysis and Portfolio Management, Discovery Publishing House, New Delhi
4. Hirt and Block, Fundamentals of Investment Management, Tata Mc Graw Hill, New Delhi
5. Reily Frank K, Investment Analysis and Portfolio Management, Cengage, New Delhi
6. Bodie,Kane,Marcus and Mohanty, Investments, TataMcGraw Hill, New Delhi
7. Peter Lynch, One Up on Wall Street, Simon & Schuster Paperbacks, New York
8. Sharppe W, Alexander,GJ., & Baily JV., Investments, TMH, New Delhi
9. Avadhani, VA, SAPM, Himalaya Publishers.
10. Bhalla, VK Investment Management, S.Chand., New Delhi
11. Preeti Singh, Investment Management, Himalaya Publishers.
12. Timothy Vick, How to Pick Stocks like Warren Buffett, TMH, New Delhi

II Year **I** Semester

Finance Elective – 2

Code	FINANCIAL MARKETS AND SERVICES	Marks	L	T	P	C
25MB3EF02		100	4	0	0	3

UNIT 1

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

UNIT 2

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

UNIT 3

Venture Capital: Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital, Leasing – types of Leases – Microfinance models: Generic models viz. SHG, Grameen, and Co- operative, variants SHG NABARD model, SIDBI model, SGSY model, Grameen Bangladesh model, credit unions.

UNIT 4

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

UNIT 5

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

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

Suggested Readings:

1) Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi

2) Satyanarayana, Financial Markets and Services Discovery Publishing House, New Delhi

3) V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai

4) DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House

5) Anthony Saunders and MM Cornett, Fin Markets & Institutions,TMH,

6) 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

II Year **I** Semester

Finance Elective – 3

Code		Marks	L	T	P	C
25MB3EF03	**TAXATION MANAGEMENT**	**100**	**4**	**0**	**0**	**3**

Unit –I:

General Principles of Tax – Direct and Indirect Taxes – State Power to Levy Tax – Tax System – Provisions of Income Tax Act 1961 – Finance Act – Basic Concepts.

Unit- II:

Direct tax system:-Income Tax – Deductions, Computation, Payment and Accounting- deductions from Gross Total Income, Rebates and Reliefs and Computation of Taxable Income and Tax Payable, Filing of Income Tax Returns – Provisions, Forms and Due Dates, Notices and Assessments.

Unit III:

Tax Planning for Firms, HUFs and AOPs- partnership firm under Income Tax Law, tax deductions available to firms, Provisions relating to interest and remuneration paid to partner, Computation of partnership firms 'book profit, Set-off and carry-forward of losses of Firms and taxation of HUFs and Associations of Persons (AOPs).

Unit IV:

Corporate Taxation- Computation of taxable income, Carry-forward and set-off of losses for companies, Minimum Alternative Tax (MAT), Set-off and Carry-forward of Amalgamation Losses, Tax Planning for Amalgamation, Merger and Demerger of Companies, Tax Provisions for Venture Capital Funds

Unit V:

Tax Audit and Accounting for Income Tax - Tax Audit, Qualities and Qualifications Required in Tax Auditors, Forms, Reports and Returns and Tax Reporting and Disclosure in Financial Statements

Suggested Readings:

1. Dr. V.K. Singhania & Dr. Kapil Singhania, Direct Taxes Law and Practice, Taxman Publications Pvt. Ltd., New Delhi.

2. Bhagavati Prasad, Direct Taxes Law and Practice, Wishwa Prakashan, New Delhi.

3. Dinkar Pagare, Income Tax and Practice, Sultan Chand and Sons, New Delhi.

II Year I Semester

Finance Elective – 4

Code		Marks	L	T	P	C
25MB3EF04	BANKING INSTITUTIONS AND FINANCIAL REFORMS	100	4	0	0	3

Unit – I: Financial System in India: Introduction - Evolution of Banking - Phases of development - RBI and the Financial System - Committees on Banking Sector Reforms - Prudential Banking -- RBI Guidelines and directions- financial sector reforms.

Unit – II: Banking system:- Organization, Structure and Functions of RBI and Commercial Banks: Introduction - Origination, Structure and Functions of RBI and Commercial Banks - Role of RBI and Commercial Banks - Lending and Operation policies - Banks as Intermediaries - NBFCs - Growth of NBFCs - FDI in Banking Sector - Banking Regulations - Law and Practice.

Unit – III: Financial Institutions and Development Banking : Introduction - Origin, Growth and Lending Policies of Terms lending Institutions - Working of IDBI - IFCI - STCs - SIDBI - LIC - GIC - UTI - Role of Financial Institutions in Capital Market.

Unit – IV: New Financial Instruments and Institutions: Private Banks - Old generation and New generation private banks - Foreign Banks - NSE - Depositories - DFHI - New Equity and Debt Instruments - SEBI and RBI guidelines.

Unit – V: Financial sector reforms: Reforms in banking sectors – Reforms in Debt market – reforms in foreign exchange market –Monetary reform- currency reforms – crypto currency regulations

Suggested Readings:

1. Koch W Timothy and Scott S Macdonald, "Bank Management" Thomson (South Western), Bangalore 2005 (Text Book)
2. Khan M Y., "Indian Financial System", Tata Mc Graw Hill, New Delhi, 2004
3. Srivastava, RM ., "Management of Indian Financial Institutions", Himalaya Publishing House, Mumbai, 2005
4. Avadhani V A., "Investments and Securities Markets in India", Himalaya Publishing House, Mumbai, 2004
5. Srinivasan NP and Saravanavel, P., "Development Banking in India and Abroad", Kalyani Publications, Ludhiyana, 2001

II Year **I** Semester

Marketing Elective – 1

Code	CONSUMER BEHAVIOR	Marks	L	T	P	C
25MB3EM01		100	4	0	0	3

UNIT I - Introduction to Consumer Behavior: Understanding consumers and market segments, Evolution of consumer behavior, Models of Buyer Behavior, Consumer Black box model – Howard Model, Howard- Sheth Model, Webster and Wind Model.

UNIT II - Consumer as an individual - Psychological Foundations of Consumer Behavior: Consumer Motivation, Perception, Personality and Behavior, Learning and Behavior Modification, Information Processing, Memory Organization and Function, Attitude Formation and Attitude Change.

UNIT III - Consumer in social context: Social and Cultural Environment, Economic, Demographic, Cross Cultural and Socio–Cultural Influences, Social Stratification, Reference Groups and Family influences.

UNIT IV - Consumer as decision maker: Consumer decision making process - High and Low Involvement - Pre-purchase Processes, Post Purchase processes, Consumption and evaluation, Brand Loyalty and Repeat Purchase Behavior - Diffusion of innovation - Communication and Consumer Behavior –Designing persuasive communication.

UNIT V - Consumerism: The roots of consumerism – Consumer safety – consumer privacy –- consumer information, legislative responses to consumerism and marketer responses to consumer issues – consumer protection act, 1986 – Central consumer protection council – state consumer protection councils, consumer disputes redressal agencies, consumer disputes redressal forum, National Consumer Disputes Redressal Commission.

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

References:

1. Leon G. Schiffman, Joseph Wisenblit, S. Ramesh Kumar, Pearson India, 2016
2. Ramneek Kapoor, Nnamdi O Madichie: "Consumer Behavior" Text and Cases", TMH, NewDelhi, 2012.
3. Ramanuj Majumdar: "Consumer Behavior insight from Indian Market", PHI Learning, New Delhi, 2011
4. David L Loudon and Albert J Della Bitta, "Consumer Behavior" 4/e, TMH, New Delhi, 2002
5. M.S.Raju: "Consumer Behavior Concepts, applications and Cases", Vikas Publishing House, New Delhi, 2013.

II Year **I** Semester

Marketing Elective – 2

Code	RETAIL MANAGEMENT	Marks	L	T	P	C
25MB3EM02		100	4	0	0	3

UNIT – I : An overview of Retailing - Types of stores - Product Retailing vs. Service Retailing - Non store Retailing - Retail strategy - Achieving competitive advantage and positioning Retailing environment - Legal, Social, Economic, Technological, issues - Trends in the Indian Retailing Industry.

UNIT-II : Retail store location and layout - Country/Region analysis - Trade area analysis - Site evaluation and selection - Store design and layout - Comprehensive store planning - Exterior design and layout - Interior store design and layout – visual merchandising – elements of visual merchandising.

UNIT-III : Planning merchandise needs and merchandise budgets - Methods for determining inventory evaluation - Assortment planning, buying and vendor relations - Merchandise pricing - Price strategies - Psychological pricing - Mark-up and markdown strategies.

UNIT-IV : Communicating with the retail customer - Retail promotion mix-Advertising - Sales promotion - Publicity – Push and Pull strategies in retailing - Retail selling process - Retail database- In-store customer service.

UNIT – V : Globalization and changing retail formats – Online retailing - International Retailing – Opportunities and Challenges - Market entry formulas - New customized formats (customized stores, portable stores, merchandise depots, retail theatre, service malls, customer made stores, interactive kiosk 'shopping arcades')

References

1. Chetan Bajaj, Tuli & Srivastava, RETAIL MANAGEMENT, Oxford University Press, New Delhi.2010
2. Giridhar Joshi, INFORMATION TECHNOLOGY FOR RETAIL, Oxford University Press, New Delhi.2009
3. Swapna Pradhan, RETAIL MANAGEMENT, TEXT & CASES, Tata McGraw-Hill Publshing company, New Delhi, 2008
4. Ron Hasty and James Reardon, RETAIL MANAGEMENT. McGraw-Hill Publication, International Edition. Fernie,
5. Principles of Retailing, Elsevier Publishing, 2010.

II Year **I** Semester

Marketing Elective – 3

Code	CUSTOMER RELATIONSHIP MANAGEMENT	Marks	L	T	P	C
25MB3EM03		**100**	**4**	**0**	**0**	**3**

Unit – I Customer Relationship Management Fundamentals: Definition and Significance of CRM – Critical success factors for a winning CRM program – Emergence of CRM practice – CRM Strategy, Stages of relationship – Issues of relationship – CRM cycle – Customer Life Time Value – 7 C's of CRM - Application areas.

Unit – II Building Customer Relationship Management and CRM Implementation: Requisites for Effective Customer acquisition – Customer Knowledge Management for Effective CRM – Customer Retention Process – Strategies to Prevent Defection and Recover Lapsed Customers – CRM framework for Implementation – Implementing CRM process – The dynamics of Relationships, The relationship oriented organization - Integration of CRM with ERP System – Barriers to effective CRM – Gartner's Competency model of CRM.

Unit – III Functional Components of CRM: Database Management in CRM – Relationship data management-Database Construction – Data Warehousing – architecture of Data Warehousing - Data Mining Characteristics – Data Mining tools and techniques – Meaning of Call Centre – Significance and Advantages of Call Centre – Multimedia Contact Centre - Important CRM software for Multimedia Contact Centre

Unit – IV Sales Force Automations (SFA): Definition and need of Sales Force Automation – Barriers to successful Sales Force Automation – functionality and technological aspect of Sales Force Automation – data synchronization – flexibility and performance – Impact of CRM on Marketing Channels – Meaning – How does the traditional distribution channel structure support customer relationship – Influence of the channels on pricing and the formation of relationships – The relationship policy to improve size, quality and relationship with the customer base - emerging channel trends that impact CRM

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 Features of e-CRM – Advantages of e-CRM. The best CRM implementation strategies –Privacy and ethics Consideration in CRM implementation.

References:

1. V. Kumar Werner Reinartz – Customer Relationship Management - Concept, Strategy, and Tools Third Edition – springer

2. Ed Peelen: "Customer Relationship Management" Pearson, Education

3. Roger J Baran, Robert J Galka and Daniel P Strunk: "Customer Relationship Management" Cengage learning

4. S.Shanmuga sundaram: "Customer Relationship Management" Prentice Hall of India.

5. Alok Kumar, Chabbi Sinha & Rakesh Kumar – Customer Relationship Management: Concepts and application – Biztantra, Delhi,2007 .

6.H. Peeru Mohammad, A/ Sagadevan – Customer Relationship Management – A step by step approach, Vikas publishing house Pvt. Ltd, Delhi, 2008

II Year **I** Semester

Marketing Elective – 4

Code	**ADVERTISING AND BRAND MANAGEMENT**	**Marks**	**L**	**T**	**P**	**C**
25MB3EM04		**100**	**4**	**0**	**0**	**3**

Unit I – Basics of Advertising: definition importance and nature; Communication model; Persuasion Process –perception, learning and attitude change and their impact on advertisements; Major advertising decisions and influencing factors; Determining advertising Objectives and budget.

Unit II - Developing Advertising Campaign: Determining advertising message and copy - Headline, body copy, logo, illustration and layout; Creative styles and advertising appeals; Media planning – media selection and scheduling.

Unit III - Organization and Evaluation of Advertising Efforts: In-house arrangements; Using advertising agencies – selection, compensation and appraisal of advertising agency; Evaluating Advertising Effectiveness. Branding concepts - definition of brand, Importance of branding Brand personality, brand image, brand identify, brand equity and brand loyalty; Product vs. Corporate branding: Major branding decisions.

Unit IV - Identifying and selecting brand name Building brand personality, image and identity; Brand positioning and re-launch; Brand extension; Brand portfolio; communication for branding Enhancing brand image through sponsorship and even management.

Unit V – Managing Brand Equity and Loyalty: Brand Building in Different Sectors - Customers, industrial, retail and service brands. Building brands through Internet. Developing International Brands: Pre-requisites and process; Country-of-origin effects and global branding; Building Indian brands for global markets.

Reference:

1. S.H.H Kazmi and SatishK.Batra : Advertising and sales promotion, Excel books Cowley. D: Understanding Brands, ,Kogan Page Ltd

2. George E.Belch& Michael A. Balch : Advertising and Promotion, TMH

3. Aaker, Myers &Batra : Advertising Management , Prentice Hall.

4. Wells,Moriarity&Burnett : Advertising Principles & practices , Prentice Hall.

II Year **I** Semester

Code	**ENTREPRENEUR PROJECT -III**	**Marks**	**L**	**T**	**P**	**C**
25MB3L01		**50**	**0**	**0**	**2**	**1**

i) Prepare a Project Proposal for submission.

ii) Applying for permissions or patents etc. for innovative or creative ideas.

iii) Submit the Project Proposal to the various Govt. bodies and Agencies.(PM VISHWAKARMA, START-UPs/MSME /NABARD/IDBI/SISI)

iv) Submission the Acknowledgment to the Institution. Documentation & Seminar Submission

SYLLABUS

SEMESTER – IV

II Year **II** Semester

Code	CORPORATE LEGAL FRAMEWORK	Marks	L	T	P	C
25MB4C01		100	4	0	0	4

UNIT- I: Significance of Business Laws—Indian Contract Act, 1872: Meaning and classification of contracts—Essentials elements of a valid contract— performance of a contract—Discharge of a contract—Void agreements- Breach and remedies of a contract.

UNIT-II: The Sale of Goods Act, 1930: Meaning and Essentials of contract of sale— Sale and Agreement to sell—Conditions and Warranties—Transfer of property Performance of a contract of sale—Unpaid seller- Negotiable instrument act 1881 – Foreign exchange management Act 1999 – Environment Protection Act 1986

UNIT-III: The Indian Partnership Act, 1932: Meaning and Essentials of partnership-- Registration of partnership—Kinds of partners—Rights and Liabilities of Partners—Relations of parties to third parties—Dissolution- Elements of Partnership - Types of Partner - Position of Minor as a -Partner - Types of Partnerships - Formation and Registration of Partnership - Relation of Partners to One another - Duties of Partners - Dissolution - Limited Liability Partnership Act, 2008

UNIT-IV: The Consumer Protection Act, 1986: Meaning of Consumer, Service, Goods, Deficiency, Defect, Unfair Trade Practices—Rights of Consumers—Machinery For redressal of Grievances—Remedies available to injured consumers – Information Technology Act, 2000 – Essential commodities Act, 1995 –

UNIT-V: The Companies Act, 1956: Nature and Registration—Kinds of Companies—Mode of Incorporation - Memorandum of Association—Article of Association—Kinds of Shares— Powers and duties of Directors—winding up- - Types of Companies in Company Law -Rules of Allotment -Transfer and Transmission of Shares -Statutory Meeting - Annual General Meeting - winding up Transfer and Transmission of Shares

Suggested Books:

1. N.D.Kapoor—Commercial Law—Sultan chand publishers, New Delhi.
2. S N Maheswaru & Suneed Maheswari—Commercial Laws—Mayoor Paper Backs— NOIDA
3. Satyanarayana – Corporate Company Law Discovery Publishing House, New Delhi
4. Tulisian P.C.—Business Laws—Tata Mc Graswhill Publishing house-New Delhi
5. Kucchal—Business Law—Vikas Publishing House, New Delhi.
6. Avatar Singh—Mercantile Law--EBC—New Delhi.

II Year **II** Semester

Code	SUPPLY CHAIN MANAGEMENT	Marks	L	T	P	C
25MB4C02		100	4	0	0	4

Unit I – Basics of Supply Chain Management: Meaning and definition of SCM - Evolution of SCM - Different views of Supply Chain – Supply Chain vs Logistics – importance of SCM in global competitiveness - Key drivers of SCM: Facilities, Inventory, Transportation, Information, Sourcing, Pricing – Developing Supply Chain Strategy- Strategic fit in Supply Chain.

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. - Designing the supply chain network

Unit III: Demand Forecasting and Inventory Management: Role of forecasting in SCM - Types of forecasting methods: Qualitative and Quantitative - Aggregate planning - Inventory management: EOQ, Safety Stock, ABC analysis - Bullwhip effect and its impact - Supply chain responsiveness and efficiency - Competitive and supply chain strategies

Unit IV: Distribution, Sourcing, Procurement and Vendor Management: Logistics management and third-party logistics (3PL) - Network design in distribution - - Last mile delivery challenges - Strategic sourcing and procurement processes - Supplier selection and evaluation - E procurement and global sourcing - Vendor relationship management

Unit V: Supply Chain Technology and Sustainability: Role of IT in SCM: (ERP, Block Chain and IoT) - Green supply chains and sustainable practices, Supply chain risk management Resilient and agile supply chains - Ethics in SCM

Reference Books

1. Sunil Chopra & Peter Meindl – Supply Chain Management: Strategy, Planning and Operation - Pearson Education, India
2. Mohanty R.P, S.G Deshmuki ―Supply Chain Management‖ Biztantra, New Delhi
3. Janat Shah – Supply Chain Management: Text and Cases (Pearson Education) (Indian context with good case studies)
4. David Simchi-Levi, Philip Kaminsky & Edith Simchi-Levi – Designing and Managing the Supply Chain (McGraw Hill) (Balanced between theory and practical tools)
5. Martin Christopher – Logistics and Supply Chain Management (Pearson) (Focus on logistics and agile supply chains)
6. Ailawadi & Singh – Logistics Management (Prentice Hall India) (Good Indian perspective on logistics operations)

II Year **II** Semester

HR Elective-1

Code	LABOR WELFARE AND EMPLOYMENT LAWS	Marks	L	T	P	C
25MB4EH01		100	4	0	0	3

UNIT I: Labour Welfare: Introduction to Labour Welfare: Concept, scope and philosophy, principles and approaches of labour welfare, Classification-Evolution of labour welfare in India-Impact of ILO on labour welfare in India. Welfare Officers ‘Role, Status and Function, Signs of poor welfare.

UNIT II: Labour Legislation: Objectives-Principles-Classification-Evaluation of Labour legislation in India-Factories Act 1948, Definitions - Objectives of Act - Factory Inspectorate – Measures to be taken by Factories for Health, Safety and Welfare of Workers - Working Hours - Provisions Relating to Hazardous Processes - Annual Leave with Wages - Special Provisions - Obligations by Employer and Employee - Offences and Penalties.

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

UNIT IV: Industrial Relations Legislation: Industrial Disputes Act 1947Concept, objectives, Types of Strikes and their Legality – Authorities under the Act and their Duties – Voluntary Reference of Disputes to Arbitration – Types of Strikes and Lock-outs Wages for Strike and Lock-out Period– Change in Conditions of Service.

UNIT V: Industrial Employment (standing orders) Act 1946: Certification of Draft Standing Orders – Appeals – Date of Operation of Standing Orders – Posting of Standing Orders – Payment of Subsistence Allowance. Trade Unions Act 1926.The New Labor Codes: Code on Wages 2019, industrial relations code 2020, code on social security 2020, occupational safety, health and working conditions code 2020.

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

References:

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

II Year II Semester

HR Elective-2

Code	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	Marks	L	T	P	C
25MB4EH02		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 - Performance Management.

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, New Delhi, 2012

4.Aswathappa K, Sadhana Dash: ―International Human Resource Management, TMH, New Delhi,

5.Monir H Tayeb: ―International Human Resource Management‖, Oxford Universities Press, Hyderabad, 2012.

II Year **II** Semester

HR Elective-3

Code	EMPLOYEE RELATIONS AND WORKPLACE CULTURE	Marks	L	T	P	C
25MB4EH03		100	4	0	0	3

UNIT I:

Industrial Relations Management: Concept-meaning and scope of IR-system frame work-Theoretical perspective- Evaluation –Background of industrial Relations in India- Influencing factors of IR in enterprise and the consequences. Globalization and IR- Recent Trends in Industrial Relations.

UNIT II:

Trade Unions: Introduction-Definition and objectives-growth of Trade Unions in India -Union Recognition-Union Problems-Employees Association- 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 III:

Employee Grievances: Causes of Grievances – Grievances Redressal Machinery – Discipline in Industry - Measures for dealing with Indiscipline–Standing Orders- Code of Discipline.

UNIT IV:

Industrial Disputes: Meaning, nature and scope of industrial disputes - Cases and Consequences of Industrial Disputes –Prevention and Settlement of industrial disputes in India.

UNIT V:

Ethics, Diversity and Inclusion in Workplace Culture: Ethical issues in ER, Corporate culture and ethical leadership, Workplace diversity and inclusion, DEI strategies, Role of HR in ethical and inclusive culture building.

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

References

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

II Year **II** Semester

HR Elective-4

Code	**HUMAN CAPITAL MANAGEMENT**	**Marks**	**L**	**T**	**P**	**C**
25MB4EH04		**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's Unpurchased 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.

Suggested Readings:

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. Note: Latest edition of the readings may be used.

II Year II Semester

Finance Elective-1

Code	CORPORATE STRATEGIC FINANCE	Marks	L	T	P	C
25MB4EF01		100	4	0	0	3

Unit-1: Introduction of corporate finance – Shareholder Value Creation (SCV): Market Value Added (MVA) – Market-to-Book Value (M/BV) – Economic Value Added (EVA) – Managerial Implications of Shareholder Value Creation.

Unit-II: Sources of corporate funding: Governing Regulatory Framework for share capital Debt securities – Capital Structure Planning and Policy – Financial Options and Value of the Firm – Dividend Policy and Value of the Firm.

Unit-III: Corporate Investment Strategy – Techniques of Investment Appraisal Under Risk and Uncertainty – Risk Adjusted Net Present Value – Risk Adjusted Internal Rate of Return – Capital Rationing – Decision Tree Approach for Investment Decisions – Evaluation of Lease Vs Borrowing Decision.

Unit-IV: Corporate Merger Strategy – Theories of Mergers – Horizontal and Conglomerate Mergers – Merger Procedure – Valuation of Firm – Financial Impact of Merger – Merge and Dilution Effect on Earnings Per Share – Merger and Dilution Effect on Business Control.

Unit-V: Corporate Takeover Strategy – Types of Takeovers – Negotiated and Hostile Bids – Takeover Procedure – Takeover Defenses – Takeover Regulations of SEBI – Distress Restructuring Strategy – Sell offs – Spin Offs – Leveraged Buyouts.

Suggested Readings:

1.Van Horn, JC, Financial Management and Policy, Prentice Hall,New Delhi

2.PG Godbole, Mergers, Acquisitions and Corporate Restructuring, Vikas, New Delhi

3.Weaver, Strategic Corporate Finance, Cengage, ND

4.Weston JF, Chung KS & Heag SE., Mergers, Restructuring & Corporate Control, Prentice Hall.

5.Satyanarayana, Strategic Financial Management Discovery Publishing House, New Delhi

6.GP Jakarthiya, Strategic Financial Management, Vikas, New Delhi

7.Coopers & Lybrand, Strategic Financial: Risk Management, Universities Press (India) Ltd.

8.Robicheck, A, and Myers, S., Optimal Financing Decisions, Prentice Hall Inc.

9.Bhalla, V.K., Managing International Investment and Finance, New Delhi, Anmol, 1997.

II Year **II** Semester
Finance Elective-2

Code	RISK MANAGEMENT	Marks	L	T	P	C
25MB4EF02		100	4	0	0	3

UNIT-1

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

UNIT -2

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

UNIT-3

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

UNIT -4

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

UNIT- 5

Important concepts of Risk management: time value of money – advanced Bond concepts – calculation of VaR – Balck – Scholes Models- Moody's KMV Portfolio Manager – Probability distribution and fundamentals of Statistics – derivative products and its markets - Margin and Mark-to-Market.

References

1. Dr. G. Kotreshwar: "Risk Management", Himalaya Publishing House, Delhi. 2012
2. Trieschmann, Hoyt, Sommer: "Risk Management and Insurance", Cengage Learning. 2005,
3. Dhanesh Kumar Khatri: "Derivatives and Risk Management", Mac Millan, 2012
4. Vivek, P.N. Asthana:"Financial Risk Management", Himalaya Publishing House, Delhi. 2012
5. Rene M. Stulz. "Risk Management & Derivatives" Cengage Learning. 2003.

II Year **II** Semester

Finance Elective-3

Code	GLOBAL FINANCIAL MANAGEMENT	Marks	L	T	P	C
25MB4EF03		100	4	0	0	3

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.

Suggested Readings:

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. Satyanarayana, Global Financial Management, Discovery Publishing House, New Delhi
7. P.G.Apte, International Financial Management, Tata McGrw Hill, 3rd Edition.
8. Bhalla, V.K., International Financial Management, 2nd Edition, New Delhi, Anmol, 2001.
9. V.A.Avadhani, International Financial Management, Himalaya Publishing House.

II Year **II** Semester

Finance Elective-4

Code	FINANCIAL DERIVATIES	Marks	L	T	P	C
25MB4EF04		100	4	0	0	3

Unit - I:

Introduction to Financial Derivatives – Meaning and Need – Growth of Financial Derivatives in India – Derivative Markets – Participants- Functions – Types of Derivatives – Forwards – Futures – Options-Swaps – The Regulatory Framework of Derivatives Trading in India.

Unit –II:

Forward Market: Concept- features of forward contract – classification of forward contracts- forward trading mechanism – determination of forward prices – valuing forward contracts – forward prices vs futures prices- payoff from the forward contracts – foreign currency forwards – pricing currency forward contracts.

Unit - III:

Futures Market: Features of Futures –Differences Between Forwards and Futures – Financial Futures – Trading – Currency Futures – Interest Rate Futures – Pricing of Future Contracts- Value at Risk (VaR)-Hedging Strategies – Hedging with Stock Index Futures – Types of Members and Margining System in India – Futures Trading on BSE & NSE.

Unit - IV:

Options Market: – Meaning & Need – Options Vs Futures -Types of Options Contracts – Call Options – Put Options Factors Affecting Options pricing- Put-Call Parity Pricing Relationship - Pricing Models - Introduction to Binominal Option Pricing Model – Black Scholes Option Pricing Model.

Unit – V:

Swaps Markets: – Meaning – Overview – The Structure of Swaps – Interest Rate Swaps – Currency Swaps – Commodity Swaps – Swap Variant – Swap Dealer Role –Equity Swaps – Economic Functions of Swap Transactions - FRAs and Swaps.

Suggested Readings:

1. Hull C. John, ―Options, Futures and Other Derivatives‖, Pearson Educations Publishers,
2. David Thomas. W & Dubofsky Miller. Jr., Derivatives valuation and Risk Management, Oxford University, Indian Edition.
3. ND Vohra & BR Baghi, Futures and Options, Tata McGraw-Hill Publishing Company Ltd.
4. Red Head: Financial Derivatives: An Introduction to Futures, Forward, Options‖ Prentice Hall of India.
5. David A. Dubofsky, Thomas W. Miller, Jr.: Derivatives: Valuation and Risk Management, Oxford University Press.
6. Sunil K.Parameswaran, ―Futures Markets: Theory and Practice‖ Tata-McGraw-Hill Publishing Company Ltd.
7. D.C. Patwari, Financial Futures and Options, Jaico Publishing House.
8. T.V. Somanathan, Derivatives, Tata McGraw-Hill Publishing Company Ltd.
9. NSE Manual of Indian Futures & Options & www. Sebi.com 10. S.C. Gupta, Financial Derivatives: Theory, Concepts and Problems, Prentice Hall of India.

II Year **II** Semester

Marketing Elective- 1

Code	GREEN MARKETING	Marks	L	T	P	C
25MB4EM01		100	4	0	0	3

Unit I – Green Marketing and Green Product : Introduction to green marketing-strategic green planning- environment and consumption- Green Product- Green Behavior- Five shades of green consumers Segmenting consumers- Green consumer‘s motives-Buying strategies -Green Business Opportunities- Designing green products-eco-design to eco- innovation-Fundamentals of green marketing-Establishing Credibility-Green distribution and Packaging Contemporary Government polices and subsidies that aids green product development

Unit II – Green Marketing Concepts: Green Spinning – Green Selling – Green Harvesting – Enviropreneur Marketing - Compliance Marketing – Green Washing – Climate Performance Leadership Index

Unit III – Purchase Decision: Meaning of Purchase decision – Factors affecting Purchase decision – Steps in the decision making process - Five stages of consumer buying decision process - Models of buyer decision-making

Unit IV – Environmental consciousness: Introduction of Environment - Importance of environmentalism - Environmental movement - Benefits of green environment to the society - E waste exchange - Extended Producer Responsibility Plan - Guidelines for Collection and Storage of E-Waste - Guidelines for Transportation of E-Waste - Guidelines for Environmentally Sound Recycling of E-Waste

Unit V – Green Marketing Initiatives: Green Firms – HCL‘s Green Management Policy – IBM‘s Green Solutions – IndusInd Bank‘s Solar Powered ATMs – ITCs Paperkraft – Maruti‘s Green Supply Chain – ONCGs Mokshada Green Crematorium – Reva‘s Electric Car – Samsung‘s Eco friendly handsets- Wipro Infotech‘s Eco-friendly computer peripherals.

References:

1. Green Marketing and Environmental Responsibility in Modern Corporations, Esakki and Thangasamy, IGI Global, 2017

2. Green Marketing Management, Robert Dahlstrom, Cengage Learning, 2010.

Essential Reading / Recommended Reading

1. Green Marketing: Challenges and Opportunities for the New Marketing Age, Jacquelyn A. Ottman, NTC Business Books, 1993

2. The New Rules of Green Marketing, Jacquelyn A. Ottman,Berrett-Koehler Publishers, 2011.

II Year **II** Semester

Marketing Elective- 2

Code	MARKETING RESEARCH	Marks	L	T	P	C
25MB4EM02		**100**	**4**	**0**	**0**	**3**

UNIT 1 - Introduction to Marketing Research: Definition and Scope of Marketing Research, Importance of marketing research in, Business Decision-Making, Marketing Research vs. Market Research, Ethical Issues in Marketing Research

UNIT 2 - Research Design and data collection methods: Steps in the Marketing research Process, Types of Research: Exploratory, Descriptive, and Causal, Primary vs. Secondary Data, Qualitative Research Methods (Focus Groups, In-depth Interviews, Ethnography), Quantitative Research Methods (Surveys, Experiments, Observations) application and sample size determination.

UNIT 3 - Measurement Analysis and interpretation: Types of Scales (Nominal, Ordinal, Interval, Ratio), Reliability and Validity in Measurement, Descriptive and Inferential Statistics, Factor and Cluster Analysis

UNIT 4 - Marketing Research Tools and application: SPSS, Excel, and Other Analytical Tools, Data Visualization and Dash boarding, AI and Big Data in Marketing Research Applications of Marketing Research - Consumer Behavior Analysis, Brand Research, Advertising Research, Market Segmentation and Positioning Studies, Product and Pricing Research

UNIT 5 - Reporting and Presentation of Research Findings: Structuring a Research Report, Effective Data Presentation Techniques, Storytelling with Data.

References:

1. “Marketing Research: An Applied Orientation" – Naresh K. Malhotra - Prentice Hall, 7th Edition

2. "Essentials of Marketing Research" – William G. Zikmund, Barry J. Babin, Cengage Learning, 6th Edition 3. "Marketing Research" – G.C. Beri - McGraw-Hill Education, 5th Edition, 2013

4. "Marketing Research: Text and Cases" – Rajendra Nargundkar - McGraw-Hill Education, 4th Edition, 2015

5. "Marketing Research" – Naresh Malhotra & Satyabhushan Dash - Pearson Education, 7th Edition (Revised), 2019

6. "Marketing Research" – R. Panneerselvam - PHI Learning,1st Edition, 2004

II Year **II** Semester

Marketing Elective- 3

Code	SERVICES MARKETING	Marks	L	T	P	C
25MB4EM03		100	4	0	0	3

Unit – I Introduction to Services Marketing: Understanding Services, Differences in Goods versus Services, Emerging Service Environment, Classification of Services. Service Market Segmentation, 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.

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; Pearson Education

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	SALES AND DISTRIBUTION MANAGEMENT	Marks	L	T	P	C
25MB4EM04		100	4	0	0	3

UNIT 1 - Introduction to Sales Management: Meaning of sales - Evolution of Sales Concept – Nature and Role of Selling – Objectives of Sales Management - Integrating Sales and Marketing Management - Environmental Changes Affecting Sales Management – The Sales Organization – Role of a Sales Organization – Basis for Designing a Sales Organization –Types of Sales Force Structure -Sales Culture – Sales Functions & Policies – Role of a sales manager – responsibilities of sales manager

UNIT 2 - Personal selling: Buyer Seller Dyads – Types of Selling Jobs - Sales Force Objectives and strategies – Theories of Personal Selling – Personal Selling Process - The sales planning process and its importance - Types of Budgets - Methods of Budgeting for Sales Force

UNIT 3 – Assessing Market Potential: Importance of Assessing Market Potential - Analyzing Market Potential – Sales Forecasting Methods – Selecting a Forecasting Methods – definition of sales quota – types of sales quotas – methods of setting sales quotas – sales analysis and audit – compensating sales force – types of compensation plans – designing compensation plans - Determinants of sales force performance - Methods of sales force evaluation

UNIT 4 - Marketing Channels, integration and management: Channel members and their functions - Designing marketing channels - Channel flows and costs –Importance of channel integration – Vertical marketing systems – Types of vertical marketing systems – Horizontal marketing systems - Hybrid channel systems – criteria for selecting channel members – evaluation of channel members – modifying channel arrangements – managing channel relationships - Managing Channel Conflicts

UNIT 5 - Wholesaling & Retailing: Wholesaling and its importance – Types of wholesalers – Strategic issues in wholesaling - Trends shaping wholesale distribution - Challenges in wholesaling - Wholesaling in India –Retailing and its Importance – Evolution of retailing – Classification of retailers - Strategic issues in retailing - Trends in retailing – channel Information system - Ethical and Social Issues in Sales and Distribution Management.

Reference books

1. Sales and distribution management – Richard R. still, Edward W. Cundiff, Norman A.P Govoni and Sandeep Puri – Pearson publications.

2. Sales and distribution management – Krishna K Havaldar and Vasant Calvale – Mc Graw hill – 3rd edition 3. Sales and distribution management – Tapan K. Panda, Sunil Sahadev – Oxford Higher Education

4. Sales and distribution management – K. Shridhara Bhat – Himalaya Publishing House.