



# R20 MBA Syllabus Open & Distance Learning



## MASTER OF BUSINESS ADMINISTRATION (GENERAL)

Centre for Distance  
and Online Education



**VIGNAN'S**

Foundation for Science, Technology & Research

(Deemed to be UNIVERSITY)

-Estd. u/s 3 of UGC Act 1956

# Open & Distance Learning MBA (General)

## 1. OVERVIEW

- 1.1** Vignan's Foundation for Science, Technology and Research was established in year 2008, having organically evolved from Vignan's Engineering College after securing NBA and NAAC 'A' accreditations. VFSTR is backed by the Vignan Group of Institutions, which has been serving the cause of education for more than 40 years now. With a total of 45,000 students from primary to post graduation, the Group caters to all levels of the society. It has 6 engineering colleges, 3 Pharmacy colleges, 1 B.Ed. college, 5 Intermediate colleges and 25 schools spread across Andhra Pradesh and Telangana.

Located in the Guntur district of Andhra Pradesh, VFSTR is surrounded by rural area where 90% of activities of the region is mostly agricultural. 50% of students who get admitted into VFSTR hail from this agricultural region, who are socio-economically backward, for whom the institution strives to provide quality higher education. Incidentally one of the primary objectives of NEP-2020, is equity; i.e., to provide quality higher education to students of far-flung rural and agricultural societies, towards which VFSTR has already been striving for the last one decade.

- 1.2** The Department of Management Studies (DMS) started functioning from 2009 with the twin objectives of providing quality management education to students coming from predominantly rural background and catering to the dynamic needs of the corporate world. It offers a two-year full-time MBA Programme, and three-year under graduate BBA Programme. In view of the popularity of these courses, DMS has introduced Doctoral Programme in 2010. Our contemporary management programmes recognize the importance of leadership, promotion of innovative and entrepreneurial behavior and corporate social responsibility.

The DMS is able to consistently achieve pass percentage of 90 and placements more than 85% in reputed organizations like TCS, Federal Bank, HDFC, Unschool, Case Fire, Raam Group. Our prominent recruiters Byjus & Federal Bank offered 10Lakhs package per annum and the other company Cease Fire offered 5Lakh package per annum in the recent recruitment drive held at the campus. The DMS is having faculty with more than 70% doctorates and strong expertise in diverse specializations. In line with the vision of the institute, the DMS is proposing to launch MBA (Finance) programme through Open & Distance Learning /Online Learning mode.

- 1.3** MBA (General) programme aims to provide education and skills in general management that suits to all unemployed graduates and working professionals of all the organizations. Further, it aims to give training in numerous aspects of general management area knowledge to equip the learners with conceptual and analytical skills to foster positive attitudes, which are essential for their development into competent and effective professionals or entrepreneurs.

## **2. PROGRAMME MISSION AND OBJECTIVES**

### **2.1.1 Vision of the Programme:**

To enhance the career growth of the existing professionals especially technocrats and provide the employment opportunities in general by developing the ethical leadership qualities in the general management and allied areas.

### **2.1.2 Mission of the Programme:**

By providing the quality content both in the form of digital and print mode hybridized with innovative teaching methods like case studies, projects, involving the industry experts to enhance their learning capabilities.

### **2.1.3 Programme Objectives:**

MBA General focuses on addressing the critical need for having a more integrated and sustainable general management system, thereby contributing positively to the society. The Programme not only makes students aware of theoretical underpinnings of development but also gives them the opportunity to implement practical learning through various projects. It imparts managerial skills for growth and development process that India is presently witnessing.

- To develop business and managerial competencies among the budding managers.
- To inculcate the ability to examine and analyze the impact of changing environment and to respond appropriately at strategic level.
- To facilitate deeper insights, stimulation towards creative thinking, and honing of managerial skills.
- To motivate the students to acquire decision-making, leadership and entrepreneurial capabilities with due respect for human values.

## 22 RELEVANCE OF THE PROGRAMME WITH HEI'S MISSION AND GOALS:

### 2.2.1 Vision of the Institute:

To evolve in to a center of excellence in science & technology through creative and innovative practices in teaching - learning, towards promoting academic achievement and research excellence to produce internationally accepted, competitive and world class professionals who are psychologically strong & emotionally balanced imbued with social consciousness & ethical values.

### 2.2.2 Mission of the Institute:

To provide high quality academic Programmes, training activities, research facilities and opportunities supported by continuous industry - institute interaction aimed at promoting employability, career enhancement, entrepreneurship, leadership and research aptitude among learners and contribute to the economic and technological development of the region, state and nation.

Through this Programme the institute strives to achieve the following.

- Enhance the career growth of the existing professionals by understanding their learning needs.
- Helps the technical graduates to foster their career growth by imbibing the required managerial skills.
- By offering extension activities as a part the Programme making the learners to become socially conscious professionals.
- Transform graduates into efficient leaders with good ethical practices.

## 3. NATURE OF PROSPECTIVE TARGET GROUP OF LEARNERS

### The main target groups of learners are:

- **Engineering graduates:** Around 30,000 engineering students are graduating every year from Guntur, Prakasam and Krishna Districts of Anadhra Pradesh. The placements percentages in 70% of the Engineering colleges are less than 25% due to lack of required skills. These graduates are becoming either unemployed or securing under paid jobs with meager wages. To make them employable our Programme will provide required skills to get better jobs.
- **Graduates:** Most of the graduates are not having the required leadership/ Managerial skills /qualities. Hence there is a large gap in the industry requirement and institute training.
- **Working Professionals:** Lack of managerial skills is leading the candidates to settle at the entry level jobs. Such professionals are prospective learners to this Programme.

- Creation of employment by enhancing the required skills of the learners to get better jobs.
- **Entrepreneurs:** Entrepreneurs with minimum education can be prospective learners to progress their business to the next level.

#### **4. Appropriateness of Programme to be conducted in Open and Distance Learning Mode to Acquire Specific Skills and Competence:**

- This programme is very much appropriate to the individuals who are good in technical skills and lagging in managerial skills, leading them to settle in inferior jobs.
- Most of the candidates are failing to grab the employment opportunities due to lack of communication skills. This programme will help in improving Communication skills through 'Business Communication' course introduced in the first semester. This course helps in developing Listening, Speaking, Reading & Writing skills (LSRW) by practicing different activities like Business and professional Correspondence.
- This programme helps in developing Interpersonal skills, which are essential to work in the corporate field to get along with the groups.
- The programme enhances decision making potential skill of the managers through learning courses like 'Business Statistics and Analytics for Decision Making' and 'Business Research Methods', to execute their programme effectively.
- The programme also aids in enriching lateral thinking by learning Elective courses, which is an essential skill to achieve innovation and gain competitive advantage in the recent business environment.
- The programme also amplifies their analytical skills by learning the core courses, which pave the way to reach appropriate decision making to cope up with the competitive atmosphere.

#### **5. INSTRUCTIONAL DESIGN**

##### **The courses are designed to cover all the skills required:**

- The 'Foundation' Courses are intended to be those that provide the basic and fundamental pre-requisite knowledge on subjects such as economics, accounting, quantitative methods, technology for business, and organizational behavior.
- The 'Core' Courses are intended to be those that provide knowledge on functions of management such as human resources management, financial management, marketing management and operations management.

- The ‘Elective’ Courses are intended to be those that students choose to study in pursuit of advanced knowledge in their areas/domains of professional interest.
- The ‘Skill’ Courses are intended to be those that will help students enhance their skills for pursuing successful professional careers.
- The ‘Project Report’ is intended to help students learn how to apply their theoretical knowledge to practical issues in management.
- The ‘Management thesis’ is intended to be a semester long work carried out by the students during Semester III. Students are expected to apply their knowledge and skills to do an extensive research and prepare a report, which can be converted into a research paper to get published in a journal.

### 5.1 Structure of the MBA (Finance) Curriculum:

The curriculum for 2020-21 is designed with 104 credits and structured as below:

Type of Course	No of Courses	Semester offered	No of credits	Credits in %
Foundation	4	1	16	16
Core	10	2,3 &4	40	40
Elective	6	3 &4	24	24
Skill	2	1&2	8	8
Practical	2	3&4	16	16

### 5.2 Programme Outcomes (POs) :

- PO1 :** Apply knowledge of management theories and practices to solve business problems.
- PO2 :** Foster Analytical and critical thinking abilities for database decision making.
- PO3 :** Ability to develop Value based Leadership.
- PO4 :** Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
- PO5 :** Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
- PO6 :** Ability to create, select and apply appropriate techniques, resources and modern multidiscipline management techniques including prediction and modeling to complex management/events with an understanding of the limitations.
- PO7 :** Ability to be passionate about multidisciplinary approach for problem solving and critical analysis and decision making by giving due importance for designed and lateral thinking.

**PO8 :** Ability to demonstrate knowledge and understanding of the technology and management principles and apply these to work and life –long learning, as a member and leader in a team, to manage projects and in multidisciplinary environments.

### 53 Programme Educational Objectives (PEO's):

**PEO1:** Develop continuous learning attitude, entrepreneurship culture and leadership skill, team spirit to manage their career development and collaborate in diverse work environments.

**PEO2:** To acquire competencies in qualitative and quantitative techniques to analyze dynamic business environment and apply the creative and innovative strategies to meet corporate challenges effectively.

**PEO3:** To develop responsiveness towards social issues and use the professional managerial competencies to synergize the management knowledge with appropriate technologies for solving organizational problems.

### MBA General Proposed course structure (2020-2021)

#### I Year I Semester:

Course Code	Title of the Course	External Marks	Internal Marks	Total Marks	Credits
D20MB001	Principles of Management and Organizational Behavior	70	30	100	4
D20MB002	Managerial Economics	70	30	100	4
D20MB003	Accounting for Managers	70	30	100	4
D20MB004	Business Statistics and Analytics for Decision making	70	30	100	4
D20MB005	Business Environment & Ethics	70	30	100	4
D20MB006	Business Communication	70	30	100	4
	<b>Total</b>			<b>600</b>	<b>24</b>

#### I Year II Semester:

Course Code	Title of the Course	External Marks	Internal Marks	Total Marks	Credits
D20MB007	Marketing Management	70	30	100	4
D20MB008	Corporate Finance	70	30	100	4
D20MB009	Human Resource Management	70	30	100	4
D20MB010	Business Research Methods	70	30	100	4
D20MB011	Operations Management	70	30	100	4
D20MB012	Legal Environment of Business	70	30	100	4
	<b>Total</b>			<b>600</b>	<b>24</b>

**II Year I Semester:**

Course Code	Title of the Course	External Marks	Internal Marks	Total Marks	Credits
D20MB013	Corporate Strategy	70	30	100	4
D20MB014	Entrepreneurship & Business Plan	70	30	100	4
	Specialization-I Elective-1	70	30	100	4
	Specialization-I Elective-2	70	30	100	4
	Specialization-II Elective-1	70	30	100	4
D20MB015	Research Project	-	100	100	8
	<b>Total</b>			<b>600</b>	<b>28</b>

**II Year II Semester:**

Course Code	Title of the Course	External Marks	Internal Marks	Total Marks	Credits
D20MB030	International Business	70	30	100	4
D20MB031	Project Management	70	30	100	4
	Specialization-I Elective-3	70	30	100	4
	Specialization-I Elective-4	70	30	100	4
	Specialization-II Elective-2	70	30	100	4
D20MB032	Management Thesis	-	100	100	8
	<b>Total</b>			<b>600</b>	<b>28</b>

**II Year I Semester:****Electives – Marketing**

D20MB016	Marketing Research
D20MB017	Retailing Management
D20MB018	Consumer Behavior
D20MB019	Sales & Distribution Management

**Electives – Finance**

D20MB020	Investment Analysis and Portfolio Management
D20MB021	International Financial Management
D20MB022	Management of Financial Services

**Electives – HR**

D20MB023	Industrial Relations and Labor Laws
D20MB024	Talent Planning & Acquisition
D20MB025	Learning and Development
D20MB026	Talent Management & Succession Planning

### Electives – Operations

D20MB027	Service Management
D20MB028	Supply Chain Management
D20MB029	Introduction to Business analytics

### II Year II Semester Electives:

#### Electives – Marketing

D20MB033	Integrated Marketing Communications
D20MB034	Advertising & Brand Management
D20MB035	Services Marketing
D20MB036	Digital Marketing

#### Electives – Finance

D20MB037	Financial Derivatives
D20MB038	Financial Engineering
D20MB039	Strategic Financial Management

#### Electives – HR

D20MB040	Compensation & Reward MANAGEMENT
D20MB041	HR Analytics and Metrics
D20MB042	Organization Development and Change

#### Electives – Operations

D20MB043	Innovation and New Product Development
D20MB044	Competitive Manufacturing Management
D20MB045	Predictive Analytics

### 5.4 Duration of The Programme:

The course shall consist of two academic years divided into four semesters.

### 5.5 Faculty and Support Staff Requirements:

Teaching faculty of the Institute is primarily responsible for providing effective learning environment. This Programme requires the following faculty and supporting staffs

Staff Category	Name of the staff	Require No
Core Faculty	1. Dr.B.Madhusudhan Rao, Professor 2. Dr. Sarita Sathapathy, Associate Professor 3. Mr T.NagendraKumar, Assistant Professor	3
Faculty for Specialization	1. Dr. S.Hanumantha Rao, Associate Professor 2. Mr. D.Sudheer Babu, Assistant Professor	2
Clerical Assistant	1. Mrs. Tejo Lakshmi	1

## 5.6 Instructional Delivery Mechanism:

Learning material will be facilitated by providing Print and Audio, Video material, E-books, E-notes, and technological support through Learning Management System (LMS) to enable two-way communication between the learner and the Instructor. Each semester there will be contact Programme for 40 hours. The Self Learning Material (SLM) will be supplied to the students in print form as well as in electronic form. The face-to-face contact sessions of the Programme for theory courses will be held at the Institute for Open & Distance learners and virtual counseling for online learners. The institute will conduct the end semester examinations, evaluation and issuance of certificates.

The Instructional system of the Institute comprises six components, viz, Self-Learning Material (SLM), Practical Sessions, Project Report, Management Thesis, Internal Assignment and End Term Examination.

**5.6.1 Self-Learning Material (SLM):** The success and effectiveness of ODL/OL largely depends on study material. It is necessary that the material mode must be ideal for easy and better understanding for self-study. Learning through SLM is developed with the approach of self-explanatory, self-contained, and self-motivating by following the UGC guidelines.

- In house faculty prepared printed material
- List of Prescribed Text books for reference
- Video digital content
- Digital content of the topics

**5.6.2 Practical Sessions:** These sessions guide the learners as the Programme proceeds. The date and venue for the Practical Sessions will be communicated to the learners through Institute website or SMS. During the sessions, the learner gets guidance for better understanding of the concepts. For Open & Distance Learners, the respective Course Coordinator at the Institute will conduct Practical sessions of 40 hours for each course in a semester. The learners can get their doubts cleared in these sessions to improve their self-learning capabilities. Learners should attend these sessions for all their respective courses.

- Personal interactive sessions include:
  - Case-study discussion,
  - Seminars and
  - Activities like designing business plan and group discussions.

**5.6.3 Lab Resources:** Well equipped lab with 64 computers and software required to enhance the technical skills of the learners

1. Tally.ERP9 gold software
2. SPSS – 25
3. AMOS - 25

**5.64 Project Report (PR):** The PR introduces the learner (both ODL and OL) to design, execute and report on business problems and solutions. The learners should prepare a project report, which is evaluated by the Institute. Learners are subjected to a comprehensive viva-voce at the end of the III semester.

- Review sessions on regular intervals
- Viva-voce sessions

**5.65 Management Thesis:** The Management thesis is intended to be a semester long work carried out by the learner during Semester IV. Learners are expected to apply their knowledge and skills to do an extensive research and prepare a report and submit to the Institute.

- Periodical reviews
- Requested Customized Mentoring sessions

**5.66 Internal Assignment:** In order to ascertain the writing skill and level of comprehension of the learner, submission of the assignment work is compulsory for all learners. The learner has to submit 2 assignments for each subject. The assignment question papers will be uploaded to the website and the learners should submit as per the academic calendar. The total weightage of internal assessment for each subject is 30 marks.

**5.67 End Term Examination:** At the end of every semester, the learner will write theory exams for 70 marks to each subject. The learner of ODL and OL has to write the examination in pen & paper mode and computer based exam respectively at the Institution.

## 5.7 Course Material:

Learning material is prepared for the courses by the in-house faculty. Similarly, audio and video based lectures are produced by the in-house faculty.

## 5.8 Medium of Instructions:

The medium of instructions and examination is ENGLISH only.

## 6. PROCEDURE FOR ADMISSION, CURRICULUM TRANSACTION, AND EVALUATION

### 6.1 Admission Process for ODL and OL:

- Students should apply online and upload the copy of certificates/credentials to the portal of the Admission Cell of Directorate of Distance Education (DDE).
- The admission cell of DDE will notify the merit list and inform the applicants.
- The admission offer letter will be sent to the selected applicants. They can pay the stipulated fee through online/DD.

- On receipt of fee, admission is confirmed; enrollment number and Identity Card will be issued.
- In the process of admission to MBA (General) program the decision of the Directorate of Distance Education is final.
- If, at any time after admission, it is found that a student has not fulfilled all the requirements stipulated in the offer of admission, the Director of Distance Education may revoke the admission and report the matter to the concerned.

### **6.1.1 Admission Eligibility:**

All the graduates (Regular/Distance/Vocational) with a minimum 50% of marks or 5.2 CGPA in any discipline or equivalent are eligible to apply. In case of SC/ST graduate with a minimum 45% of marks or 4.7 CGPA in any discipline or equivalent are eligible to apply.

### **6.1.2 Registration and Enrollment for Courses:**

- The process of signing up for courses is called registering. Learners are enrolled after paying the prescribed fee.
- If a student fails to register in any particular semester within the stipulated time, his / her registration will be cancelled for that semester. The candidate will be permitted to continue the study in a subsequent semester with proper prescribed fee governed by Directorate of Distance Education.
- Late registration will be permitted with a fine, as decided by the directorate of Distance Education from time to time.
- The subjects offered during first and second semester are compulsory for all the learners.
- The learners should learn two common and select three elective subjects at the beginning of third and fourth semester. The electives chosen by the students from the curriculum shall be operational, subjected to a minimum number of students registered, fixed by the Directorate of Distance Education.
- Commencement of academic activities for the academic year in the month of July and for the calendar year in the month of January.

### **6.1.3 Break in Studies:**

- Any learner willingly or in unfortunate situations can break his/her studies for a semester by paying stipulated fee for break period.
- The discontinued learner can continue his/her studies in the subsequent semester from where he / she left the course after getting proper approval and paying the prescribed fees from time to time by case by case at the discretion of concerned authorities.

#### 6.1.4 Re-Admission:

In case a learner is unable to complete a program within the stipulated Course duration, he/she can seek re-admission to the program subject to proper approval. The Institute will consider granting additional period to the learner on case to case basis to facilitate to complete the Program.

In case of revision in regulation in the course, the learner should undergo the new curriculum. The learner will be informed about the equivalent courses and credit transfer under the new curriculum.

#### 6.1.5 Student Support Services:

- Counseling sessions will be provided to learners to choose the courses of their interest and plan their courses of study for career advancement.
- Personal Contact Program (PCP) / Face-to-Face Counseling will be held in each semester as part of student support services. This would help the students to interact with experts in the course and clarify doubts. However, attendance is not mandatory.
- E-Learning portal for distance education students will be a medium for the dissemination of knowledge, skill enrichment, assist in examination preparation, exchange of experience and collaborative participation.

**6.1.6 Academic Counseling:** In order to provide academic assistance to learners, different levels of Counseling /attention will be provided by three types of coordinators viz., Program coordinator Course coordinator and course mentor as per the UGC stipulations.

**6.1.6.1 Program Coordinator:** The programme coordinator shall be responsible for overall coordination of the development, delivery and assessment of the learners in ODL/OL programme.

**6.1.6.2 Course Coordinator:** The course coordinator shall be responsible for overall coordination of the development, delivery and assessment of the learners in the course.

**6.1.6.3 Course Mentor:** Course Mentor shall assist the programme/course coordinator in providing academic supports to learners and also in managing virtual teacher – learner interaction groups.

#### 6.2 Curriculum Transactions:

During the practical sessions for ODL's the ICT enabled class room teaching will be through conventional lectures, power point presentation and by using videos Lectures.

#### 6.3 Examination:

- The end-semester examination will be held in June for the Academic batch and in December for the Calendar batch respectively.

- Admit Cards/Roll No. Slips and date sheet for appearing in the examination shall be provisional subject to fulfilling the eligibility, etc. will be issued to the candidates by e-mail, 10-12 days before the commencement of examination. In case, the learner does not receive his/her Admit Card/Roll No. slip in time, he/she should contact the VFSTR-DDE.
- An Examination Centre for theory & practical will be located at Institute Head Quarters - Vadlamudi.

### 6.3.1 Evaluation Pattern for ODL and OL:

The examinations shall be conducted for theory to assess the knowledge acquired during the study. There shall be two evaluation procedures viz., internal and external. The internal evaluation shall be conducted as Continuous Internal Assessment via assignments. The internal assessment shall comprise of maximum 30 marks for each course except Management thesis and Project report. The end semester examination shall be of three hours' duration for each course at the end of every semester.

**Internal Assessment:** In the form of periodic assignments which carry a weightage of 30%. There will be two assignments per course. The average of the marks obtained in the two assignments will be considered for Internal Assessment.

#### Distribution of Marks in Continuous Internal Assessments:

The following procedure shall be followed for awarding internal marks for courses:

Component	Syllabus Coverage	Marks
Assignment-1	Modules 1 to 7	30
Assignment-2	Modules 8 to 15	30
<b>Total</b>		<b>60</b>
<b>Marks will be scaled down to 30</b>		

#### Question paper pattern for ODL and OL:

##### Internal Assessment:

- Each subject question paper carries a maximum of 30marks.
- The question paper consists of only one section.
- Assignment 1 and 2 consist of 6 questions of 5 marks each (6 x 5 = 30 marks) with no choice. The candidate should answer all questions

**External Assessment:** The candidate shall be required to take an examination at the end of each semester as detailed in the scheme of examination. Each paper of the examination shall unless and otherwise prescribed, be of three hours' duration and carry 70 marks.

**ODL Mode:**

- The question paper carries a maximum of 70marks.
- The question paper consists of two sections namely Part-A and Part-B.
- Part-A consists of 5 questions of 2 marks each (5 x 2 = 10 marks) with no choice. The candidate should answer all questions.
- Part-B consists of 10 questions with internal choice from each unit. Each question carries 12 marks (5 x12 = 60 marks).

**OL Mode:**

- A computer based MCQ test for 50marks and 20 marks for descriptive.

**Project Report & Management Thesis:** The Candidate has to do the project in the third semester and prepare management thesis in the fourth Semester and submit the report for 100 marks under the guide allotted by DDE- VFSTR.

**6.3.2 Minimum Pass Percentage:**

To clear a course, a student must be secure at least 40% of the total maximum marks which is inclusive of internal and external marks out of which a minimum of 40% must be scored in the end semester examination.

**6.3.3 Marks and Grades:**

The following table gives the marks, grade points, letter, grades and classification to indicate the performance of the candidate.

Letter Grade	Grade	% of Marks	Grade Point
Outstanding	O	90 and above	10
Excellent	S	80 and above but less than 90	9
Very Good	A	70 and above but less than 80	8
Good	B	60 and above but less than 70	7
Fair	C	50 and above but less than 60	6
Average	D	40 and above but less than 50	5
Fail	F	Below 40	0

Marks will not be indicated on the memorandum. Only letter grade will be mentioned. Its correlation with grade points (as per the above table) will be mentioned on the overleaf of the marks memorandum.

Semester Grade Point Average (SGPA) will be computed based on the following formula.

$$SGPA = \frac{\sum_{i=1}^n C_i P_i}{\sum_{i=1}^n C_i}$$

Where

$C_i$  = the number of credits earned in the  $i$ th course of a semester for which SGPA is to be calculated

$p_i$  = grade point earned in the  $i$ th course

$i = 1, 2, 3, \dots, n$ , represent the number of courses in which a student is registered in the concerned semester.

This formula takes into consideration of all the courses of the semester even if the candidate has not passed in any of the courses at that point of time. Non-credit courses will not be considered for SGPA calculation.

Cumulative Grade Point Average (CGPA) is computed based on the grade points the student has obtained in all the courses of the semesters he has undergone till that point of time. It is as per the formula given below.

$$CGPA = \frac{\sum_{j=1}^m C_j P_j}{\sum_{j=1}^m C_j}$$

Where

$C_j$  = the number of credits earned in the  $j$ th course up to the Semester for which CGPA is to be calculated

$p_j$  = grade point earned in the  $j$ th course.

$j = 1, 2, 3, \dots, m$  represents the number of courses in which a student is registered up to the Semester for which the CGPA is to be calculated.

The students who are eligible for award of degree shall be classified based on CGPA secured as given below:

Sl. No.	CGPA Secured	Class / Division
1	Above 7.5	First Class with Distinction
2	6.5 and above but less than 7.5	First Class
3	6.0 and above but less than 6.5	Second Class
4	5.0 and above but less than 6.0	Third Class
5	Below 5	Fail

\*The candidates who have passed in the first appearance and within the prescribed semester of the PG Program are eligible.

### 6.3.4 Maximum duration for completion of the course :

The maximum duration for the program shall not exceed 5 years from the year of their admission.

### 6.3.5 Commencement of this regulation :

These regulations shall come into effect from the academic year 2020-21 for candidates who are admitted to the first year of the course during the academic year 2020-21.

#### Fee structure

Sl. No.	Fees Detail	Amount in Rs.	
		First Year	Second Year
1	Admission Processing Fees	5,000/-	-
2	Tuition Fees	50,000/-	50,000/-
3	Exam Fees	2000/-	3000/-
	<b>TOTAL</b>	<b>57,000/-</b>	<b>53,000/-</b>

Yearly fee shall be payable through Demand Draft or online at the beginning of the academic year.

## 7. REQUIREMENT OF THE LIBRARY RESOURCES

The NTR Central Library is one of the important central facilities of the Institute. It has text books, reference books, conference proceedings, back volumes, standards, and non-book material such as CD-ROMs and audios. The central Library procured several e-books in different areas. The library also subscribes to about 250 current periodicals. The Directorate of Distance Education of the Institute has adequate number of copies of books related to PG Management Programme.

**The department has the following resources in the central library:**

**Details of books, Journal, Volumes in Central library:**

Category	Number
National & International Journals	21
National & International Journals (Online)	671
Book titles	2407
Volumes	6206
e-books	500

Our learning resources include a host of self-learning materials that help the learners in gaining knowledge through multiple modes. In this way retention and application of knowledge becomes simple and easy. The components of our learning package are as follows:

- **Learners shall be given access to digital library including Business Source Premier:** EBSCO Host, is the industry's most used business research database, providing full text for more than 2,300 journals and 1,100 peer-reviewed titles.

- **Course material in SLM format:** The course material provided to learners is designed as per SLM guidelines by Distance Education Bureau (DEB). It is also delivered in e-Content format.
- **Provision of Reference books:** The Institution provides the provision of reference books to learners who seek to gain extra knowledge on a particular subject.
- **Special session on technical subjects:** Some of the subjects require extra efforts, therefore extra sessions are planned for the same.
- **Occasional Workshops / Guest lecture:** The Institution arranges workshops& guest lectures by industry experts to help the learners.

## 8. COST ESTIMATE OF THE PROGRAM AND THE PROVISIONS

Cost estimated of program is based on following components:

Sl. No.	Nature of Expenditure	Amount in Rupees
1	Program Development	30,00,000/-
2	Program Delivery	14,00,000/-
3	Program Maintenance	10,00,000/-
4	Evaluation	10,00,000/-
5	Salary to staff	34,00,000/-
	<b>Grand Total</b>	<b>98,00,000/-</b>

## 9. QUALITY ASSURANCE MECHANISM AND EXPECTED PROGRAM OUTCOMES

The Centre for Internal Quality Assurance (CIQA) of the institution assures the quality of all the programs offered in terms of developing learning materials (print & audio- video), training and capacity building of staff, and maintaining the standards of CDOE on par with conventional programs.

### I. Developing learning materials:

- CIQA establishes auditing system to verify the contents prepared by Course coordinators and make sure the printed material provides complete course description comprising overview of units along with objectives, activities, assignments and additional resources.
- Printed material is complimented with audio-video material with simple and stylish presentation fulfilling the learning outcomes.
- Lecture plan for contact hours will be designed in such a way that audio - video material shall provide continuity and coherence within and between study sessions.

- LMS developed by the center facilitates easy navigation and accessible through metadata.
- Through regular internal and external audits CIQA upkeeps the standards of learning material and updates based on the feedback received from stakeholders.

## II. Training and capacity building of staff:

- CIQA takes adequate measures for training and capacity building of teaching and administrative staff and counsellors/co-ordinators/mentors at regular intervals.
- Special Faculty development programs will be organized for all program and course coordinators to enhance their skills in content preparation and delivery.
- Training programs will be conducted for administrative staff for improving easy transactions with stakeholders.

## III. Maintaining standards of CDOE:

- VFSTR is known for its quality teaching learning process for the past four decades with innovative pedagogy tools and honest practices.
- CIQA ensures the spirit is carried out for the programs offered through ODL & OL modes on par with standards as defined for the conventional mode.
- CIQA acquires approval letters from concerned statutory or regulatory authority prior to offering programs and the same will be displayed on the Higher Educational Institution's website
- CIQA thoroughly verifies and authorizes all the brochure or bulletin of the respective programs and inform the same to the University Grants Commission from time to time.

## In addition to these, the learner will possess the following Programme Outcomes (POs):

- **Generic and Management Domain Knowledge:** They will not just be able to understand the general and management terms, concepts, ideas, and principles, but will be able to apply, illustrate, analyze, and synthesize to the solutions of real-world complex business issues.
- **Problem Solving & Innovation Ability:** They will come out with unique creative, innovative, or out of the box solutions for the corporate world.
- **Critical Thinking Ability:** They will improve the critical and strategic integrated thinking to conduct investigation of multidimensional business problems using research-based knowledge and research methods to arrive at data-driven decisions.

- **Effective Communication Ability:** They will be able to communicate effectively with all the stakeholders of the organization and society.
- **Leadership and Team Work Ability:** They will exhibit leadership skills in diversified and multidisciplinary areas. They will be able to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.
- **Global Orientation Ability:** They will be able to approach any relevant business issues from a global perspective and exhibit an appreciation for the cross-cultural aspects of businesses.
- **Entrepreneurship Ability:** They will be able to identify the entrepreneurial opportunities, and leverage managerial & leadership skills for founding, leading, and managing startups as well as professionalizing and growing family businesses.
- **Environment and Sustainability Ability:** They will be able to demonstrate the knowledge of environmental awareness and the need for sustainable development to achieve business goals of the corporate world.
- **Social Responsiveness Ability:** They will be able to take ethical decisions in the day to day activities by demonstrating social responsiveness.
- **Life-Long Learning Ability:** They will not only acquire new knowledge and skills and assimilate them into the improved business processes but also help others in learning new knowledge and skills. They will contribute in making the organization a learning organization.

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## **D20MB001 - PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOR**

### **COURSE OBJECTIVE**

To provide a fundamental point of view on management theories and practices. This will shape the establishment to study other functional areas of management and to provide the students with the conceptual framework and the theories underlying Organizational Behavior.

### **COURSE OUTCOMES**

CO1: Discuss and communicate the management evolution, managerial functions, skills and roles of managers and how it will affect future managers. (Understanding)

CO2: Use the types of plans and process involved in planning. (Apply)

CO3: Compare and contrast various organizational structures, Principles of organizations, chain of command, span of control, delegation, decentralization. (Analyze)

CO4: Execute techniques and process involved in making decisions, motivating organizational members and controlling things for achieving better results. (Apply)

CO5: Identify personal attributes and dimensions of personality and its influence on organizational behavior (Understand)

CO6: Examine linkage between perception and individual decision making, formation and components of attitudes and the relationship between attitude and behavior which can show effect on organizational performance. (Analyze)

## **PART A - PRINCIPLES OF MANAGEMENT**

### **Unit 1: Introduction to Management**

**Module-1:** Definition of management, Nature, Purpose and Functions,

**Module-2:** Levels and types of managers, managerial roles, skills for managers, **Module-3:** evolution of management thought, recent trends in management.

### **Unit 2: Planning and Organizing:**

**Module-4:Planning:** Meaning, Nature of Planning, Planning Process, Objectives, MBO, Strategies, level of strategies, policies, methods and programs, Planning Premises, **Module-5:** Decision-making, Process of decision-making, Types of decisions, and Techniques in decision-making.

**Module-6:Organizing:** Organization structure, Formal and informal organizations, Functional, divisional, geographical, customer based and matrix organizations, team based structures, virtual organizations, boundary less organizations. Principles of organizations- chain of command span of control, delegation, decentralization, and empowerment.

### **Unit 3: Directing and controlling**

**Module-7:Motivation:** Meaning, theories of motivation-needs theory, two factor theory, Theory X and Y, application of motivational theories.

**Module-8:Leadership:** Meaning, styles of leadership, leadership theories, trait theory, behavioral theories, managerial grid, situational theories.

**Module-9:Controlling:** Meaning, importance of controlling, controlling process, types of control, factors influencing control effectiveness.

## **PART B - ORGANIZATIONAL BEHAVIOUR**

### **Unit 4: Organizational Behavior**

**Module-10:** Introduction, definition, fundamental principles of OB,

**Module-11:** contributing disciplines, challenges and opportunities.

**Module-12:** Evolution of Organizational Behavior in India, group dynamics

### **Unit 5:**

**Module-13:Foundations of Individual Behavior:** Individual behavior: Foundations of individual behavior. Ability: Intellectual abilities, Physical ability, the role of disabilities.

**Module-14:Personality:** Meaning, formation, determinants, traits of personality, big five and MBTI, personality attributes influencing OB. **Perception:** Meaning, Process of perception, factors influencing perception, link between perception and individual decision-making.

**Module-15:Attitude:** Meaning, Formation, components of attitudes, relation between attitude and

behavior.

## **TEXT BOOKS**

1. Samuel C. Certo, S. Trevis Certo: Modern Management, 15/e, Prentice-Hall, New Delhi, 2018
2. Stephen P. Robbins, Timothy A. Judge: Organizational behavior, 18/e, Person, 2018.

## **REFERENCE BOOKS**

1. Jennifer George and Gareth Jones “Understanding and Managing Organizational Behavior”, Published by Pearson Education Inc.
2. Jon L Pierce and Donald G. Gardner, “Management and Organizational behavior”, Cengage Learning India (P) Limited.

## **PRACTICAL COMPONENTS**

- Studying organizational structures of any 10 companies and classifying them into different types of organizations which are studied in Unit 2 and justifying why such structures are chosen by those organizations.
- Preparing the leadership profiles of any 5 business leaders and studying their leadership qualities and behaviors with respects to the trait, behavioral and contingency theories studied.
- Identifying any five job profiles and listing the various types, abilities required for those jobs and also the personality traits/attributes required for the jobs identified.

## D20MB002 -MANAGERIAL ECONOMICS

### COURSE OBJECTIVE

This course provides students with the knowledge, tools and techniques to make effective economic decisions under conditions of risk and uncertainty. Demand, cost and pricing decisions are emphasized. Topics include decision-making criteria and procedures, demand and cost theory and estimation, pricing theory and practice (including price positioning), pricing new products and competitive bids and price quotes.

### COURSE OUTCOMES

On completion of this course, learners will be able to:

- Apply the economic way of thinking to individual decisions and business decisions.
- Analyze how prices get determined in markets, how market participants benefit in the form of consumer surplus and producer surplus, and what are the consequences of government intervention.
- Understand the different costs of production and how they affect short and long run decision.
- Evaluate the equilibrium conditions for cost minimization and profit maximization.
- Understand economies of scale, diseconomies of scale, economies of scope, and cost complementarities, and how each affects the cost of production.

### Introduction to Managerial Economics:

Module-1 Definition, Nature and Scope of Managerial economics

Module-2 Relationship with other areas in Economics, Significance of Managerial Economics in functional areas of business.

Module-3 The role of managerial economist. Basic economic principles.

### Theories of firm and Demand & Supply Analysis:

Module-4 Managerial theories of firm, Behavioral theories of firm

Module-5 Elasticity of demand, types and significance of Elasticity of Demand. Measurement of price Elasticity of Demand, Need for Demand forecasting, Types of forecasting techniques.

Module-6 Law of Supply, Elasticity of Supply.

### Production Analysis:

Module-7 Production function, Marginal Rate of Technical Substitution, Production function with one/two variables

Module-8 Isoquants and Isocosts, Cobb-Douglas Production Function

Module-9 Returns to Scale and returns to factors.

### Cost theory and estimation:

Module-10 cost concepts, determinants of cost

Module-11 Cost – output relationship in the short run and long run, Average cost curves

Module-12 Economies of scale. Cost-volume-profit analysis.

### Pricing and Profit Management:

Module-13 Features and Types of different competitive situations, Price- Output determination in Perfect competition and Monopolistic competition both in the long run and short run.

Module-14 Pricing methods in practice.

Module-15 Profit Management- Nature, scope and theories of profit.

### Skill Development:

*(These activities are only indicative, the Faculty member can innovate)*

1. To conduct a survey on the practical application of laws of economics.
2. To collect data on sales of consumer durable goods and predict the sales for a later year.
3. To find different case studies relating to different market conditions and to do an analysis.

4. To find out low demand differentiates between normal and inferior goods.
5. To analyze the role of a business economist in the everyday functioning of an organization taking live examples.

### **TEXT BOOK**

1. Maheshwari K. L. , Varshney R.L. , Managerial Economics, 22<sup>nd</sup> Revised Edition 2014, Sultan Chand & Sons.

### **REFERENCE BOOKS**

1. Dominick Salvatore, Managerial Economics in a global economy, Indian Edition; Fourth Edition, McGrawHill.
2. Craig H Peterson, W.Cris Lewis, Sudhir.k.Jain; Managerial Economics, Pearson Publications.
3. P.L.Mehta; Managerial Economics, Sultan Chand Sons.
4. M. L. Trivedi; Managerial Economics Theory and Applications, McGraw Hill.

## D20MB003 - ACCOUNTING FOR MANAGERS

### Course Objective

The objective of the course is to provide an understanding of practical aspects of accounting, managing assets, financial analysis, cost behavior and improve decision making skills.

### Course Outcomes:

On completion of this course, learners will be able to:

- Demonstrate knowledge of the business accounting cycle for the corporate form of business.
- Understand the framework for preparation and presentation of financial statements.
- Develop decision making skills in the application of Revenue and monetary Assets.
- Acquire practical knowledge on application of cash flows and Ratio Analysis. Prepare and interpret cost behavior in organization.
- Demonstrate knowledge on cost sheet preparation.

**Module:1 Basic Accounting Concepts:** The nature and purpose of Accounting, Basic Accounting concepts and

Module:2 Preparation of The Balance sheet.

Module:3 Preparation of Income statement.

**Module:4 Revenue and Long lived Assets:** Revenue and Monetary Assets and their Analysis.

Module:5 Long –lived nonmonetary assets and their amortization.

**Module:6 Financial statement Analysis:** Understanding the Financial Statement and their Analysis:

Module:7 overall Measures- profitability Ratios- Investment Utilization Ratios.

Module:8 Financial Condition Ratios-Making Comparisons.

**Module:9 The Behavior of costs:** Relation of costs to Volume-Profit (CVP) - Various decision-making problems,

Module:10 Budgetary Control & Performance measurement: Flexible Budgets;

Module:11 Performance Budgets, Zero based Budgets.

**Module:12 Cost Accounting:** Elements of Cost.

Module:13 Types of Costs & Analysis.

Module:14 Preparation of Cost Sheet.

### Skill Development:

*(These activities are only indicative, the Faculty member can innovate)*

1. Contact an NGO and find out their system of accounting.
2. Collect information with regard to the practical reasons for charging
3. Depreciation and the methods adopted for calculating the same.
4. Generate different types of financial and cost related reports using excel and tally.
5. Find out the accounting system adopted by a Sole Proprietor
6. Differences between Double Entry and Single Entry systems of Book-keeping.
7. Analyze the differences between Profit & Loss Account and Income & Expenditure Account/ Receipts & Payments Account.

### TEXTBOOK

1. Accounting Text and Cases by Robert Anthony, David Hawkins and Kenneth Merchant (13<sup>th</sup> Edition), The McGraw-Hill Companies

## **REFERENCE BOOKS**

1. Financial Accounting by Needles & Powers (11th Edition), South Western Cengage Learning.
2. Financial Accounting by Gary Porter & Curtis Norton (6th Edition), Cengage Learning.
3. Managerial Accounting by Garrison, Noreen & Brewer (11th Edition), Tata Mcgraw Hill.
4. Introduction of Management Accounting by Horngreen, Sundem, Stratton, Burgstahler and Schatzberg (14th Edition), Pearson.
5. Indian Accounting Standards (Ind AS) & IFRSs for Finance Executives by T.P Ghosh (2nd Edition), Taxmann Publications Pvt Ltd.
6. IFRS – A Briefing for Chief Executives, Audit Committees and Board of Directors issued by IASB.
7. Red Book on International Financial Reporting Standards issued by IASB.

## D20MB004 -BUSINESS STATISTICS AND ANALYTICS FOR DECISION MAKING

### Course Objective:

The objective of this course is to provide the basic knowledge of the various statistical techniques useful to managers in their decision-making. Students will learn statistical tools like measures of central tendency, dispersion, probability, probability distributions, Regression and Correlation analysis using excel.

\*Students are expected to get hands on experience of solving numerical and statistical problems

### Course Outcomes:

The focus is on the use of statistical techniques to describe the data, thereby enabling the student to

1. Define statistics, become aware of wide range of applications in statistics, types of data, tabulation of data, construct a histogram, frequency polygon, an Ogive, pie chart,
2. Apply various measures of central tendency –mean, median, mode, GM and H.M for grouped and ungrouped data. Apply various measures of variability-range, MD, QD, standard deviation, and to know percentiles, Deciles.
3. Illustrate the concepts of probability and its applications in business
4. Examine the various discrete and continuous probability distributions and interpret the results
5. Analyze the concepts in correlation and develop the regression and multiple linear regression analysis through examples.

**Introduction to statistics:** Introduction, why statistics is important for managers, why we need data, levels of measurement, basic statistical concepts, population and sample, descriptive and inferential statistics, parameter and statistic. Charts and graphs: frequency distribution, Graphical presentation of data

**Measures of central tendency:** Introduction, central tendency, measures of central tendency, Mathematical averages: arithmetic mean, geometric mean, harmonic mean. Positional averages: median, mode, quartile, deciles, percentiles.

**Measures of Dispersion:** Introduction, measures of dispersion, methods of measuring dispersion: Range, inter quartile range, mean deviation, standard deviation.

**Probability:** Introduction to probability, concept of probability, basic rules, counting rules, probability assigning techniques: Classical technique, relative frequency technique, subjective approach, types of probability: marginal probability, union probability, joint probability, conditional probability, Bayes' theorem.

**Discrete and continuous probability distributions:** Introduction, difference between discrete and continuous random distributions, Discrete probability distributions: Binomial distribution, Poisson distribution: Continuous distribution: Normal distribution.

**Correlation and Linear Regression:** Correlation, Karl Pearson's Coefficient of Correlation, Introduction to Simple Linear Regression, Determining the equation of a Regression line, Multiple Regression model, Multiple Regression Model with two independent variables.

### Skill Development:

*(These activities are only indicative; the Faculty member can innovate)*

1. Collect statistical information's from Magazines, Newspapers, Television, Internet etc.,
2. Collect interesting statistical facts from various sources and paste it in your note book.
3. Collect a primary data about the mode of transport of your school students. Classify the data and tabulate it.
4. From the mark sheets of your class, form the frequency tables, less than and more than cumulative frequency tables.

5. Get the previous monthly expenditure of your family and interpret it into bar diagram and pie diagram. Based on the data, propose a budget for the next month and interpreted into bar and pie diagram. Compare the two months expenditure through diagrams
6. Measure the heights and weights of your class students. Find the mean, median, mode and compare
7. Find the mean marks of your class students in various subjects. Analysis of data by computing standard deviation and coefficient of variation.
8. Collect the data from magazines, newspapers, and television, and publications. Present the data in graphs and diagrams.

**Text Book:**

1. Business Statistics, Naval Bajpai, Pearson.
2. Business Research Methods, Navel Bajpai, Pearson.

**Reference books:**

1. Statistics for management, Richard I. Kevin, Davis S. Rubin, Sanjay Rastogi, Masood Husain Siddiqui, Pearson, 7<sup>th</sup> edition.
2. J. K. Sharma, Business statistics problems and solutions, Pearson.
3. J. K. Sharma, Business statistics, Vikas, 4<sup>th</sup> edition.

## **D20MB012 - LEGAL ENVIRONMENT FOR BUSINESS**

### **COURSE OBJECTIVE**

This course is designed to provide the student with knowledge of the legal environment in which a consumer and businesses operates, and to provide the student with knowledge of legal principles.

### **COURSE OUTCOMES**

On completion of this course, learners will be able to:

- Demonstrate an understanding of the Legal Environment of Business.
- Identify the fundamental legal principles behind contractual agreements.
- Examine how businesses apply basic legal knowledge to business transactions.
- Understand the legal and fiscal structure of different forms of business organizations and their responsibilities as an employer.
- Communicate effectively using standard business and legal terminology.

**Module 1: The Indian Contract Act, 1872:** Contract, Performance and Discharge of Contract, Remedies for Breach of Contract

**Module 2:** Types of contract-Quasi contracts, Indemnity and Guarantee contract, and Bailment & Pledge

**Module 3:** Contract of Agency.

**Module 4: The Sales of Goods Act, 1930:** Meaning and Essentials; Conditions and Warranties;

**Module 5:** Transfer of Property; Rights of Unpaid Seller;

**Module 6: The Indian Partnership Act, 1932:** Meaning and Characteristics; Formation of Partnership;

Rights and Duties of Partners; Dissolution of a Partnership Firm

**Module 7: The Negotiable Instruments Act, 1881:** Meaning and Characteristics; Notes- Meaning and Essential elements;

**Module 8:** Bills- Meaning and Characteristics; Cheque- Meaning, Crossing, Dishonoring; Discharge of Negotiable Instruments. An overview of the Negotiable Instruments (Amendment) Act, 2018

**Module 9: The Consumer Protection Act, 1986:** Aims and objectives; Consumer Protection Council; Consumer Disputes Redressal Agencies, Consumer Protection Bill 2018 – Salient Features In Brief

**Module 10: The Companies Act, 1956** salient features, Definition of company, characteristics, types of company, Incorporation of company

**Module 11:** Memorandum and Articles of Association, lifting of corporate veil-Docctrine of Ultra Vires-Docctrine of Indoor Management and Constructive notices Management

**Module 12:** Directors: Appointment, Removal, Position, Powers and Duties of Directors-Winding Up of a company. Amendments of 2013, 2017 are to be discussed.

**Module 13: The Information Technology Act, 2000:** Salient features, Digital and Electronic Signature; Electronic Governance;

**Module 14:** Attribution, Acknowledgement and dispatch Electronic record; Electronic Signature Certificates; Penalties, Compensation and Adjudication;

**Module 15:** The Cyber Appellate Tribunal; Offences

### **Skill Development:**

*(These activities are only indicative, the Faculty member can innovate)*

1. Draft a 'rent agreement' incorporating all the essential features of a valid agreement.
2. Draft the Memorandum of Association of a company.
3. Case laws 'involving points of law of contracts'.

4. Draft a complaint against 'unfair trade practice' adapted by a businessman – to the consumer forum.
5. List out the latest cases of both High Court and Supreme Court on Environmental issues with both facts and judgments [Atleast 2 cases]

### **TEXT BOOKS**

1. Legal Aspects of Business 3rd Edition, Ravinder Kumar, Cengage Learning
2. Elements of Mercantile Law by N.D. Kapoor, Sultan Chand & Sons

### **REFERENCE BOOKS**

1. Business Law by N.D. Kapoor, Sultan Chand & Sons
2. Legal Aspects of Business by Akhileshwar Pathak, Tata McGraw Hill
3. Business Law by Tejpal Sheth, PEARSON
4. Business Law by D. Chandra Bose, PHI Learning Private Limited
5. Business Law (6th Edition) by MC Kuchhal & Vivek Kuchhal, Vikas

## D20MB005 -BUSINESS ENVIRONMENT & ETHICS

### COURSE OBJECTIVE

To analyze the overall business environment and evaluate its various components in business decision making, also provides an analysis and examination of significant contemporary ethical issues and challenges existing throughout the professional business arena. Emphasis will be placed upon the manager's social and environmental responsibilities to a wide variety of stakeholders, including employees, customers and the public.

### COURSE OUTCOMES

On completion of this course, learners will be able to:

- Define the nature of business environment and its components.
- Analyze and develop conceptual framework of business environment and generate interest in international business.
- Identifying the socio, political and economic situation faced by the business world
- Explain the definition of ethics and the importance and role of ethical behavior in the business world today.

**Module -1 The Concept of Business Environment:** Meaning of business environment – Nature and scope of business

Module-2 Business objectives and its characteristics – Types of environment

Module -3 Environmental Analysis and Forecasting – Importance of business environment.

**Module -4 Economic Environment:** Concept of National Income – Role of Industry in Economic development

Module – 5 Union budget as an instrument of growth and their impact on business

Module – 6 Inflation – Demonetization

**Module – 7 Economic systems and their impact on business:** Capital Market – Money Market

Module – 8 Stock Exchange and its regulation – Investor Protection and role of SEBI

Module - 9 Liberalization – Privatization – Globalization.

**Module – 10 Industrial Policies:** A brief review of industrial policies since independence

Module – 11 Industrial policy of 1991 and recent developments

Module – 12 policy on foreign direct investment in Indian Industry.

**Module – 13 Business Ethics:** Meaning of ethics - Relationship between ethics and business

Module – 14 Ethics in functional areas of business – Ethics in HRM – Ethics in Finance

Module 15 Ethics in Marketing - Ethics at workplace – Corporate Social Responsibility.

### Skill Development:

*(These activities are only indicative, the Faculty member can innovate)*

1. List out the various cyber offences and the penalties for the same.
2. List at least 3 MNCs of G-8 Countries operating in India along with products they manufacture.
3. Collect the latest Fiscal, Monetary Policies on business
4. Students are expected to study any five CSR initiatives by Indian organizations and submit a report for the same.
5. A group assignment on “The relationship between Business houses and Society in Indian Context and relating the same with respect to the models studied.
6. Mini Project: Collect details of unethical practices by businesses in today's context in the areas of Production, Marketing, HRM, and Financial services and make a report.
7. Case studies/Role plays related ethical issues in business with respect to Indian context.

### **TEXT BOOKS**

1. Francis Cherunilam: Business Environment: Text and Cases, 17/e, Himalaya, 2007.
2. Manuel G. Velasquez, Business Ethics: Concepts and Cases, PHI, New Delhi, 2009.

### **REFERENCE BOOKS**

1. Justin Paul: Business Environment, 1e 2006, Tata MH.
2. Misra and Puri: Indian Economy, Himalaya, 2007.
3. Dutt and Sundaram, Indian Economy, S. Chand, New Delhi, 2007

## **D20MB006 -BUSINESS COMMUNICATION**

Course Objectives: This course is designed to enable students to understand the nature and scope of communication and its implications in the real time business world. Expose to the receptive and productive skills of English language to attain proficiency through business environment. Familiarize and emphasize the learners, on the speaking and writing skills which lay a strong foundation for oral presentations and business documentation.

Course Outcomes: On completion of this course, learners will be able to:

1. Understand the scope of business communication and learn its importance and implication strategies.
2. Recognize and learn the sub-skills of listening and speaking (through interviews with real business people) and be able to deliver effectively in the real time contexts.
3. Imbibe the mechanics of writing and construct effective paragraphs which befit in a longer composition and learning appropriate language functions in formal and semi-formal business situations.
4. Use essential business vocabulary and grammar effectively in the business routine.

### **Unit – I: Human resources.**

1. Staff Development and Training.
2. Job descriptions and job satisfaction.
3. Getting the right job.
4. Making contact

### **Unit – II: Marketing.**

1. Breaking into the market.
2. Launching a product.
3. A stand at a trade fair.
4. Being persuasive.

### **Unit – III: Entrepreneurship.**

1. Starting a business.
2. Financing a start – up.
3. Expending into business idea.
4. Presenting your business idea

### **Unit - IV: Business abroad.**

1. Arranging business travel.
2. Business conference.
3. Business Meeting.
4. Spending the sales budget.

### **Unit – V: Change.**

1. Social media and business.
2. Business and the environment.
3. A staff survey.
4. Off shoring and outsourcing.

### **Unit – VI: Customer relations.**

1. Customer satisfaction and loyalty.
2. Communication with customers.
3. Corresponding with customers.
4. Business across cultures.

- Make students enact and analyze the non-verbal cues.
- Demonstrating using Communication Equipments like Fax, Telex, Intercoms, etc.
- Demonstrating Video conferencing & teleconferencing in the class.
- Conduct a mock meeting of students in the class identifying an issue of their concern. The students should prepare notice, agenda and minutes of the meeting.
- Each student to give presentation of 5 minutes (this can be spread throughout the semester) and to be evaluated by the faculty.
- Organize a mock press conference addressing to the launch of new product by an organization. • Students should be given an assignment to draft a proposal to undertake research project.

### **RECOMMENDED BOOKS**

- Business Benchmark, Cambridge University Press, 2<sup>nd</sup> Edition, Maitrey Printech Pvt. Ltd., Noida, 2014.

### **REFERENCE BOOKS:**

- Effective Technical Communication – Ashraf Rizvi M, TMH, 2005.
- Business Communication – Sehgal M. K & Khetrapal V, Excel Books.
- Business Communication – Krizan, Merrier, Jones, 8/e, Cengage Learning, 2012.

**I YEAR II SEMESTER  
D20MB007 -MARKETING MANAGEMENT**

**COURSE OBJECTIVE**

The course is designed to provide students with an overview of the decision making process in marketing. Marketing decision-making is a process that is essentially wrapped around the fundamental goal of creating value in the marketplace. This requires a professional knowledge of market drivers, competitors' capabilities, technological trends and the market dynamics of value. The orientation is toward the kinds of marketing decisions that managers must make within the modern business environment. The primary goal of this course aims at making students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm.

**COURSE OUTCOME**

By the end of this course it is expected that the student will be able to:

- Understand basic concepts of marketing and elements of marketing environment
- Apply the knowledge in segmenting markets, target and launch with apt product positioning strategies.
- Analyze the factors that influence product and pricing decisions.
- Application of marketing principles to make channel and promotional decisions.
- Understand advanced concepts of marketing, changing trends and their applicability in today's competitive world.

**Introduction-** Definition, Importance and Scope of Marketing, Philosophies of Marketing Management, Elements of Marketing - Needs, Wants, Demands, Customer, Consumer, Markets and Marketers; Marketing Vs Selling, Consumer Markets and Industrial Markets.

Concept of Marketing Management, Marketing – Mix, Marketing Organizations – Evolution and functions, Marketing Environment, Factors Affecting Marketing Environment, Marketing Information System and Marketing Research.

**Market Segmentation, Targeting and Positioning-** Segmenting the Market – Levels and patterns of segmentation, Market Segmentation Procedure, Basis for Consumer/Industrial Market Segmentation. Market Targeting – Introduction, Factors to be considered for targeting, Evaluating and selecting market segments, Product Positioning - Introduction, Developing and communicating a positioning strategy – Positioning errors and possibilities, positioning strategies.

**Marketing - Mix Decisions - Product & Pricing Decisions-** New Product Development-Concept and Necessity for Development, Challenges in New Product Development, New Product Planning and Development Process, Product-Mix, Branding and Packaging Decisions, Product Life cycle - Stages and Strategies. Pricing Decisions - Pricing Objectives, Process of pricing, Methods of Setting Price, Pricing Strategies.

**Marketing - Mix Decisions - Channel and Promotional decisions-** Channels of Distribution for Consumer/ Industrial Products, Channel functions, Management of Channels, Factors affecting Channel decisions, Wholesaling and Retailing, Promotion - Promotion-mix, Advertising, Sales Promotion, Personal Selling, Direct marketing, Publicity and Public Relations.

**Changes in Marketing Practices:** A brief account of Marketing of Services, Rural Marketing, CRM, Electronic Marketing; B2C,C2B, B2B and C2C, Internet Marketing, International Marketing, Strategic Marketing Planning.

**Skill Development:**

*(These activities are only indicative, the Faculty member can innovate)*

1. Visit any website and list the promotion strategy of a sponsoring company.
2. Find out the promotion tools of any company.
3. Observe the Distribution Network of a Company

4. List out Product Line of a company and note line modernization or deletion.
5. Draw a Product Life Cycle with regard to a particular product of a company and observe its extension.

### **TEXT BOOK**

1. Philip Kotler: “*Marketing Management*”, 11/e, Pearson Publishers, New Delhi, 2011

### **REFERENCE BOOKS**

1. Stanton William.J., Fundamentals of Marketing, McGraw Hill, New Delhi , 10<sup>th</sup> edition.
2. Boone and Kurtz: “*Principles of Marketing* “, Cengage Learning, New Delhi.
3. Rajan Saxena: “*Marketing Management*, 4/e, Tata McGraw Hill, New Delhi, 2009.
4. Tapan K Panda: “*Marketing Management Text and Cases*”, Excel Books, New Delhi.
5. VS Ramaswamy, S.Namakumari:, “*Marketing Management*”, 4/e, Macmillan, New Delhi, 2009
6. Karunakaran: “*Marketing Management*”, Himalaya Publishing House, Mumbai.
7. M.Govindarajan: “*Marketing Management, Concepts, Cases, Challenges and Trends*”, PHI Private Limited, New Delhi, 2007.

### COURSE OBJECTIVE

This course aims to provide a framework of fundamental concepts, principles and approaches of corporate finance. It enables the students to apply their knowledge in solving problems of corporate organizations and help them to improve their overall capacities in the field of corporate finance.

### COURSE OUTCOMES

Students who successfully complete this course will be able to:

- Understand the concepts of time value of money relating to corporate investment decisions.
- Analyze and evaluate investment opportunities and apply capital budgeting techniques in investment decisions.
- Understand the concepts of time working capital management and ability to communicate their view point's relating to the financial health of firms.
- Demonstrate conceptual and practical knowledge of capital structure and dividend policy and how it affects a firm value.
- Evaluate the dividend decision of firm and to know the relationship between dividend decision and market value of the firm.

**Module:1 Perspectives on Financial Management:** Finance Function & Inter linkages with other functions.

Module:2 Objectives of the finance Function, Agency Problems,

Module:3 Time value of Money.

**Module:4 Capital Budgeting Decisions:** Fundamentals of Capital Budgeting.

Module:5 Investment Appraisal Methods of capital budgeting.

Module:6 Risk Analysis in capital Budgeting.

**Module:7 Working capital management:** Cash cycle, operating cycle.

Module:8 Factors affecting working capital, estimation of working capital need,

Module:9 Inventory management.

Module:10 Cash Management.

**Module:11 Cost of capital & Capital Structure:** Cost of Capital- Component cost of capital.

Module:12 calculation of WACC.

Module:13 Capital structure and impact on firm value.

Module:14 MM Hypothesis with and without taxes, traditional models.

**Module:15 Valuation of Bonds and Shares:** Concept of value, Bond values and Yields.

Module:16 Valuation of Ordinary shares.

Module:17 valuing the entire firm.

### Skill Development:

*(These activities are only indicative, the Faculty member can innovate)*

1. To collect and scrutinize share application forms of IPOs.
2. To calculate the EPS of various companies.
3. To determine the operating cycle for a manufacturing and non – manufacturing firm.
4. To visit banks and collect information regarding short term and medium term finance offered by them.
5. To track the dividend policies of some well known companies.

**TEXT BOOK:**

1. M. Pandey, Financial Management (13<sup>th</sup> edition), Vikas Publishing 2016.

**REFERENCE BOOKS:**

1. Ross, Westerfield and Jaffe and Kakani (RWJK) Corporate Finance, Tata Mc Graw Hill, 2009.
2. Michael C Ehrhardt and Eugene F Brigham, Corporate Finance- A Focused Approach, Cengage Learning, 2011.
3. Rajiv Srivastava and Anil Misra, Financial Management, Oxford University Press, 2011
4. Anthony, Hawkins and Merchant, Accounting: Text & Cases.

## **D20MB009 - HUMAN RESOURCE MANAGEMENT**

### **COURSE OBJECTIVE**

The course provides an understanding of how the human resources management function is led in organizations. By the end of the course the learner will be able to appraise HRM functions and know how they can be executed in the organizations.

### **COURSE OUTCOMES**

By the end of the course the learners are expected to

- Gain knowledge of the overall functions of Human Resource Management and Changing role of HR Dept. in organizations.
- Understand how the specific operational functions of HRM are executed in the organizations.
- Appraise the various HR needs and corresponding programmes to be implemented in organizations.
- Develop perspective to deal with Human Resources in organizations.

Introduction:

Module-1: HRM at work – The Changing Environment and Changing Role of HRM– The HR Manager’s Proficiencies

Module-2: Labor Legislations in India – Equal Employment Opportunity,

Module-3: HR Process Outsourcing – Business HR – Employee Engagement

Module-4: Job Analysis: Basics, Methods – Writing Job Descriptions and Job Specifications –

Module-5: The Recruitment and Selection Process: Planning and Forecasting – Effective Recruiting, Internal and External Sources of Candidates, Developing and Using Application Forms

Module-6: E-Recruitment: Use of social media – Recruitment Process Outsourcing.

Module-7: Selection: Importance, Assessment Centre, Types of Testing, Work Samples and Simulations – Background Investigation and other Selection Methods

Module-8: Basic Features of Interviews & Designing and Conducting an Effective Interview

Module-9: Orientation: Purpose, Process – Training: Process –Training Methods –Management Development, Evaluating the Training Effort.

Module-10: Basic Concepts in Performance Management, Introduction to Appraising Performance

Module-11: Steps and Methods in Performance Appraisal – Appraising Performance: Problems and Solutions, the Appraisal Interview

Module-12: Career Management, Career Planning and Career Development – Managing Promotions and Transfers

Module-13: Factors Determining Pay, Establishing Pay Rates- Payroll Management – Competency Based Pay and other Compensation Trends –

Module-14: Incentives: Individual, Group and Organization wide Plans – Employee Benefits – Employee Relations – Collective Bargaining Process - Handling Grievances

Module-15: Trends in HR: HR Metrics, HR Analytics

### **Skill Development:**

*(These activities are only indicative, the Faculty member can innovate)*

1. Chart out the methods of appraising employees of any (one) organization of your choice.
2. List out the HR policies of any one company.
3. Select any two companies of your choice and write its HR policies
4. List out any 5 (five) welfare techniques for employees.
5. Draft the executive development plan of any company.
6. A study of different recruitment models in companies can be made.

**TEXT BOOK:**

1. Dessler, Varkkey: Human Resource Management, 12/e, Pearson Education India, 2014.

**REFERENCE BOOKS:**

1. Armstrong, Taylor: Armstrong's Handbook of Human Resource Management Practice, 13/e, Kogan Page, 2014.
2. Decenzo, Robbins: Fundamentals of Human Resource Management, 11/e Wiley, 2013.

## D20MB010 - BUSINESS RESEARCH METHODS

### Course Objective:

Business research is a systematic enquiry whose objective is to provide information to solve managerial problems. This course is an introduction on how to do business research with an emphasis on applied problem solving. It has a major emphasis on applied problem-solving strategies and report preparation skills.

\*Students are expected to get hands on experience of solving numerical and statistical problems

### Course outcomes:

Upon completion of this course you should able to:

1. Explain the steps in conducting research and survey methods of data collection.
2. Outline the meaning and importance of questionnaire and sampling.
3. Explain the concepts of Correlation and develop the Regression and Multiple Regression models.
4. Demonstrate the steps of testing Quantitative data using Statistical inference.
5. Examine the concepts of analyzing Qualitative data and effective way of Report preparation.

**Business Research and Sources of Data:** Business Research: Introduction, Difference between Basic and Applied research, Business Research Process Design, Types of research: Exploratory Research, Descriptive Research.

Sources of Data: Secondary Data Sources, Survey methods of data collection.

**Questionnaire design and Sampling:** Questionnaire: Introduction, Questionnaire design process-Pre-Construction Phase, Construction Phase, Post-Construction Phase.

Sampling: Introduction, Random Sampling methods: Simple random Sampling, Stratified Random Sampling, Cluster Sampling, Systematic Sampling, Multi Stage Sampling. Non-Random Sampling: Quota sampling, Convenience Sampling, Judgment Sampling.

**Hypothesis Testing:** Introduction to Hypothesis testing, Hypothesis testing procedure, Two-tailed and One-tailed tests of hypothesis, Type I and Type II errors, Hypothesis testing for single mean, Two Population means using t-test, Hypothesis testing with z Statistic for the difference in the means of two populations, and two proportions, Statistical Inference about the difference between the means of two related Populations. (Problems based on t-test, z test etc.,)

**Hypothesis Testing for Categorical Data:** Introduction, Defining Chi-square statistic, Conditions for applying  $\chi^2$  test,  $\chi^2$  Goodness of fit,  $\chi^2$  test of independence. Analysis of variance, Completely Randomized Design (ONE-WAY ANOVA), Randomized Block Design (TWO-WAY ANOVA). (Problems based on ANOVA and Chi-square etc.,)

**Non-Parametric Statistics:** Introduction runs test for randomness of data: small and large sample runs test, Mann-whitney U test, Wilcoxon matched-pairs signed rank test, Kruskal - wallis test, Friedman test and Introduction to Report Writing, Organization of the Writing Report. (Problems on specified Non-parametric tests).

### Skill Development:

*(These activities are only indicative; the Faculty member can innovate)*

1. Choose an area of interest, review a minimum of 4 literature on the same and formulate a topic for prospective research.
2. For a given topic – collect data through primary and secondary sources.
3. For a given data, analyze data using various statistical tools.
4. For a given case study, prepare a research report in the required format.

**TEXT BOOK:**

1. Business Research Methods, Navel Bajpai, Pearsons.
2. Business Statistics, Naval Bajpai, Pearson.

**REFERENCE BOOKS:**

1. Business Research Methods 8e – Zikmund et al, Cengage Learning.
2. Business Research Methods - Donald R. Cooper, Pamela S. Schindler, Tata McGraw-Hill.
3. Statistics for Business and Economics, Anderson et al, 9e, Cengage Learning

## D20MB011 - OPERATIONS MANAGEMENT

### Course Objectives:

This course is designed to address the key operations and quality issues in service and manufacturing organizations that have strategic as well as tactical implications. The specific objectives include:

### Course Outcomes:

At the end of the course students will be able:

1. To apply analytical skills and problem-solving tools to the analysis of the operations problems
2. To analyze the strategic role of operations management in creating and enhancing a firm's competitive advantages
3. To understand key concepts and issues of OM in both manufacturing and service organizations
4. To evaluate the application of operations management policies and techniques to the service sector as well as manufacturing firms.
5. To learn the quality improvement and maintenance aspects of operations management

### Operations Management Systems:

Module-1 Systems concept of production, types of production Systems- Intermittent and Continuous production systems.

Module-2 Operations management functions, challenges in operations management, current priorities for operations management

Module-3 operations strategy, world class manufacturing, emerging trends and implications for operations

### Planning and Controlling of Operations:

Module-4 Production planning and controlling activities

Module-5 Aggregate planning

Module-6 Resources planning: MRP-1, MRP-2

### Productivity Improvement in Operations:

Module-7 Factors affecting productivity, Techniques for improving productivity

Module-8 Facility location and factors influencing facility location, Plant layout: types of layouts – process layout, product layout, hybrid layout, fixed position layout

Module-9 Work study: method study, time study

### Purchasing and Inventory Management:

Module-10 Purchase function, Procedures.

Module-11 Economic Order quantity, Inventory analysis Methods – ABC, VED, XYZ methods – their utility.

Module-12 Inventory Valuation Methods: Periodic and perpetual systems; FIFO, LIFO, Average cost and Weighted Average Cost Methods.

### Quality Improvement and maintenance:

Module-13 Inspection, Quality, Statistical Quality Control

Module-14 Control Charts Deming concepts. Total Quality Management, maintenance management

Module-15 need equipment life cycle, measurement of maintenance performance Total Productive Maintenance, Six sigma.

### Skill Development:

*(These activities are only indicative, the Faculty member can innovate)*

1. Visit any factory and list out the physical facilities and type of production followed.
2. Visit any factory and prepare a report on the production planning and control activities
3. Visit a company and draw a chart on plant layout/ suggest suitable methods for productivity improvement.
4. List out the functions of materials management in an organization.
5. Visit any industry and list out the various quality measures /maintenance methods adopted.

**TEXT BOOKS:**

1. Mahadevan, "Operations Management" , 2nd edition., Pearson, 2010
2. R.Paannerselvam, "Production and Operations Management", 2nd edition, PHI, 2006

**REFERENCE BOOKS:**

1. J.K Rajewski, Larry P Ritzman "Operations Management" , 5th edition., Addison Wesley, 1998.
2. S.N.Chary "production and Operations Management", 6th edition., THM, 2006
3. Buffa, "Production and Operations Management", 6th edition., Willey, 2008
4. Joseph S Matrinich, "Production and Operations Management", 8th edition., Willey 2008

**II YEAR I SEMESTER**  
**D20MB013 - CORPORATE STRATEGY**

**Course Objective:**

The basic objective of this course is to help the students to learn the concept of strategic management and understand the significance of managing the business strategically in the current business environment.

**Course Outcome:**

At the end of the course students should be able to

- Understand strategic management process and the role of stake holders in the process and importance of vision, mission and objectives in strategy formulation
- Analyze the importance of External, Internal, SWOT and value chain analysis in strategy formulation and implementation
- Apply Strategy formulation at various levels i.e., Corporate, Business and function level strategies
- Strategic analysis and choice, issues of strategy implementation and portfolio analysis
- Strategy evaluation and types of control

**MODULE 1**

**Introduction to strategic management** – Evolution of Strategic Management- Understanding strategy-Strategic decision making-Strategic management process-

**MODULE 2** Hierarchy of Strategic Intent – Vision, mission, business definition and objectives- Strategic management for sustainability-

**MODULE 3** Corporate governance, Corporate social responsibility and strategic management.

**MODULE 4 Strategy Formulation**-Environmental Appraisal- External Environment Scanning - Organizational appraisal- Dynamics of Internal Environment-

**MODULE 5** Organizational capability factors- Considerations in organizational appraisal-Methods and Techniques for organizational appraisal-

**MODULE 6** Structuring organizational appraisal. Importance of appraisal

**MODULE 7 Types of Strategies**- Corporate-level Strategies-Corporate Restructuring- Business-level Strategies –

**MODULE 8** Methods for pursuing strategies- Strategic Alliances and Joint ventures- Mergers and Acquisitions- Strategic Analysis and Choice-

**MODULE 9** Tools and Techniques for Strategic analysis- SWOT Analysis, Experience Curve analysis, Life Cycle analysis, Industry analysis, Strategic Group analysis, Competitor analysis

**MODULE 10 Strategy Implementation**—Activating strategies- Nature and barriers to strategy implementation-

**MODULE 11** Resource allocation- BCG matrix, GE matrix, Mckinsey 7's model. problems in implementation

**MODULE 12** Structural Implementation- Behavioural Implementation- Functional and Operational Implementation.

**MODULE 13 Strategic Evaluation and Control** – An Overview of Strategic Evaluation and Control –

**MODULE 14** Strategic control- Operational control- Techniques of Strategic Evaluation and Control

**MODULE 15** Role of Organizational Systems in Evaluation.

**Skill Development:**

*(These activities are only indicative, the Faculty member can innovate)*

1. Analyzing the Mission and Vision statements of selected Indian companies.
2. Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc.
3. Pick a successful growing company. Do a web-search of all news related to that company over a one-year period.. Analyze the news items to understand and write down the company's strategy and execution efficiency.

4. List a few recent instances of Indian companies that adopted diversification strategies and make observations on why these companies diversified and types of diversification used.
5. Map out GE 9-cell matrix and BCG matrix for some companies and compare them.
6. Conduct SWOT analysis of companies of your interest/choice.

**TEXT BOOKS:**

1. Azar kazmi, Adela Kazmi “ Strategic Management”, 4e,McGraw Hill, New Delhi, 2015.
2. Fred R. David: Strategic Management, Concepts and Cases-Prentice Hall,13<sup>th</sup> edition,2011

**REFERENCE BOOKS:**

1. Thomposn & Strickland: Strategic Management, Concepts and Cases. Tata McGraw-Hill, 12/e, New Delhi, 2007.
2. Gregory Dess and G.T. Lumpkin, Strategic Management – Creating Competitive Advantage, McGraw Hill International, 2006.
3. Lawrence R Jauch, R. Gupta & William F. Glueck: Business Policy and Strategic Management, Frank Bros. Delhi, 2006.
4. Appa Rao C, Business Policy and Strategic Management, Excel publishers,2008.
5. Subba Rao p: Business policy And Strategic Management, Text and Cases- Himalaya Publishing House-2<sup>nd</sup> revised edition 2010.

## D20MB014 - ENTREPRENEURSHIP AND BUSINESS PLAN

**Course Objective:** The objective of the course is to make students understand the concept, process, types and promotion of entrepreneurship. To motivate and create confidence among the students to become entrepreneurs by discussing the various business models plans success and failure stories of entrepreneurs. This course will help the students in developing skills in the area of conducting feasibility studies, analysis of opportunities and strategies, exploration of new start-up businesses and to acquaint the students about various issues of entrepreneurship.

### **Course Outcomes:**

- At the end of the course the student will be able to
- Understand concepts, process and types of entrepreneurship.
- Able to develop skills in the area of conducting feasibility studies, analysis of opportunities and strategies and promotion of entrepreneurship
- To acquaint the students about various other issues of entrepreneurship, like exploration of new start-up businesses and funding.
- To hone their abilities to build their own startups systematically.
- To motivate and convert them from job seekers to job providers.

### **Nature and Forms of Entrepreneurship:**

Module1 Historical background of Entrepreneurship:concept and Growth, Entrepreneur scenario in India and Abroad, Role of entrepreneur in economy

Module2 Entrepreneurial motivation, Ethics in entrepreneur, Characteristics, Essential features, functions of entrepreneur, types of entrepreneurs, entrepreneurship and management, corporate entrepreneurship, Intrapreneurs

Module3 Introduction to Edupreneurship, Agripreneurship Tourism entrepreneurship, Social-entrepreneurship, Ecological entrepreneurship, Technopreneurship. Family business and new generation entrepreneurs - women and rural entrepreneurship,

### **Startups:**

Module4 Concept, need, factors, life cycle, sources of start- up ideas and evaluation criteria ,Technology based start-ups, characteristics of e Tech startup

Module5 New startup model, specific type of finance like Angel investors Venture capital, key factors for success and reasons for failure.

Module6 Recent AP and Telangana government startup and innovation policy, central government support to startups.

### **Forms, Promotion and Financial aspects of the Entrepreneurship:**

Module7 Introduction to Types of business firms, sole trading, partnership, Joint Stock Company, Entrepreneurs

Module8 legal regulatory systems, patents and trademarks, Intellectual Property Rights

Module9 Role of MSME, NSIC and SIDBI like agencies in promotion of entrepreneurship. Sources of finance- Financing by Commercial Banks, Bank Loans, formal and Informal Agencies In financing entrepreneurs, Government Grants and Subsidies, Institutional support for promoting entrepreneurship in India.

### **Business and Project Planning, Feasibility Studies:**

Module 10 The Concept of Business planning and modeling, Importance of Business plan, contents of business plan

Module11 opportunity identification and evaluation (market, industry). Project Life Cycle, Project Planning

Module12 Internal and External Environment Analysis, Technological Competitiveness, Feasibility studies, SWOT Analysis, Product Development.

**Entrepreneurial Strategy and Development:**

Module13 Generation of new entry opportunity, Decisions under Uncertainty, entry strategy, new entry exploitation,

Module14 Environmental instability and First-Mover disadvantages, Risk Reduction strategies, Market scope strategy, Imitation strategies and Managing Newness.

Module15 Need for EDPs, Objectives of EDPs, course contents and curriculum of EDPs, Scheduling the programme, Phases of EDPs, & Evaluation of EDPs

**TEXT BOOKS:**

1. H. Nandan, Fundamentals of Entrepreneurship, PHI, First Edition, New Delhi, 2007.
2. Robert D Hisrich, Michael P Peters, Dean A Shepherd, Entrepreneurship, TMH, Sixth Edition, New Delhi, 2006.
3. P. Narayana Reddy, Entrepreneurship – Test and Cases, Cengage Learning, Third Impression, New Delhi, 2011.

**References Books:**

1. Madhurima Lall, Shikha Sahai, entrepreneurship, Excel Books, First Edition, New Delhi, 2006.
2. S.S. Khanka, Entrepreneurial Development, S. Chand and Company Limited, New Delhi, 2007.
3. Thomas W. Zimmerer, Norman M. Scarborough, Essentials of Entrepreneurship And Small Business Management, Fourth Edition, Pearson, New Delhi, 2006
4. Charles E. Bamford, Garry D.Bruton Entrepreneurship: a small business approach, MHE New Delhi, 2015.

**MARKETING ELECTIVES**  
**D20MB016 - MARKETING RESEARCH**

**Course Objective**

To enhance the students understanding of the marketing research industry, develop skills required by the researcher and understand different applications of Marketing Research and to explore different approaches of marketing research, to be able to exploit Marketing Research data for management decision making

**Course Outcomes:**

1. Understand the process of marketing research and its different processes
2. Identify sources of information
3. Understand different research methods
4. Apply selected research methods
5. Analyze and interpret both qualitative and quantitative data
6. Conduct and analyze a focus group discussion

Introduction to Marketing Research- Marketing Research Dynamics, Marketing intelligence versus Marketing Research- Applications of Marketing Research- Limitations of Marketing Research- Secondary and Primary research- Marketing research process- Defining the Research Objective - Designing the research Methodology- Survey, Observation, experimentation, Qualitative techniques- Plan for sampling, Field work, and Analysis- Presentation.

Research Designs- Exploratory, Descriptive and casual Research- Conclusive research- Major qualitative Research Techniques- Depth Interview, FocusGroup, Projective techniques- - Scales of Measurement used in Marketing research- Questionnaire Design for marketing research- Reliability and Validity of Questionnaire.

Sampling Methods - Sample size and Sampling Techniques- sampling errors- Data cleaning- Missing value imputation- Outlier deletion- Field procedures- Planning the Data analysis- Hypothesis Testing- Simple tabulation and cross Tabulation- Chi-squared test- ANOVA.

Correlation and Regression- Explaining Association and Causation- Discriminant Analysis for Classification and prediction. Applications of Factor and Cluster Analysis in marketing research.

Applications of Marketing Research - Introduction, Consumer Market Research, Business-to-Business Market Research, Product Research, Pricing Research, Motivational Research, Distribution Research, Advertising Research, and Media research, Sales Analysis and Forecasting.

**TEXT BOOKS:**

1. Marketing Research an Application Orientation-Naresk K Malhotra, 6/e, Pearson, 2013.
2. Essentials of Marketing Research – William G. Zikmund et.al. 4/e, Cengage Learning, 2010.
3. Business Research Methods – Navel Bajpai – Pearson Publications.

**REFERENCE BOOKS:**

1. Research for Marketing Decisions Paul E. Green, Donald S. Tull, 3rd Edition, Prentice Hall, 1975
2. Marketing Research- Text and Cases Harper W. Boyd Jr. , Ralph Westfall, 7th Edition, Richard D Irwin, 1989
3. Suja R Nair: Marketing Research, Text with cases-2nd Revised Edition, Himalaya Publication, 2014.

**Skill Components:**

- Choose 5 successful products or services and identify the insight behind them through a field survey.
- Do a comprehensive essay on the difference between consumers vs. trade vs. Competition insights & how best to exploit them.
- Take 5 recent digital innovations like twitter or face book and identify the insights.

## D20MB017 - RETAILING MANAGEMENT

### **Course Objective:**

To familiarize students with the decisions involved in running a retail firm and the concepts and principles for making those decisions. While the course focuses on the retail industry including retailers of consumer services, the content of the course is useful for students interested in working for companies that interface with retailers such as manufacturers of consumer products or for students with a general management or entrepreneurial interest.

**Course Outcomes:** At the end of the course students should be able to understand

1. Evaluate current retailing trends based on consumer, legal and competitive environments.
2. Identify various retail opportunities and evaluate the strategies associated with each type of opportunity.
3. Distinguish and characterize the factors and management tools that retailers consider and use when developing their merchandise mix.
4. Assess current retail practices in their ability to respond to environmental trends.

**Introduction to Retail Management** - Introduction to Retailing: Introduction, Meaning of Retailing, Economic Significance of Retailing, Retailing Management Decision Process, Product Retailing vs. Service Retailing, Types of Retailers, Retailing Environment, Indian vs. Global Scenario; Understanding the Environment, Elements in a Retail Marketing Environment.

**Store Location and Layout:** Introduction, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Country/Region Analysis, Trade Area Analysis, Site Evaluation, Site Selection, Location Based Retail Strategies; Retail Marketing Strategies, Target Market and Retail Format, Strategy at different levels of Business, Building a Sustainable Competitive Advantage, the Strategic Retail Planning Process, Retail Models.

**Store Location and Layout-** Introduction, Target Market and Retail Format, Gauging Growth Opportunities, Building a Sustainable Competitive Advantage, the Strategic Retail Planning Process, Differentiation Strategies, Positioning Decisions.

**Retail Pricing and Promotional Tools** - Introduction, Establishing Pricing Policies, Factors Influencing Pricing, Pricing Strategies, Psychological pricing, Mark-up and Mark-down Pricing. Advertisements, Publicity, Sales Promotion. Difference between a Store/Private, Brand and a National Brand, Growth Drivers of Private Label. Advantages of Private Label, Disadvantages of Private Label.

**Customer Relationship Management in Retailing-**Introduction, Benefits of Relationship Marketing, Management of Relationship, Principles of CRM, Customer Relationship Management Strategies, Components of CRM, Customer Service in Retailing, CRM and Loyalty Program

### **TEXT BOOKS**

1. Piyush Kumar Sinha, Dwarika Prasad Uniyal, Managing Retailing, 2nd Edition, Oxford, 2012.  
**Journals:** Indian Journal of Marketing, MICA Communications Review.
2. Madaan KVS, Fundamentals of Retailing, Tata McGraw Hill, 2009.

## **REFERENCE BOOKS:**

1. Lusch, Dunne, Carver, Introduction to Retailing, 7th Edition, Cengage Learning, 2013.
2. Suja Nair, Retail Management, Himalaya Publication House, 2012.
3. AdityaPrakashTripathi, NoopurAgrawal, Fundamentals of Retailing (text and cases), Himalaya Publication House, First Edition, 2009.
4. SwapnaPradhan, Retail Management-Text & Cases, TMH, 2013.
5. Dr.Harjit Singh, Retail Management a global perspective text and cases, S.Chand, 2011.
6. Michael levy, Barton Weits, Ajay Pundit, Retailing Management, McGraw-Hill, 2011.
7. Arif sheikh, Kaneez Fatima, Retail Management, Himalaya Publication House-2012.
8. Chetan Bajaj, Rajnishtuli, NidhiVarma ,Srivastava, Retail Management, 2nd edition, oxford, 2012.
9. David Gilbert, Retail Marketing Management, 2nd edtion, Pearson, 2013.
10. ShridharBhat, Supply Chain Management, HPH, 2012
11. AmitSinha, Supply Chain Management, TMH, 2012

## **Skill Development:**

*(These activities are only indicative, the Faculty member can innovate)*

1. To collect information regarding some of the major retail brand names in the world.
2. To study the advantages and disadvantages in the retail sector.
3. To study the role of malls in retail marketing.
4. A report to be made on industries directly dependent on different modes of transport systems in India.
5. Changes in retail chain management.

## D20MB018 - CONSUMER BEHAVIOUR

### **Course Objective:**

The course is designed to inculcate the concept of consumer behavior, decision making by consumers, behavior variables and influences on consumer behavior.

### **Course Outcomes:**

At the end of the course students should be able to

- Application of consumer behavior in marketing
- Analyze Individual and group determinants of consumer behavior
- Evaluate Environmental influences on consumer behavior
- Analyze Consumer decision making process

### **Introduction to Consumer Behavior (CB):**

Nature and Importance of CB, Application of CB in Marketing, Consumer Research process.

### **Individual Determinants of CB:**

Perception: process, Consumer Imagery, perceived risk, Learning: principles, theories, Personality: nature, theories, self concept, psychographic and life style, Attitude: Structural model of attitude, attitude formation & change, Motivation: needs/motives & goals, dynamic nature of motivation, Arousal of motives, theories

### **Group Determinants of CB:**

Organizational buying behavior-Reference group influence: types of consumer relevant groups, factors affecting group influence, application of reference group concept, Family: functions of family, family decision making, family life cycle (FLC), Opinion Leadership and Personal influence, Diffusion of Innovation: Adoption process. Diffusion process

### **Environmental Influences on CB:**

Social class, Life style Profile of Social class, application to CB, Culture: characteristics cross cultural understanding

### **Consumer Decision making Process:**

Problem recognition, Information Search Process and Evaluation, Purchasing process, Post purchase behaviour, Models of CB.

### **Skill Development:**

*(These activities are only indicative, the Faculty member can innovate)*

1. Collect five print ads of products, which are directed at the life style segments. Describe the lifestyle that these ads focus on.
2. Construct a brand personality inventory for two different brands in the same product category. Ask five of your friends to rate each brand on ten different personality dimensions. Do these brand personalities relate to the advertising strategies to differentiate these brands?
3. Mention five examples each of classical conditioning instrumental conditioning and cognitive learning used in advertising.
4. Positive Re-enforcement b. Negative Re-enforcement

**TEXT BOOKS:**

1. Chiffman L.G. and Kanuk L.L., Consumer Behavior, 9<sup>th</sup> Edition, Prentice Hall of India, New Delhi.
2. Hawkins, D I etc. Consumer Behavior Implications for Marketing Strategy. Texas, Business, 1995.

**REFERENCES BOOKS:**

1. Seth, J. N. & Mittal, B. (2<sup>nd</sup> ed., 2003). Customer Behavior-A Managerial Perspective. Thomson South-Western.
2. Hawkins, D. I. & Roger, J. B. and Kenneth, A.C. (2001). Consumer Behavior-Building Marketing Strategy. Irwin McGraw-Hill, New York.

## **D20MB019 - SALES AND DISTRIBUTION MANAGEMENT**

### **Course Objective:**

The aim of this course is to enable MBA students to understand Sales Management, Sales Process, role of distribution channels and manage channel partners. They can also emerge as good sales executives and support the organization's efforts towards business development.

### **Course Outcomes:**

At the end of the course students should be able to understand:

1. Understand fundamentals of sales concepts, theories and principles in areas of distribution.
2. Understand the role of sales planning and budgeting.
3. Analyze the role of sales force management.
4. Apply the knowledge, concepts, tools necessary to understand challenges and issues of distribution management.
5. Appreciate the importance of managing information systems.

Introduction to Sales Management: Evolution of Sales Management, importance of Sales Management, types of Selling, difference between Selling and Marketing, Modern Day Sales Activities, Selling Skills, Selling Strategies, Selling Process. Case: Plastic Industries, Inc., The role of Personal Selling in creating Market. (Richard R. Still page no 104,105) Case: United air flow manufacturer of household appliances sales people's job. (Richard R. Still page no 115 to 118)

Sales Planning and Budgeting: Sales planning process, sales forecasting methods, sales budgeting process, methods used for deciding sales budget, types of quotas and quota setting procedure, reasons for establishing or revising sales territories, routing and scheduling sales persons, market cost analysis. Case: Augsburg Wiesel Ltd, manufacturer of table ware, establishment of sales territories (Richard R Still, Page no 603 to 605) Case: Midland office engineering, establishment of sales budgeting program, (Richard R Still, page no 588 to 589)

Sales Force Management: Recruitment and selection of the sales force, training the sales force, sales force motivation, sales force compensation, sales force control and evaluation. Case: 1 Adjusting Compensation Plan to Motivate Sales Representatives (K. SridharaBatt, page no 576 to 577) Case: 2 Sales Force Strategy at Life Insurance Corporation (K. SridharaBatt, page no 579)

Introduction to Distribution Management Definition of Distribution Management, need for Distribution Channels, Distribution Channels for Rural Markets, designing the Marketing Channels, Motivating and Evaluating Channel Members, Capturing the Customer requirements Case: 1 Fed Ex's Value Chain Solutions, (K. SridharaBatt page no 618 to 620) Case: 2 The National Handloom Development Corporation. (Tapan K. Panda, Sunil Sahadev page no. 504)

Managing Channel Institutions Managing Channel Information Systems, Managing Retailers, Wholesalers, Franchisers, Designing Channel Systems, reasons for Channel Conflicts, Managing Conflict, Managing International Channel of Distribution, Ethical issues in Sales and Distribution Management Case: 1 Kinetic Engineering Company, Handling Channel Conflict, (Krishna K Havaldar, Vasant page no 461) Case: 2 Indian Ayurveda Pharmacy Limited, (Tapan K. Panda, SunilSahad page no 719) MBA R13 51

### **Text Book**

1. Krishna K Havaldar, Vasant M Cavale, Sales and Distribution Management, 2nd edition, TMH, 2011.  
Journals: Indian Journal of Marketing, MICA Communications Review.

### **References**

1. Tapan K. Panda, Sunil Sahadev Sales and Distribution Management, 2nd edition Oxford.
2. S.L. Gupta, M.K.Rampal , Cases in Sales and Distribution Management, HPH, 2009.

3. Dinesh kumar, Marketing Channels ,Oxford ,2012
4. Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, 5 th edition, Pearson, 2011.
5. Anne T Coughlan, Erin Anderson, Louis W Stern, Adel I EiAnsary, R.C.Natarajan, Marketing Channels, 7th edition, Pearson, 2011.
6. Mark W Johnston, Greg W Marshall, Sales Force Management, 9th edition, TMH, 2009.
7. Dr.S.L.Guptha, Sales and Distribution Management, 2nd edition, Excel books, 2010.

**Skill Development:**

*(These activities are only indicative, the Faculty member can innovate)*

1. Assigning role play situations to improve the selling skills of the students.
2. Giving case let to improve the analytical and decision making skills of the students.
3. Asking the students to design the distribution channels by giving them some products.

## FINANCE ELECTIVES

### D20MB020 -INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

#### Course Objective:

This course provides a broad overview of investment management, focusing on the application of finance theory to the issue faced by portfolio managers and investors in general and to provide conceptual foundation for the purpose of undertaking Investment analysis for securities as well as portfolios.

#### Course Outcomes:

At the end of this course students should be able to:

- To provide a theoretical and practical background in the field of investments and Markets.
- Learn to measure risk and return involved in Investments.
- Find the relationship between risk and return with different existing literature.
- Designing and managing the bond portfolios in the real word and valuing debt instruments.
- Measuring the portfolio performances.

The Investment Environment, Financial Instruments, Markets for investments and Trading.

Risk and Return calculation, efficient markets: concepts and forms of market efficiency, testing market efficiency. Economic analysis, Industry Analysis, company Analysis, Technical Analysis.

Introduction to portfolio management, Markowitz portfolio selection theory, Index models, capital Asset pricing Model.

Introduction to Bond Analysis, Bond pricing and yield, Managing Bond portfolios.

Portfolio performance evaluation- Treynor, Sharpe, Jensen and Information Ratio Performance Measures- Application of Portfolio Performance Measures.

#### Skill Development:

*(These activities are only indicative, the Faculty member can innovate)*

1. Read any two related international treaties & write a report
2. Project on security analysis
3. Project on portfolio management

#### TEXT BOOKS:

1. Investments by Bodie, Kane, Marcus and Mohanty, 8<sup>th</sup> edition (BKMM), Mcgraw Hill.
2. Investment Analysis and Portfolio Management by Prasanna Chandra, Tata McGraw Hill.

#### REFERENCE BOOKS:

1. Business Analysis and Valuation using financial statements by Palepu, Healy and Bernard (PHB), 3<sup>rd</sup> edition, Cengage Learning.
2. Chapters of book: Corporate Finance by Ross, Westerfield, Jaffe and Kakani, 8<sup>th</sup> Edition, Tata McGraw Hill
3. Security Analysis and Portfolio Management by Fisher and Jordan, Prentice Hall India.
4. Damodaran on Valuation(AD)-Security Analysis for Investment and Corporate Finance, 2<sup>nd</sup> edition, Wiley.
5. Investment Analysis and Portfolio Management by Railley and Brown, Cengage.

## D20MB021 -INTERNATIONAL FINANCIAL MANAGEMENT

### Objective of the Course:

The objective of the course is to provide an introduction to international finance theory and develop knowledge, capability, and skills necessary for making sound financial decisions for a multinational firm. The prerequisite for the course is financial accounting and analysis and financial management

### Course Outcomes:

1. To understand an overview of International Financial management and Balance of payments
2. To summarize the Evolution of International monetary system
3. To identify the structure and major participants in Foreign Exchange market.
4. To analyze the factors effecting the exchange rates and relation between inflation, interest rates and exchange rates
5. To determine the role of international investments in a countries economic development.

### International Financial Management:

**Module1:** Relation between FM & IFM ,An overview of IFM, Nature of IFM,why we go for international

**Module2:** International Flow of Funds -Balance of Payments (BOP), Fundamentals of BOP, Accounting components of BOP,

**Module 3:**Factors affecting International Trade flows, Agencies that facilitate International flows,Theories of International Business, How firms engage in International Business.

### International Monetary System:

**Module4:**Evolution of IMS, Bimetallism, Classical gold standard,

**Module5:** Interwar period,Bretton woods system, flexible exchange rate regime.

**Module6:**current exchange rate arrangements, EMU.

### Foreign Exchange Market:

**Module7:** Features of Forex market,Function and Structure of the Forex markets, Trading characteristics

**Module8:**Factors Affecting foreign exchange market,Major participants, types of transactions and settlements dates

**Modules9:**FE Quotations, Speculation in forward markets, Foreign Currency Derivates.

### Exchange Rates:

**Module10:**Exchange rate, equilibrium in Exchange rate, Measuring exchange rate movements,

**Module11:**Factors influencing exchange rates, Government influence on exchange rates –

**Module12:** International Arbitrage, Relationship between inflation, interest rates and exchange rates - IRP, PPP, IFE theories.

### International Investments:

**Module13:** Foreign Direct Investment, Determinants of FDI,International Capital Budgeting,

**Module14:**Working Capital Management in MNC's International Capital structure and cost of capital,

**Module15:** Payment methods of International trade, Trade finance methods.

### Skill Development:

*(These activities are only indicative, the Faculty member can innovate)*

1. Read any two related international treaties & write a report.
2. Follow any latest cross-border merger and evaluate its outcomes.
3. Work out on cross-currency valuations.
4. Evaluate the role of any two International Agencies.
5. Bring out the role of GST in being tax guardian to end-users.

**Textbooks:**

1. Jeff Madura, International Financial Management, 6th edition, Thomson Publications.
2. P.G.Apte, International Financial Management, Tata McGraw-Hill, New Delhi, 2004.
3. Alan C.Shapiro, Multinational Financial Management, 4/e, Prentice Hall India Private Ltd, 2004.

**Reference Books:**

1. Maurice D.Levi, International Finance, 3rd edition, Tata Mc Graw-Hill, New Delhi, 2003.
2. S. Eun Choel and Risnick Bruce, International Financial Management, Tata Mc Graw Hill, 2001.
3. David K. Eiteman, Arthur I. Stonehill and Michael H. Moffeth, Multinational Business Finance, 10th edition, Pearson Education 2004.
4. P.K Jain, Josette Peyrard and Surendra S. Yadav, International Financial Management, Macmillan Publishers, 2001.
5. Prakash G. Apte, International Finance A Business Perspective, Tata McGraw-Hill Publishing Co. Ltd., 2003.
6. Adrian Buckley, Multinational finance, Third Edition, Prentice-Hall of India Pvt. Ltd., 2001. Melvin: International Money and Finance 7/e Pearson Education.

## **D20MB022 -MANAGEMENT OF FINANCIAL SERVICES**

### **Course Objective:**

Providing an in-depth analysis of the banking and financial services in the liberalized Indian economy. Equipping the students with the tools used in interpreting and evaluating performance, productivity and efficiency of the banking organizations

### **Course Outcomes:**

At the end of the course students should be able to....

- Understand the concepts of Indian financial system and banking regulations, evolutions, trends and reforms.
- Identified the various types of securities in the investment
- Find out the various types of loans in the banks
- Analyze the Non- banking financial companies roles, process, challenges and prospects
- Apply the technology in customer relationship management practices in banks

Module - 1 Banking and Financial Services-Indian Financial System-

Module- 2 ,Indian Banking System-Banking Structure in India-Banking companies' regulation

Module- 3, -Evaluation of the Banking System and Future Trends and reforms

**Module- 4** Fixed Income securities market - Structure and trends - G-sec market - Call Money Market,

Module -5 TB Market, Repo and CBLO, Bonds market, trading in G-sec market-Interest rate - theories,

Module -6 Determinants, dynamics of short term and long term rates.

Module-7 Retail Banking Services-Retail banking services-retail bank lending-types of loans-

Module - 8 Home loans-personal loans-car loans-commercial loans-

Module -9 Process of retail loans-recovery process-strategies

Module -10 Non-Banking Financial Companies-Structure and role of NBFCs-Functions

Module - 11,lending process-recovery mechanism

Module- 12, Challenges and future prospectus

Module -13, Technology and CRM Practices in Banks- Customer relationship management

Module -14 ,Role and impact of CRM-

Module -15 Stages in CRM process-technology for retail banking

### **TEXT BOOKS:**

1. Management of Banking and Financial Services, 2nd Edition, by Padmalatha Suresh, Justin Paul, Publisher: Pearson Education India,
2. Koch, Timothy W. and S. MacDonald, Bank Management, 5th Edition, The Dryden Press, New York, NY, 1999.

### **REFERENCE BOOKS:**

1. K.P.M. Sundharam, Money, Banking & International Trade -Sulltan Chand & Sons -New Delhi.
2. Srivastava, Divya Nigam, Management of Indian Financial Institutions, Himalaya Publishing House.
3. M. Y. Khan, Indian Financial System, Tata McGraw Hill.

**HR ELECTIVES**  
**D20MB023 -INDUSTRIAL RELATIONS AND LABOUR LAWS**

**Course Objective:**

1. To enable students to understand and apply the principles of IR and develop an awareness of the significance of industrial peace.
2. To provide a conceptual basis of Industrial Relations.
3. To give an understanding of the components and meaning of sustaining Industrial peace anchored on harmonious Employee-Management relations.
4. To discuss the various Industrial acts

**Course Outcomes:**

- Define Industrial relations and collective bargaining importance in the organization....L1
- Understand the reasons of Industrial Conflicts and Disputes and the settlement procedure...L2
- Apply the suitable acts for a given organizational problem with regard to industrial relations.....L3
- Disprove that IR acts are effective by taking exceptional cases in India.....L4
- Imagine a situation of Industrial dispute and Negotiation techniques to resolve it...L6

**Module: 1 Industrial Relations:** Introduction – Constitutional remedies – Directive principles of State policy - Trade Unions Act, 1926 –

**Module:2** Employer Organizations:

**Module:3** Introduction, Origin and Growth.

**Module:4 Collective Bargaining:** Meaning & Definition –

**Module:5** Negotiating techniques and skills –

**Module:6** Drafting of an agreement

**Module:7 Industrial Conflicts and Disputes:** Conflicts: Introduction and Manifestation –

**Module:8** Disputes: Introduction, Prevention and Settlement,

**Module:9** Stages in Settlement, Effects

**Module:10** The Factories Act, 1948 – Industrial Employment (Standing Orders) Act, 1946 –

**Module:11** The Maternity Benefit Act, 1961 –

**Module:12** The Workmen’s Compensation Act, 1923

**Module:13** The Payment of Wages Act, 1936,

**Module:14** The Minimum Wages Act, 1948 – The Payment of Bonus Act, 1965

**Module:15** The EPF Act 1952 - The ESI Act, 1948 – The Payment of Gratuity act, 1972

**Skill Development:**

*(These activities are only indicative, the Faculty member can innovate)*

1. Conduct a Study on effectiveness of TU in APSRTC in selected units
2. Find out the collective Bargaining procedure in selected sugar factory
3. Analyse the effectiveness of The Workmen’s Compensation Act, 1923 – The ESI Act, 1948 – The Payment of Wages Act, 1936 – in any manufacturing sector
4. The Minimum Wages Act, 1948 – The Payment of Bonus Act, 1965 – The Payment of Gratuity Act, 1972 – The EPF Act, 1952 in any pharma company

**TEXT BOOKS:**

1. Piyali Ghosh and Shefali Nandan, “Industrial Relations and Labour Laws”, I/e, McGraw Hill Education, 2015.
2. Venkataratnam C. S.: Industrial Relations, Oxford University Press, 2006

**REFERENCE BOOKS:**

1. Arun Monappa: Industrial Relations, TMH, New Delhi, 2003.
2. Sinha: Industrial Relations, Trade Unions and Labor Legislation, Pearson 2007.

## **D20MB024 -TALENT PLANNING AND ACQUISITION**

### **Course Objective:**

The course provides an understanding of planning and acquiring an organization's talent needs from a strategic perspective. The course is aimed to offer a deeper orientation of the staffing function of human resources that would enable the learner to perform the talent acquisition function confidently.

### **Course Outcomes:**

By the end of the course the learners will be able to

1. Interpret organization's business strategy to all the key aspects of staffing function including human resource planning, job analysis, recruitment and selection.
2. Develop job descriptions, specifications and assess human resource planning in organizations
3. Measure the effectiveness of staffing programs by applying data analytic techniques.
4. Make use of social media and other staffing technologies for effective employee selection.
5. Design employee orientation programmes and evaluate staffing systems.

Module 1: Defining Strategic Staffing, Components, Goals, Integrating functional areas of HRM

Module 2: Business and Staffing strategies: Firm's Business Strategy, Firm's Talent Philosophy – Deriving the firm's staffing strategy

Module 3: The Firm's Strategic Staffing Decisions –Legal Context: Types of Employment Relationships

Module 4: Job Analysis: Methods, Planning Job Analysis - Conducting Job Analysis, Developing Job Descriptions and Person Specifications

Module 5: Competency Modelling– Workforce Planning Process, Forecasting the Firm's Talent Demand and Supply-

Module 6: Qualitative and Quantitative Forecasting Methods & Techniques - Resolving the gaps between Firm's Talent supply and demand

Module 7: Talent Acquisition: Effective recruiters, Training and Developing Recruiters- Recruitment Metrics,

Module 8: Developing Applicant Attraction Strategies – Measurement, Describing and Interpreting Data, Using Data Strategically – Characteristics of using successful measures

Module 9: Creating and validating assessment systems – External Assessment Methods – Internal Assessment Methods.

Module 10: Latest trends in Recruitment: e-recruitment, Social media recruitment, Recruitment management, mobile/video recruitment, Innovative recruitment practices – Selection tools and Techniques,

Module 11: Predictors of Job Performance- Testing: Types of Tests

Module 12: The Selection Interview: Process, Conduct, Types, Pitfalls - Choosing Candidates, Job Offer Strategies

Module 13: The Employment Contract, Presenting a job offer, Negotiating, Closing the Deal

Module 14: Orienting (Induction) and Socializing New Employees – Managing the Flow of Workforce

Module 15: Involuntary Employee Separations – Staffing Outcomes, Evaluating Staffing Systems – Technology and Staffing Evaluation.

### **Skill Development: VFSTR**

*(These activities are only indicative, the Faculty member can innovate)*

1. Find out staffing strategy of any 2 companies
2. Conduct a survey on importance of HR planning in any 2 IT based companies
3. Study Attracting strategies of any 2 companies of financial institution
4. List out the latest trends in Recruitment

5. Study orientation programs offered by any 2 companies of IT sector

**TEXT BOOKS:**

1. Jean M. Phillips, Stanley M. Gully, Strategic Staffing, Pearson
2. Belcourt.M., Mc Bey K.J., Strategic Human Resource Planning, Cengage Learning.

**REFERENCE BOOKS:**

1. D K Bhattacharya, Human Resource Planning, Excel Books.
2. Armstrong, Taylor: Armstrong's Handbook of Human Resource Management Practice, 13/e, Kogan Page, 2014.

## D20MB025 -LEARNING AND DEVELOPMENT

### Course Objective

- It provides an understanding of planning and acquiring organization's talent needs from a strategic perspective and aimed to offer a deeper orientation of the staffing function of human resources, enables the learner to perform the talent acquisition function confidently.

### Course Outcomes:

By the end of the course the learners are expected to

- Understand the training environment in organizations and the different models of Training
- Conduct needs assessment for training programs
- Design and execute effective training programs for employees using contemporary methods
- Evaluate the training process and measure the outcomes
- Appraise and make use of technology to enhance learning in organizational training context

### Introduction to Employee Training & Development:

Module 1: Training, Designing Effective Training – The Forces influencing working and Learning –

Module 2: Snapshot of Training Practices - The Strategic Training & Development Process - Organizational Characteristics that Influence Training

Module 3: Training Needs in Different Strategies, Models of Organizing the Training Department – Outsourcing Training.

### Designing Training:

Module 4: Learning - Meaning, Theories – Learning Process- Training Needs Assessment: Why, Who, Methods –

Module 5: Needs Assessment Process –Competency Models, Scope of Needs Assessment – Module 6: Considerations in Designing Effective Training Programmes

### Transfer of Training:

Module 7: Introduction, Training Design – Work Environment Characteristics that influence transfer

Module 8: Organizational Environments that Encourage Transfer

Module 9: Traditional Training Methods: Presentation methods - Hands-on Methods - Group-building Methods – Choosing a Training Method.

### Training Evaluation:

Module 10: Evaluation - Introduction, Reasons – Overview of Evaluation process–

Module 11: Outcomes used in Evaluation, determining whether outcomes are good –

Module 12: Evaluation Practices, Designs - Determining Return on Investment - Measuring Human Capital and Training Activity

### Employee Development:

Module 13: Employee Development, Approaches – Development Planning Process-Company Strategies

Module 14: E-Learning and Development- E-Learning Technologies: Technology and Multimedia, Computer Based Training – Developing Online Learning, Blended Learning, Simulations, Mobile Technologies

Module 15: Technologies for Training Support and Administration – Learning Management Systems – Special Issues in Training and Development, Skill Development Initiatives: NSDC, PMGKY, DDUGKY etc. and latest developments.

### Skill Development:

*(These activities are only indicative, the Faculty member can innovate)*

1. List out Training practices of any 2 telecommunication companies
2. Conduct a study on designing Training programs of banking sector
3. Study the effectiveness of Training programs of any 2 service sector related companies
4. Find out group building activities of any MNC company

5. Analyze any special issues of T&D programs

**TEXT BOOKS:**

1. Noe Raymond, Employee Training & Development, 6e, Tata McGraw-Hill Education.
2. Pandu Naik.G., Training & Development, Excel Books India, 2009, ISBN - 8174465650, 9788174465658.

**REFERENCE BOOKS:**

1. Blanchard & Thacker, Effective Training, 5e, Prentice Hall
2. Harward, Taylor & Hall, What Makes a Great Training Organization?: A Handbook of Best Practices, 1/E, Pearson
3. Anjali Ghanekar, Essentials of Training & Development, 1E, Everest Publishing House, Pune, 2009, ISBN 8176601594

## **D20MB026 -TALENT MANAGEMENT & SUCCESSION PLANNING**

### **Course Objective:**

To enable the students realize the challenges of acquisition and retention of talents for the competitive advantage of the organization and to make them ready to develop a diagnostic and practical perspective of management of talent in organizations.

### **Course Outcomes:**

- To identify what drives the need for talent management in organizations today.
- To strategically manage the talent and performance in organizations.
- To implement proven strategies, tools, and processes to help manage talent and performance.
- To discover ways of how to focus on people and their performance more effectively by examining each phase of the performance management process.
- To design strategies in fulfilling the needs of higher level management.

### **Talent Management:**

Module 1: Talent Management - Meaning and significance of talent management

Module 2: Aligning HRM goals to business, attracting talent, retaining talent - becoming the best employer by employer branding activities

Module 3: Inculcating performance culture, right sizing the workforce - work life balance initiatives - providing HR leadership to business.

### **Competency Mapping:**

Module 4: Competency Mapping - Features of competency methods, historical development, definitions

Module 5: approaches to mapping and case studies in competency mapping - Competency mapping procedures and steps, tools for data collection, data analysis - validating the competency models,

### **Methods of Data Collection for Mapping:**

Module 6: Observation, repertory grid, critical incident technique - expert panels, surveys, automated expert system - job task analysis, behavioral event interview. - Developing competency models from raw data - data recording, analyzing the data.

### **Employee Engagement:**

Module 7: Employee engagement - meaning and significance - constituents of engagement, conceptual framework of engagement - behaviors associated with engaged employees, engaged, not engaged, actively disengaged - parameters to measure employee engagement -

Module 8: Q 12 model of Gallup, employee satisfaction survey. Great Place to Work studies

Module 9: Organization Development, Organization Development Interventions

### **Career Planning:**

Module 10: Career planning: Introduction, objectives, steps involved in career planning, Creating career growth opportunity.

Module 11: Mentoring employees for growth - Providing developmental job assignments, providing resources of learning and development opportunities

Module 12: vertical promotions and horizontal postings to promote career progression - psychological contract and career anchors. {T:1,2}

### **Succession planning:**

Module 13: Introduction, objectives, significance, process. Identifying managerial positions which are critical for the business.

Module 14: Identifying the second line of leaders and developing their capabilities to occupy the critical positions in the event of the exit of current incumbents

Module 15: Taking up lateral hiring when there is discontinuity in the succession plans.

**Skill Development:**

*(These activities are only indicative, the Faculty member can innovate)*

1. Find out staffing strategy of any 2 companies
2. Conduct a survey on importance of HR planning in any 2 IT based companies
1. Study Attracting strategies of any 2 companies of financial institution
2. List out the latest trends in Recruitment
3. Study orientation programs offered by any 2 companies of IT sector

**TEXT BOOKS:**

1. Lance Berger, Dorothy Berger, Talent Management Handbook, McGraw Hill Professional, 2003, ISBN - 007143612X, 9780071436120.
2. Lyle M. Spencer, Phd Signe M. Spencer, Competence At Work Models For Superior Performance, John Wiley & Sons, 2008, ISBN - 812651633X, 9788126516339.
3. Sanghi, Seema, The Handbook of Competency Mapping, SAGE (Response Books), New Delhi, 2004, ISBN - 076199842X, 9780761998426.

**REFERENCE BOOKS:**

1. Chowdhary, Subir, The Talent Era, Financial Times/Prentice Hall International.
2. Chowdhary, Subir, Organization 2IC, Pearson Education, New Delhi.

## **D20MB027 -SERVICE MANAGEMENT**

### **Course Objective:**

The objective of this course is to enable the students to gain knowledge about the service management. This course will develop skills of students in the area of designing the service enterprises, managing service operations, developing quantitative models and managing inventory and quality; to acquaint the students about various issues of service Operations management.

### **Course Outcomes:**

At the end of the course the student will be able to

- Understand concepts; develop skills in the area of Operations management and Design of service enterprises
- Able to develop strategies and supply relationships for effective management of services.
- Hone their abilities for developing quantitative models for service management
- Hone their abilities to build the projecting and implement the project systematically
- Able to develop skills for management of inventory and service quality.

### **Understanding Services:**

Module1 The concept of service operations, Role of Services in an Economy, States of Economic Development, Nature of the Service Sector, Sources of Services Sector Growth, Distinctive Characteristics of Service Operations

Module2 Classifying Services for Strategic Insights, An Open-Systems View of Services, The strategic Service Vision, Understanding the Competitive Environment of Service, Competitive Service Strategies, Strategic Analysis

Module3 Winning Customers in the Marketplace, The Competitive Role of Information in Services, the virtual value chain, Stages in Service Firm Competitiveness, service operations management practices and Service Benchmark.

### **Designing the Service Enterprise:**

Module4 Innovation in Services, New service Development, Service Design Elements, Strategic Positioning through process structure, Service Blueprinting

Module5 Taxonomy for Service Process Design, Generic Approaches to Service System Design, Generic Approaches to Service System Design, Intellectual Property

Module 6 Technology in the Service Encounter, The Emergence of Self-Service, Automation in Service, The Internet as Service Enabler, E-Commerce, E-Business Models, Economics of Scalability, Technological Innovation in Services.

### **Managing Service Operations:**

Module7 Generic Strategies of Level Capacity, Strategies for Managing demand, Strategies for Managing Capacity, Managing waiting lines the Economics of Waiting, Queuing Systems

Module8 The Psychology of Waiting, Principles of Waiting Line Management, Essential Feature of Queuing Systems. Service Supply Relationships, Service Supply Relationships, Managing Service Relationships

Module9 Professional Service Firms, Outsourcing services, Globalization of Services, Domestic Growth and Expansion Strategies, Franchising, Globalization of Services, Global Service Strategies

### **Quantitative Models for Service Management and demand forecasting:**

Module10 Capacity Planning and Queuing Models, Analytical Queuing Models, Capacity Planning Criteria, Average Customer Waiting Time, Probability of Excessive Waiting

Module11 Minimizing the sum of Customers Waiting Costs and Service Costs, Probability of Sales Lost Because of Inadequate Waiting Area

Module12 **Forecasting Demand** for Services The Choice of Forecasting Method, Subjective Models, Causal Models, Time Series Models.

### **Managing Service Inventory and Quality: Inventory Theory**

Module13 Order Quantity Models, Inventory Management under Uncertainty, Inventory Control Systems, Single-Period Model for Perishable Goods

Module15 Walk-Through Audit, Achieving Service Quality, Service Recovery, Stages in Quality Development.

**Skill Development:**

*(These activities are only indicative, the Faculty member can innovate)*

1. Visit any service sector organization and prepare the report on service operations
2. Prepare a service blue print for a service organization.
3. Visit any service sector organization and prepare the report on service strategies followed by the organization.
4. Prepare a queuing model for a service sector organization nearer to you.
5. Visit any service sector organization and prepare the report on service quality measures followed by the organization.

**Text Book:**

1. James A. Fitzsimmons and Mona J. Fitzsimmons “Service Management” 7e, Mc Graw Hill, 2014.

**REFERENCE BOOKS:**

1. Metters, King-Metters, Pullman and Walton “Service Operations Management” 2e Cengage 2015
2. B.Mahadevan, “Operations Management”, 2e, Pearson.

## **D20MB0228 -SUPPLY CHAIN MANAGEMENT**

### **Course Objective:**

1. To understand the basic concepts, processes and key elements of a supply chain.
2. To provide insights for establishing efficient, effective, and sustainable supply chains.
3. To explain the role of technology in supply chain planning, visibility, and execution.

### **Course Outcomes:**

At the end of the course students should be able to understand:

1. Demonstrate knowledge of the functions of logistics and supply chain management.
2. To relate concepts and activities of the supply chain to actual organizations.
3. Highlight the role of technology in logistics and supply chain management.
4. Evaluate cases for effective supply chain management and its implementation.

Module1 Introduction: Basic concepts & philosophy of SCM

Module2 Essential features, decision phases – process view, supply chain framework

Module3 Key issues in SCM and benefits.

Module4 Designing the supply chain network: Designing the distribution network, role of distribution, factors influencing distribution

Module5 Design options, distribution networks in practice, network design in the supply chain, factors affecting the network design decisions.

Module6 Designing and Planning Transportation Networks, role of transportation, modes, design options, tailored transportation.

Module7 Inventory Management: Concept, various costs associated with inventory

Module8 EOQ, buffer stock, lead time reduction, reorder point / re-order level fixation,

Module9 ABC analysis, SDE/VED Analysis.

Module10 Purchase and Vendor Management: Centralized and decentralized purchasing

Module11 Functions and purchase policies, vendor rating/ evaluation, single vendor concept

Module12 Account for materials, just in time & Kanban systems of inventory management.

Module13 Logistic Management: Logistics of part of SCM, logistics costs, logistics, sub-systems, inbound and out bound logistics

Module14 Bullwhip effects in logistics, distribution and warehousing management. Demand Management and Customer Service: Demand Management

Module15 CPFRP, customer service, expected cost of stock outs.

### **Text Book**

1. A Logistic approach to Supply Chain Management – Coyle, Bardi, Longley, 1st Edition, Cengage Learning.
2. Supply Chain Logistics Management, Donald J Bowersox, Dand J Closs, M Bixby Coluper, 2nd Edition, TMH, 2008.

## **References**

1. Supply chain management, Chopra Sunil and Peter Meindl - 3<sup>rd</sup> edition, Pearson, 2007.
2. Supply Chain Management-A Managerial Approach,Amith Sinha, Herbert, 2nd edition, TMH.
3. A Text Book of Logistics and Supply chain management, Agarwal D.K. - 1st edition, Macmillan

## **Skill Development:**

*(These activities are only indicative, the Faculty member can innovate)*

1. Students are expected to choose any 4 Indian Organizations and study their supply chain in terms of drivers of the Supply chain and submit a report.
2. Students should visit different logistics companies and understand the services provided by them and submit a report.
3. Students should identify any product/service and study the type of distribution system used and understand the reason for using that particular type and present it in the class.
4. Students should identify the various types of IT applications employed by Indian Organizations in their Supply chain.

## **D20MB029 -INTRODUCTION TO BUSINESS ANALYTICS**

Course Objective: The purpose of this course is to introduce students to the statistical package R for data analysis. Upon successful completion of the course, students should be able to use R to perform descriptive statistics including graphics, perform basic inferential statistical analyses including regression analysis, read and write data files, perform basic data manipulations, use R packages, and perform basic programming in R including loops.

### **Course outcomes:**

#### **At the end of this course, the students will able to**

1. Explain the fundamentals of R Programming
2. Understand Basics of math, types of operators and data types
3. Choosing the loops and decision-making statements to solve the problems
4. Outline the creating the charts and graphs using R
5. Interpret the probability distributions, correlation, t-test, ANOVA, Chi-square test
6. Develop the models in linear regression, multiple regression, Poisson regression, through R programming.

**Module: 1 Introduction:** Introduction, Evolution of R, Features of R, Basic syntax, Basis of math, variables, Data types: Vectors, Lists, Matrices, Arrays, Factors, Data frames. Variables, Types of operators: Arithmetic operators, Relational operators, Logical Operators, Assignment Operators.

**Decision making:** if statement, if-else statement, switch statement, Loops: For loop, while loop, repeat loop, Importing CSV files and Excel files.

**R-Charts and graphs:** Pie charts, Bar charts, Box plots, Histograms, line graphs, Scatter plots, customizing graphs, saving graphs to files.

**Probability distributions:** Binomial distribution, Poisson distribution, normal distribution, Basic statistics, covariance, correlation, t-tests, ANOVA, Chi-square test.

**Linear models:** Linear regression, Multiple linear regression, logistic regression, Poisson regression, Survival analysis, Time series analysis.

### **Text Books**

1. The Art of R Programming, Norman Matloff, Cengage Learning
2. R for Everyone, Lander, Pearson

### **Reference Books**

1. R Cookbook, Paul Teetor, Oreilly.
2. R in Action, Rob Kabacoff, Manning

**Skill Development:**

*(These activities are only indicative; the Faculty member can innovate)*

1. Identify the restaurant in your city, collect the amount spend on food for each customer on a day and test the hypothesis at specified level of price using R programming.
2. Collect the data from [www.bankrate.com](http://www.bankrate.com) and develop the confidence interval for mean using R programming.
3. Select the two banks in your city/town Contact the visitors of the bank take data of waiting time of customers and test mean waiting time in both the banks is significant using R programming.
4. In a city collect the data of monthly rent and size of the apartment, develop the regression model to predict the monthly rent based on the size of the apartments using R programming.
5. Download a data set from [www.data.gov.in](http://www.data.gov.in) develop the multiple regression model using R programming.

**II YEAR II SEMESTER**  
**D20MB030 -INTERNATIONAL BUSINESS**

**Course Objective:**

- 1) To enable the students to understand the nature, scope and structure of International Business
- 2) To give an understanding the influence of various environmental factors on international business operations
- 3) To provide a knowledge about international logistics, production, investment with the structure and policy
- 4) To let student absorb the issues involved in technology transfer with regard to political factors.

**Course Outcomes:**

- How the environmental factors influence international business decisions? Comment.....L1
- Explain about international Economic Institutions and their job in international Trade.....L2
- Choose a location which is most suitable for manufacturing of automobiles .....L3
- Recall the highlights of Indian foreign Trade policy 2015-2020.....L1
- Importance of technology transfer in international business. Comment.....L5

**MODULE 1 Introduction to International Business:** Importance nature and scope of International business; modes of entry and Theories of International Business;

**MODULE 2** Framework for analyzing international business environment – Political, Economical, Social, **Technological**,

**MODULE 3** Environmental and Legal environments and their impact on international business decisions.

**MODULE 4 Global Trading Environment:** World trade in goods and services – Major trends and developments; World trade and protectionism

**MODULE 5** Tariff and non-tariff barriers; International Economic Institutions and Agreements – WTO, IMF, World Bank, and other International agreements;

**MODULE 6** Regional Economic Groupings in Practice- Global economic forum- BRICS – Regionalism vs. multilateralism, Structure and functioning of EC and NAFTA; Other Regional economic cooperation's

**MODULE 7 Global Technology & International Operations:** Global Technological Management – Technology and Business;

**MODULE 8** Issues in international technology transfers; Management of International Operations – Location of production;

**MODULE 9** Management of Inventory; Sourcing of Inputs ;International Logistics.

**MODULE 10 Indian Foreign Trade Policy:** India's Foreign Trade – Trends and developments;

**MODULE 11** Commodity composition and direction, India's foreign trade in global context. Recent Foreign Trade Policy –

**MODULE 12** Legal frame work; Special Focus Initiatives.

**MODULE 13 Export and Import Procedures & Promotions:** Export and Import Procedures; Import Substitution and Export Promotion Policies –

**MODULE 14** Export Incentives –duty exemption schemes, EPCG, duty draw backs; Role of commercial banks in foreign trade; EXIM Banks; Export credit insurance and ECGC. Infrastructure Support for Export Promotion –

**MODULE 15** EPC; STO; EPZ/SEZ; EOUs; Foreign Investment Policy – Indians Joint ventures abroad, Multilateralism and Bilateralism in India's foreign trade.

**TEXT BOOKS:**

1. Aswathappa, 5e, International Business, TMH
2. P.Subba Rao, 3e, International Business, HPH

**REFERENCE BOOKS:**

1. John Daniels • Lee Radebaugh • Daniel Sullivan, International Business
2. Economic Survey, Govt. of India.
3. Export-import Policy and Other Documents

## **D20MB031 -PROJECT MANAGEMENT**

**Course objective:** This course will enable the students to gain knowledge about the modern project management, project life-cycle, estimation of project times and costs. This course will develop skills of students in the area of project management techniques, managing project risks and teams and out sourcing project works and monitoring of project progress and project closure; to acquaint the students about various issues of project management.

### **Course outcome**

At the end of the course the student will be able to

1. Understand concepts, develop skills and formal project management processes that are used by managers to propose, plan secure resources, budget and lead project teams for successful completion of their projects.
2. Apply decision tools, frame works and fast experiences to critically analyze various project management issues and challenges
3. Initiate actions when needed, make mid – course adjustments in plans and recover from unexpected problems.
4. Hone their abilities to build the projecting and implement the project systematically
5. Develop skills for managing project risks

### **Modern Project Management:**

Module1 Project life cycle, characteristics of Project, drivers of project management, project governance, project management – a socio technical approach

Module2 Project portfolio management system, Project selection criteria, project request for proposal (RFP) defining the project scope, establishing project priorities

Module3 Creating work breakdown structures (WBS), integrating WBS with the organization responsibilities, matrices, responsibility matrices, project communication plan

### **Estimating project times, costs and project management techniques:**

Module4 Factors influencing quality estimates, top – down versus bottom – up estimates, methods for estimation of project times and costs, bottom – up

Module5 Approaches for estimating project times and costs, types of costs, creating database for estimation.

Module6 Network Analysis – PERT and CPM – application of network techniques to engineering problems

### **Managing project risk and scheduling resources and costs:**

Module7 Risk management processes, risk identification, risk assessment, risk response development, contingency planning

Module8 opportunity management, risk response control, change control management.

Scheduling resources and costs: overview of resource scheduling problem

Module9 Types of resource constrains, classification of scheduling problem, resource allocation methods, benefits of scheduling the resources, assigning project work.

### **Managing Project Teams and outsourcing Project work:**

Module10 Five stage team development model, situational factors affecting team development, building high performance project team

Module11 Managing virtual project teams, project team pitfalls.

Module12 Outsourcing project works, best practices in outsourcing project work, the art of project negotiations

### **Monitoring and Project closure:**

Module13 Structure of a project monitoring information system, project control process, monitoring time performance

Module14 Forecasting final project cost, other control issues

Module15 Types of project closure wrap – up closure activities: post – implementation evaluation.

**Text Book:**

1. Clifford F. Gray, Erik W. Larson and Gowtham.V.Desai “Project Management, the Managerial Process ” 6e, Mc Graw Hill, 2014.

**Reference Books:**

1. Merydith, Montel and Gopal “ Project Management” wiley India
2. Prasanna Chandra, “Projects, Planning, Analysis, Selection, Financing, Implementation and Review”, TataMcGraw Hill Company Pvt. Ltd., New Delhi.
3. L.S Srinath “PERT and CPM” 3e EWP.
4. Subhash Chandra Das “Project Management And Control” PHI.

## **II YEAR II SEMESTER ELECTIVES MARKETING D20MB033 -INTEGRATED MARKETING COMMUNICATION**

### **Course Objective:**

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

### **Course Outcome:**

At the end of the course students should be able to

- Understand Integrated marketing communication mix and its impact on consumer behavior
- Analyse Budgeting, evaluation of IMC and measuring effectiveness of communication
- Evaluate Sales promotion, media planning and ethical aspects in effective communication

**Module:1 Understanding Integrated Marketing Communication:** Understanding Marketing Communication,

**Module:2** Integrated Marketing Communication, Integrated Marketing Communication as an Integral part of Marketing, Understanding Consumer Behaviour,

**Module:3** Understanding the Communication process, Communication Mix. Case: Cadbury Manages a Crisis with Integrated Marketing Communications (Kruti Shah page no 59)

**Module:4 Budgeting, Objectives and Evaluation of IMC:** Setting Communication Objectives, DAGMAR Approach to setting objectives and measuring advertising effectiveness, allocating the

**Module:5** Marketing Communication Budget, Conducting research to measure communication effectiveness, Post- Testing tools and techniques, Evaluating other promotional tools and IMC. Case

**Module:6** The Premium Milk Food Private Ltd. (Kruti Shah page no 820) Case : Archias, Advertizing (Jaishri Jethwaney, Shruthi Jain, Oxford, page no 195)

**Module:7 Marketing Communication Mix I:** Creative Execution in Advertising, Decision in Print, Execution on Radio,

**Module:8** Execution on online and television, getting that 'Big Idea' of creativity.

**Module:9** Case : Tata Salt (Part I,II,III) (Kruti Shah page no 282,284,310-311,367-372)

**Module:10 Marketing Communication Mix II:** Sales Promotion, Direct Marketing, Personal Public Relations, Publicity and Corporate Advertising,

**Module:11** Unconventional Promotional Media: Sponsorships, Mobile Advertising, Word Of Mouth, Village Farmers, Out of Home Media,

**Module:12** World Wide Web Communications. Case : Amul taste of India (Kruti Shah page no 793) Case : Rasha Prankees promotion (Kruti Shah page no 600)

**Module:13 Regulation, Social and Ethical Aspects of Advertising and Promotion:-** Federal Regulation of Advertising, regulations of Advertising and Promotion in India, regulation of other Promotional Areas,

**Module:14** Social and Ethical Criticisms of Advertising, ethical aspects of Advertising – Truth in Advertising, Advertising to children, Advertising controversial products,

**Module:15** Social Aspects of Advertising. Case : Surrogate advertising(Jai shri Jethwaney page no 475-480) Case : The Unilever experience (Jai shri Jethwaney page no 606)

### **Skill Development**

- Direct the students to undertake studies on various promotional tools of some selected organizations and their effectiveness on organizational performance

**Text Book:**

1. Krutishah, Alan D'Souza, Advertising and promotions on IMC Perspective, TMH, 2012.  
· Journals: Indian Journal of Marketing, MICA Communications Review

**References:**

1. Jaishri Jethwaney, Shruthi Jain, Advertising Management, Oxford, Second edition, 2012.
2. George E Belch, Michael A Belch , Keyoor puravi , Advertising and Promotions – An Integrated Marketing Communications perspective , TMH, 2013.
3. Semenile , Allen, O Guinn , Kaufmann, Advetising and Promotions, An Integrated brand approach, Cengage, 6th edition , 2012.
4. SHH Kazmi, Satish K.Batra, Advertising & Sales Promotions, 3rd edition, Excel Books, 2011.
5. Terence A. Shimp, Integrated Marketing communication Advertising and Promotion, 8th edition Cengage Learning , 2012.
6. S.A.Chunawalla, Advertising Sales and Promotion Management, 4th edition, HPH,2012.
7. Ruche Gupta, Advertising Principles and Practice, 1st edition, S. Chand, 2012.
8. Semenik, Allen, O Guinn, kanfmann, Advertising and Promotions an Intergrated Brand Approach,6th edition, Cengage Learning, 2012.
9. Dr. Niraj kumar, Integrated Marketing Communication, HPH, 2011.
10. Dinesh Kumar, Marketing Channel, Oxford, 2012.
11. PROF. Ritwik haldar, Advertising and Sales Promotion Management, HPH, 2011.

## **D20MB034 -ADVERTISING AND BRAND MANAGEMENT**

### **Course Objective:**

Brands have assumed one of the central roles in marketing communications. This course examines the role of advertising in how brands are built and managed. Particular emphasis is placed on students' understanding of the link between effective advertising and brand success that will improve managerial decision-making with respect to brands. Among other issues, this course will capture brand equity, managing brands over time and emerging trends in brand management, and the application of the marketing mix to support brand strategies.

### **Course Outcomes:**

1. Examine advertising and its functions in relation to brand success.
2. Critically evaluate how creative concepts and executions will contribute to brand success.
3. Analyse advertising and branding techniques and apply them to a variety of different issues.
4. Work effectively in teams to analyse and prepare presentations on advertising and brand management issues.

**Module:1** Overview of Advertising Management: Introduction, Meaning and Framework of Advertising;

**Module:2** Defining Advertising; Advertising to Persuade the Buyer; Importance of Advertising in Marketing;

**Module:3** Role of Advertising in Marketing Mix and Positioning.

**Module:4** Structure of an Advertising Agency: Advertisers and Advertising Agencies Introduction; Choosing an Advertising Agency;

**Module:5** Overview of an Advertising Agency; Departments of an Advertising Agency, Creative department, Media department, Client servicing department,

**Module:6** Marketing research department; Ancillary Services; Interfacing with Client's Organisation; Integration of Services.

**Module:7** Media Planning & Advertising Budget: Introduction, Media Objectives; Media Options; Measuring Media Audiences;

**Module:8** Determining Media Weight; Media Schedule Decisions; Space and Time Buying; Cost Considerations; Factors Influencing Advertising Budget Setting,

**Module:9** Typical Spending Patterns, Common Budgeting Approaches, Budgeting Methods.

**Module:10** Brand Management: Brand Building and Positioning –

**Module:11** Measuring Brand Performance – Designing Brand Marketing Programmes

**Module:12** Evaluating Brand Performance – Branding in Retail Business .

**Module:13** Brand repositioning-restructure-retrenchment-

**Module:14** Role of Own Label

**Module:15** Emerging trends in Brand Management.

### **Text Books**

1. William Wills, John Burnett and Sandra Mriarty – Advertising Principles and Practice – Pearson, ND.
2. YLR Murthy, Brand Management: Indian Cases .Vikas, ND.

### **REFERENCE BOOKS**

1. John. S. Wright Wills. L.Winter, Jr. and SherliyerK.Leigler, Advertising – Tata McGraw Hill.
2. Manendra Mohan – Advertising Management Concepts and Cases – Tata McGraw Hill.
3. Percy & Elliot – Strategic Advertising Management, Oxford University Press.

4. Chunnawala, S.A., Compendium of Brand Management, Himalaya Publications House, 2004.
5. Mathur, U.G. Brand Management – Text and Cases, Macmillan India Ltd. 2006.

**Skill Development:**

*(These activities are only indicative, the Faculty member can innovate)*

1. Build a model of Promotion mix which gives the best utilitarian value for the business firms.
2. Appropriate media plans can be developed.
3. Adequate knowledge on advertising agencies in India.
4. Brand building can be planned effectively for different segments.
5. Case study development on Brand repositioning.

## D20MB035 -SERVICES MARKETING

### Course Objective:

1. To acquaint the students with the characteristics of services and their marketing implications.
2. To discuss and conceptualize the service quality, productivity in services, role of personnel in service marketing and to manage changes in the environment.
3. To familiarize the students with the GAPS model and strategizing towards closing the GAPS for effective services marketing.

### Course Outcome:

At the end of the course students should be able to

1. Develop an understanding about the various concepts and importance of Services Marketing.
2. Analyse emerging issues and trends in the service sector.
3. Analyze consumer behavior, expectations and perceptions of customers in developing service marketing strategies
4. Learn to evaluate and implement service strategies to meet new challenges.
5. Applying knowledge in eliminate or minimize customer gap

**Module:1 Foundations of Service Marketing:** What are Services? Why Services Marketing? Role of Services in Modern Economy,

**Module:2** Service and Technology, characteristics of services compared to goods, Services Marketing Mix, staying focusing on customer,

**Module:3** Gaps model of Service Quality-Customer Gap, Provider Gap and Closing Gap.

**Module:4 Focus on the Consumer:** Consumer behaviour in services, Consumer expectations in service,

**Module:5** consumer perceptions of service,

**Module:6** Understanding Consumer Requirements-listening to customers through research, building customer relationships, service recovery.

**Module:7 Aligning Service Design and Standards:** Service innovation and design-challenges, types of service innovations, stages in service innovation and development,

**Module:8** service blueprinting, high performance service innovations, new Service Development Processes,

**Module:9** Customer defined service standards-factors, types, and development, Physical Evidence and the Services cape.

**Module:10 Delivering and Performing Service:** Employee's roles in service delivery,

**Module:11** customer's roles in service delivery,

**Module:12** delivering service through intermediaries and electronic channels, managing demand and capacity.

**Module:13 Managing Service Promises:** Integrated services marketing communications-need for coordination, five categories of strategies to match service promises with delivery,

**Module:14** Pricing of Services-three key ways that service prices are different for customers, approaches to pricing services,

**Module:15** pricing strategies that link to the four value definitions.

### Skill Development:

*(These activities are only indicative, the Faculty member can innovate)*

1. Find five effective service advertisements in newspapers and magazines. According to the criteria given in this chapter, identify why they are effective. Critique them using the list of criteria and discuss ways they could be improved.

2. Consider that you are the owner of a new private college and can prepare a value/price package that is appealing to students. Describe your approach. How does it differ from existing offerings?
3. Visit a service provider of your choice. Experience the service firsthand if possible and observe other customers for a period of time. Describe the consumers experience in detail in terms of what happened throughout the process and how customers, including yourself, felt about it. How could the service experience be improved?
4. Try a service you have never tried before on the internet. Analyze the benefits of this service. Was enough information provided to make the service easy to use? How would you compare this service to other methods of obtaining the same benefits?
5. List five incidents in which a service company has exceeded your expectations. How did you react to the service? Did these incidents change the way you viewed subsequent interactions with the companies? In what way?

**Text book**

1. Valarie A. Zeithaml & Mary Jo Bitner: Services Marketing – Integrating customer focus across the firm, TMH, Fifth edition, 2011.

**Journals:** Indian Journal of Marketing, MICA Communications Review.

**Reference Books:**

1. John E.G. Bateson, K. Douglas Hoffman: Services Marketing, Cengage Learning, Fourth Edition, 2012.
2. R. Srinivasan, Services Marketing the Indian context, 3rd edition, PHI, 2012.
3. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Services Marketing, 7th edition Pearson 2013.
4. K. Rama Mohan Rao, Services Marketing, 2nd edition Pearson, 2011.
5. Dr. S. Shajahan, Services Marketing, 2nd edition, HPH, 2012.
6. Ramneek Kapoor, Justin Paul, Biplab Halder, Services Marketing Concepts and Practices, TMH, 2011.
7. Rajendra Nargundkar, Services Marketing, , 3rd edition, TMH, 2012.  
Gupta, Services Marketing, Everest, 2007.

## **D20MB036 -DIGITAL MARKETING**

### **Course Objective**

To make the students understand dynamics of marketing in digital era.

### **Learning Outcome**

On completion of this course, students will be able to:

- Understand the basics of digital marketing.
- Develop a comprehensive digital marketing strategy.
- Analyze and understand the various tools of Digital Marketing.
- Use new media such as search engine and social networking.

### **Module: 1 Introduction to Digital Marketing**

Introduction to marketing in the digital environment- types of web presence- common ecommerce business models( B2B, B2C, C2C, B2G) – History of digital marketing –

**Module: 2** Digital marketing channels and classifications - Understanding Marketing Process - Digital Marketing Vs traditional Marketing. - Understanding Digital Marketing Process-

**Module: 3** Digital media options-online-fulfillment options. Introduction to payment gateways-(Case Study of PayPal, SecurePay and Payroo).

### **Module: 4 Digital Marketing Research**

Audience profiling and segmentation-Internet usage patterns -Post Internet consumer behavior and understanding buyer behavior online-pillars of direct marketing-Online research and behaviour tracking methods-Introduction to behavioral targeting.

**Module: 5** Online surveys- blog mining- data mining- Building customer profiles using navigation and sales data-

**Module: 6** Competitor analysis online- Integrating online and offline strategies.

### **Module: 7 Search Engine Optimization and Marketing**

Meaning and Intro - keywords - Different types of keywords - Google keyword planner tool - Keywords research process –

**Module: 8** Understanding keywords mix. Email campaign creation and management-Google Adwords- search and display on search engines- pricing models online-

**Module: 9** Introduction to page rankings- Google Adwords analytics- Search Engine Optimization- Process and methodology

### **Module: 10 Tools of Digital Marketing**

**Email Advertising:** Introduction –Creating Marketing Message - Challenges faced in sending bulk emails - Types of email marketing- Opt-in & bulk emailing.

**Module: 11 Online Display Advertising-** Mobile and Web Marketing- Social Media Marketing Types of Online Advertising - Display Advertising - Contextual advertising - Top ecommerce websites around the world & it's scenario in India

### **Module: 12 Digital Marketing**

Understanding Mobile Devices - Mobile Marketing and Social Media - Mobile Marketing Measurement and Analytics - Advertising on mobile (App & Web) - Mobile marketing mix - SMS marketing

**Module: 13 E-Public Relations**

Introduction to online reputation management, Importance of managing online reputation for a business, strategies and tools of online reputation management, handling negative comments. How to use blogs-forums and discussion boards- Blogs, forums and communities- Viral campaigns and the social graph. Building relationships with different stakeholders online.

**Module: 14 Code of Practices in Digital Marketing**

Localization of content and advertising. Evolution of Indian banking industry – journey from brick and mortar to mobile banking,

**Module: 15** Consumer engagement – meaning and methods. Regulations and Code of Practice in Digital Marketing in India.

**Skill Development:**

*(These activities are only indicative, the Faculty member can innovate)*

1. To get well versed with Google AdWords and Google tools
2. Free tools for website designing.
3. Understanding the various measures taken to relate to enhance Public relations.
4. Create and maintain a page on Social Media Eg: Facebook- Twitter- Instagram- LinkedIn.
5. Help a start up promote their local business using Google AdWords or Facebook Promotes.

**Books for Reference:**

1. Deepak Bansal , A Complete Guide To Search Engine Optimization, B.R Publishing Corporation, Ist Edition, 2009
2. Grienstein and Feinman- E-commerce –Security, Risk Management and Control (TMH,The Consumer Decision Journey, McKinsey Quarterly, No3, 2009
3. Ramsey , Seven Guidelines for Achieving ROI from Social Media, eMarketer , 2010
4. Damian Ryan , Understanding Digital Marketing : Marketing Strategies for Engaging the Digital Generation, Kogan Page, 3rd Edition, 2014.

## D20MB037 -FINANCIAL DERIVATIVES

### **Objective of the Course:**

This course is aimed at enabling the student understand the issues involved in planning finances and investments at a personal level, and to be in a position to provide advice on the issues.

### **Course Outcomes**

1. Understand the concept, types, history and trading of derivatives in India.
2. Find out the prices of forward and future contracts.
3. List out the various types of options in the derivative markets.
4. Apply the Binomial and black schools model in derivative contracts.
5. Analyze the various types of swaps

**Module-1:Introduction to derivatives:** Meaning, features, uses, functions and Types of Derivatives & Traders,

**Module-2 :** History of derivatives, Derivative Markets, Derivatives Trading in India,

**Module-3:** Types risks – systematic risk and unsystematic risk.

**Module-4: Forward contract** – Meaning, features, classifications, merits and demerits, determination of forward price.

**Module-5: Future contract** – Meaning, Features, types of future contracts, trading mechanism,

**Module-6:** Clearing house, margin money, basic concepts in futures pricing.

**Module-7:Option:** Meaning, Types of options, option trading,

model -8 valuation of option, option pricing

Model -9, Determination of option pricing - put, call parity

**module -10 Binomial Option pricing model- introduction, assumptions, merits and demerits of binomial model**

**Module -11 Computations of binomial model**

**Module -12, Black Schole model assumptions, types, merits, demerits, and computations of model**

**Module-13:Swaps** – introduction, features, types of swaps – interest rate swap, currency swap,

**Module-14:**Equity swap, credit default swap, commodity swap,

**Module-15:** Economic motivators for swaps

### **TEXT BOOKS:**

1. Hull, J.: Options: Futures and other Derivatives, Prentice Hall, New Delhi.
2. Kolb, Robert W: Understanding Future Markets, Prentice Hall Inc., New Delhi.
3. Vijaya Bhaskar P: Derivatives Simplified, Response Books, New Delhi.

### **REFERENCE BOOKS:**

1. Hull, John C., Futures Options and Other Derivatives, Pearson Education (2008).
2. Rajiv Srivatsava., Derivatives and Risk management, Oxford University Press (2010).

## D20MB039 -STRATEGIC FINANCIAL MANAGEMENT

### Objective of Course:

To enlighten the students with the Concepts and Practical applications of Strategic Financial Management, with particular reference to the financial strategy and value of the enterprise.

### Course Outcomes:

- 1) To outline the concepts of Financial management from strategic perspective
- 2) To carry out strategic planning, Financial modeling and Financial plans
- 3) To solve and analyze financial analysis through Traditional method and modern methods
- 4) To solve and analyze financial analysis through funds flow and cash flow
- 5) To recall the tools of forecasting financial statement

**Module1:**Introduction to Strategic Financial Management,Meaning, Functions-,characteristics

**Module2:-**Scope,Importance, constraints, SFM relation with other subjects

**Module 3:** Profit maximization Vs wealth maximization - Difference between FM & SFM,

**Module4:**Strategic Planning Process,Major Kinds of Strategies and Policies,

**Module5:** Corporate Planning , Process of Financial Planning,Types of Financial Plan Financial Models Techniques of Financial Modeling

**Module6:** Uses and Limitations of Financial Modeling , Applications of Financial Models ,Types of Financial Models ,. Process of Financial Model Development.

**Module7:**Meaning of financial analysis, objectives of financial analysis, sources of information for financial statement analysis,

**Module8:** steps of a financial statement analysis, traditional approaches to financial statement analysis, modern approaches to financial statement analysis.

**Module9:** Tools of financial statement analysis- comparative analysis- common size analysis.

**Module10:**Tools of financial statement analysis ,Trend analysis -Fund flow Analysis

**Module11:**Concept, uses, limitations, statement of changes in working capital

**Module12:**Cash flow Analysis- concept, uses, cash received from operations.

**Module13:**Meaning and definition of financial forecasting, purpose

**Module14:** Use, and importance of financial forecasting, forecasting financial statement

**Module15:** Tools of forecasting financial statements.

### `Skill Development:

*(These activities are only indicative, the Faculty member can innovate)*

1. Collect the financial data from two companies and analyze comparative and common size statements.
2. Collect the financial data from companies and analyze trend analysis , funds flow and cash flow statements

3. Collect the financial data from two companies and forecast financial statements

**Text Books:**

1. Rajni Sofat, Preeti Hiro, Strategic Financial Management, PHI
2. Van Horn, JC, Financial Management and Policy, Prentice Hall, New Delhi
3. PG Godbole, Mergers, Acquisitions and Corporate Restructuring, Vikas Publishers, New Delhi
4. Weaver, Strategic Corporate Finance, Cengage, New Delhi.
5. Bhagaban Das, Corporate Restructuring, Himalaya publishing House
6. Dr. G.V. Satya Sekhar, Financial Strategic Management, Himalaya publishing House

**Reference Books:**

1. Weston JF, Chung KS & Heag SE., Mergers, Restructuring & Corporate Control, Prentice Hall.
2. GP Jakhotiya, Strategic Financial Management, Vikas Publication, New Delhi.
3. Coopers & Lybrand, Strategic Financial: Risk Management, Universities Press (India) Ltd.
4. Robichek, A, and Myers, S., Optimal Financing Decisions, Prentice Hall Inc.
5. James T.Gleason, Risk: The New Management Imperative in Finance, A Jaico Book.

## **D20MB040 -COMPENSATION & REWARD SYSTEM**

### **Course Objective**

To make students familiar with the theoretical and practical developments in the area of compensation and benefits and discuss the strategic importance of compensation for the achievement of organizational goals.

### **Course Outcomes:**

The students will be able to

1. Gain insights of various conceptual aspects of Compensation and Benefits to achieve organizational goals
2. Be familiar with internal and external factors that influence compensation design
3. Understand the Legal & Administrative Issues in global compensation to prepare a compensation plan, CTC, wage survey and calculate various bonuses.
4. Designing the compensation strategies for attraction, motivation and retaining high quality workforce.
5. Determine the performance based compensation system for business excellence and solve various cases.

### **Introduction to Compensation:**

Module 1: Definition of Compensation, Basic concepts of Compensation. (wages, salary, benefits, DA, consolidated pay, Equity based programs, commission, reward, remuneration, bonus etc.),

Module 2: Types of Compensation Management - The Pay Model

Module 3: Strategic Pay Policies, Strategic Perspectives of Pay, Strategic Pay Decisions, Best Practices vs. Best Fit Options.

### **Internal Alignment:**

Module 4: Definition of Internal Alignment, Internal Pay Structures,

Module 5: Strategic Choices in Internal Alignment Design,

Module 6: Internal Structure.

### **Job Evaluation:**

Module 7: Definition of Job Evaluation, Major Decisions in Job Evaluation, Job Evaluation Methods, Final Result

Module 8: Pay Structure - various methods of calculation of compensation: Straight Halsey Premium Bonus Plan, Halsey Weir Premium Plan, Rowan Premium Bonus Plan, Emerson Efficiency Plan, Bedeaux Point Method.

Module 9: Based on productivity: Taylor Differential Piece Rate Method, Merrick's Multiple Piece Rate Plan, Gantt Task & Bonus Wage Plans.

### **Determining External Competitiveness and Benefits Management:**

#### **Competitiveness:**

Module 10: Definition of Competitiveness, Pay Policy Alternatives, Wage Surveys, Interpreting Survey Results, Pay Policy Line,

Module 11: Pay Grades Benefits: Benefits Determination Process

Module 12: Value of Benefits, Legally Required Benefits, Retirement, Medical, & Other Benefits.

#### **Performance Based Compensation System:**

Module 13: Employee Contributions: Pay For Performance (PFP): Rewarding Desired Behaviors , Designing PFP Plans, Merit Pay/Variable Pay,

Module 14: Compensation of Special Groups, Compensation Strategies for Special Groups.

#### **Incentives:**

Module 15: Positive & negative incentives, Types of individual incentives, Incentive plans for blue collar workers: individual incentive plans: based on time & based on productivity. Group incentive plans: Pristman's plan, Scanlon plan, profit sharing, co-partnership, cafeteria compensation plan, ESOP. Incentive plans for white collar workers: straight salary, straight commission, combination plans.

**Skill Component:**

- Students must prepare a comprehensive compensation plan to be offered to a Sales Executive, A General Manager and The CEO of an organization.
- Students must compare and analyze compensation practices in different countries.
- Students to collect information from an IT organization regarding the Cost To Company of an employee.
- Students have to prepare questionnaire for conducting wage survey and carry out wage survey for any selected sector and prepare a report for the same.
- Students to calculate the bonus amount eligible to an employee working as a HR Executive for the past 10 years in manufacturing organization.

**RECOMMENDED BOOKS:**

- Compensation & Reward Management, BD Singh, 2<sup>nd</sup> edition, Excel books, 2012.
- Compensation, Milkovich & Newman, 9th edition, 2017, Irwin/McGraw-Hill.
- Compensation and Benefit Design, Bashker D. Biswas, FT Press, 2012.
- An Introduction to Executive Compensation, Steven Balsam, Academic Press, 2002.

**REFERENCE BOOKS:**

- Strategic Compensation, Joseph J. Martocchio, 3<sup>rd</sup> Edition, Prentice Hall, 2004.
- Compensation Management in Knowledge based world, Richard I. Anderson, 10<sup>th</sup> edition, Pearson Education.
- Compensation Management, ErSoniShyam Singh, Excel Books.

## **D20MB041 -HR ANALYTICS AND METRICS**

### **Course Objective:**

The objective of the course is to introduce HR Analytics for the aspiring HR professionals. The course will provide the necessary conceptual framework, models and introduce the application tools.

### **Course Outcomes:**

By the end of the course the learners are expected to

1. Understand the importance of HR Analytics and utilize HR analytics for business advantage.
2. Apply the HR Analytics and measure HR functions using softwares such as MS Excel/ IBM-SPSS
3. Assess the effectiveness of HR functions by applying data analysis techniques.
4. Build predictive models to forecast HR trends in organizations.
5. Create visualization tools for effective presentation of HR analytics.

**Module:1 HR ANALYTICS-INTRODUCTION:** What is HR Analytics, Growth of HR analytics, Big data and HR analytics- Integrating business strategy,

**Module: 2** HR analytics and competitive advantage, Business value of HR programmes, HR analytics impact on business outcomes,

**Module: 3** Measuring HR programs impact

**Module: 4 HR ANALYTICS – MEASURES 1:** (Practice using MS Excel) Measures of organization structure – Talent acquisition measures:

**Module: 5** Traditional measures, Effectiveness measures, Emerging measures

– Organizational demographics and succession planning,

**Module: 6** Measuring RoI on talent development, Metrics and measures for strategic alignment

**Module: 7 HR ANALYTICS – MEASURES 2:** (Practice using MS Excel) Traditional measures of employee en- gagement,

**Module: 8** Measuring attrition, Predictive modeling for employee attrition analysis, Measuring and managing competencies, Competency baselining, Traditional measures of compensation,

**Module: 9** Valuing benefits using CTC statement, Portfolio management of benefits

**Module: 10 PREDICTIVE HR ANALYTICS:** (Practice using IBM-SPSS / MS Excel ) Predictive HR analytics, Need, Applications of predictive HR analytics (Cases), Diversity analytics,

**Module: 11** Employee attitude surveys, Pre- dicting employee turnover, Predicting employee performance,

**Module: 12** Recruitment and selection analytics, Monitoring the impact of interventions, Business applications, Predictive modelling scenarios

**Module: 13 ADVANCED ANALYTICS AND VISUALIZATION:** Moderation and Interaction analysis, Multi-level linear modelling, Curvilinear relationships, Structural equation models,

**Module: 14** Growth models, Latent class analysis,

**Module: 15** Visualization tools, Creating charts and graphs, Creating pivot Table, Creating HR dashboards.

**Skill Development: VFSTR**

*(These activities are only indicative, the Faculty member can innovate)*

1. Assess the demographic distribution of employees in a company.
2. Present the calculation of important HR metrics.
3. Predict attrition levels of HR in any organization.
4. Create a HR dashboard for any one organization.
5. Fit HR data of an organization to an advanced analytic model.

**TEXT BOOKS:**

1. Ramesh Soundararajan, Kuldeep Singh, *Winning on HR Analytics: Leveraging Data for Competitive Advantage*, Sage Publications India, New Delhi, 2017.
2. Dr Martin R. Edwards, Kirsten Edwards, *Predictive HR Analytics: Mastering the HR Metric*, Kogan Page Publishers, 2016.

**REFERENCE BOOKS:**

1. Jac Fitz-enz, John Mattox, II, *Predictive Analytics for Human Resources*, John Wiley & Sons, 2014.
2. Bernard Marr, *Data-Driven HR: How to Use Analytics and Metrics to Drive Performance*, Kogan Page Publishers, 2018.

## **D20MB042 -ORGANIZATION DEVELOPMENT AND CHANGE**

### **Course Objective:**

1. To understand the concepts of change management and to acquire the skills required to manage any change effectively.
2. To understand the various components and constraints involved in Change management.
3. To learn the various tools & techniques for Organization Development.
4. To understand the different OD interventions and its effectiveness.

### **Course Outcomes:**

By the end of the course the learners are able to....

- Develop a model by understanding an organizational development process....L3
- Become aware of the OD process and profession.....L2
- Analyze the diagnostic models to various organizational scenarios.....L4
- Understand OD Interventions and their effectiveness in organizations.....L1
- Choose OD interventions and select them accordingly the diagnosed problem....L5

### **Organization Development: Introduction**

#### **Module -1**

Organization Development: Definition, Growth, Relevance – History and Evolution of OD

#### **Module -2**

OD interventions, actors to be considered, choosing and sequencing intervention activities, classification of OD interventions, results of OD,

#### **Module - 3**

Typology of interventions based on target groups.

#### **OD – Diagnosis**

#### **Module -4**

OD: Entering and Contracting- Diagnosing: Need, Open Systems Model

#### **Module -5**

Organizational Level Diagnosis- Group Level Diagnosis – Individual Level Diagnosis –

#### **Module - 6**

Methods for collecting and analyzing diagnostic data -Feeding Back the Diagnostic Data.

#### **OD - Implementing Interventions – Strategic Change Interventions**

#### **Module - 7**

Designing Effective Interventions – Overview of Human Process Interventions – Leading and Managing Change: Vision, Political Support, Transition, Sustaining –

#### **Module-8**

Evaluating OD interventions- Institutionalizing Organizational Change - Transformational Change: Characteristics – Integrated Strategic Change-

#### **Module -9**

Organization Design, Culture Change – Continuous Change: Self-Designing organizations- Learning Organizations.

#### **Different Types of Interventions**

#### **Module - 10**

Process Consultation – Third-Party Peacemaking – Team Building – Organization confrontation meeting – Intergroup-relation interventions- Large-group interventions.

Restructuring Organizations, Employee Involvement, work Design, Balanced scorecard; business process reengineering; downsizing and outsourcing;

#### **Module-12**

Strategic Interventions: Competitive and Collaborative Strategies, Organization Transformation.

#### **Organizational change-**

**Module 13**

Introduction, nature of change, Internal & External changes, types of change, Models of change- Lewis's Force field, Systems Model, Action research model,

**Module 14**

organizational vision and strategic planning. Resistance to change- reasons for the resistance, overcoming resistance for the change,

**Module 15**

systematic approach to making change- factors for effective change, skills of leaders in change management.

**Skill Development:**

*(These activities are only indicative, the Faculty member can innovate)*

1. Draft out OD process for any organisation
2. Apply the diagnostic models for any organization
3. Design OD Interventions and apply them for any two organisations.
4. Implementation of change management programmes in organization.

**Skill Development:**

*(These activities are only indicative, the Faculty member can innovate)*

1. Identify the traits of a self designing organisation of your choice
2. Attempt to diagnose the group level in any service organisation
3. Study the company which introduced planned change in their organisation
4. study the cultural change taking place in an organisation which is in service sector.

**TEXT BOOKS:**

1. [Thomas G. Cummings](#), [Christopher G. Worley](#), Organization Development & Change, 9E, Cengage Learning, 2009, ISBN- 0324421389, 9780324421385
2. [Dipak Kumar Bhattacharyya](#), Organizational Change And Development, 2E, Oxford University Press, 2011, ISBN - 0198066465, 9780198066460.

**REFERENCE BOOKS:**

1. Palmer, Dunford, Akin: Managing Organizational Change - A multiple perspective Approach, 2E, McGraw-Hill Education, 2008, ISBN - 0073404993, 9780073404998.
2. Thornhill, Managing Change, Pearson, 2005.
3. Radha R Sharma: Change Management—Concepts and Applications, TMH, 2007.

## **D20MB044 -COMPETITIVE MANUFACTURING MANAGEMENT**

### **Course Objective:**

To enable the students to learn the modern concepts of Manufacturing like JIT, TQM, Continuous improvement, Waste Elimination, Improvement of quality of products and processes and lean manufacturing. By adapting the concepts, students will be able to achieve the competitive advantages over their competitors in manufacturing sector.

### **Course Outcomes:**

- To enable the students to gain knowledge about continuous improvement waste elimination and customer focus.
- Able to apply JIT and TQM in day to day operations of the organization.
- To enable the students to adopt lean manufacturing practices for efficiency improvement of organization.
- Able to develop skills in the lean manufacturing area.

### **Continuous Improvement, Waste Elimination, Customer Focus:**

Module1 Fundamentals of Continuous Improvement, Continuous Improvement Strategy, Kaizen, Improvement Threshold, Innovation Improvement

Module2 Making the Leap, Improvement as Strategy Finding and Implementing Improvements, PDCA Cycle, Five-Why Process

Module3 Value Analysis, Value Engineering, Process Reengineering, Reengineering Fundamentals, Role of Systems Analysis, Employee Involvement.

### **Just In Time (JIT), Total Quality Management (TQM) and Production Planning:**

Module4 Value-Added and Waste Elimination, Value –Added Focus, Source of waste, JIT Principles, The concept of JIT

Module5 TQM: Customer-Focused Quality, Framework for Managing TQM, Employee Involvement, Benchmarking, Implementing TQM.

Module6 Simplified Production Planning and Control Systems, Scheduling for Smooth Flow, Synchronizing and Balancing Process, Synchronization.

### **Quality Products and Quality Process:**

Module7 Quality of Design, Concurrent Engineering, Quality Function Deployment, Design for Manufacture, Taguchi Methods

Module8 Quality Inspection and Statistical Sampling, Role of Inspection, Acceptance Sampling, Statistical Process Control, Control Charts, Process, Capability

Module9 Statistical Process Control in Practice, Systems for Eliminating Defects, Source Inspection and Pokayoke, Jidoka.

### **Elements of Lean Production:**

Module10 Small-Lot Production, Lot-Sizing, Lot-Size Reduction, Facilitating Small Lot Sizes, Setup-Time Reduction, Improve Setups, Setup-Reduction Methodology

Module11 Techniques for Setup Reduction, Setup-Reduction Projects, Maintaining and Improvement Equipment, Equipment Maintenance, Equipment Effectiveness, Preventive Maintenance Program

Module12 Total Productive Maintenance, Implementing TPM, Pull Production Systems, Pull systems and push systems, Group Technology, Focused Factory, Workcells and cellular Manufacturing, workcell Concepts, Workcell Applications.

### **Lean Manufacturing:**

Module13 Implementation of Lean Manufacturing, Toyota Production System, Inventory and Variation

Module14 Lean Manufacturing Simplified, Significance of Lead Time, Five Strategies to Becoming Lean, Sustaining the Gains

Module15 A Lean Transformation, Planning and Goals, Constraint Management, Cellular

**Skill Development:**

*(These activities are only indicative, the Faculty member can innovate)*

1. Visit any company and identify the Continuous Improvement Strategy followed by them
2. Prepare a report on TQM implementation process followed by a company that you have visited recently.
3. Visit any company and identify the SQC methods followed by them .
4. Prepare a report on lean production methods followed by a manufacturing company that you have visited.
5. Prepare a report on lean manufacturing practices followed by the Indian companies.

**TEXT BOOK:**

1. John M. Nicholas, “Competitive Manufacturing Management”, TMH, New Delhi, 2001. 12<sup>th</sup> RP.

**REFERENCE BOOKS:**

1. Lonnie Wilson, “How to Implementing Lean Manufacturing”, MC Graw Hill, New Delhi, 2015.

## D20MB045 -PREDICTIVE ANALYTICS

**Course Objective:** Predictive analytics is a growing field within business and becoming more and more important as the amount of data available to researchers and managers grows. In this course students will be exposed to basic concepts related to Predictive analytics, some analysis techniques, and the practice and use of data analytics in several areas using excel/SPSS.

### **Course Outcomes:**

**After studying this course, students can able to understand**

1. How to use regression analysis to predict the value of a dependent variable based on the value of an independent variable and evaluation of assumptions of regression analysis.
2. Develop a multiple regression model, and determine which independent variables are most important in predicting a dependent variable.
3. Understand the time series forecasting models.
4. Explain the concept and application of discriminant analysis and interpret the results of discriminant analysis.
5. Analyzing the concept and applications of factor analysis and interpret the output of factor analysis.

**Simple Linear Regression:** Introduction, Types of regression models, determining the simple linear regression equation, Measures of variation, assumptions of regression, residual analysis, measuring auto correlation, inferences about the slope and correlation coefficient.

**Multiple Regression:** Developing Multiple Regression Model,  $r^2$ , adjusted  $r^2$ , and the overall F Test, Residual analysis for the multiple regression model, inferences concerning the population regression coefficients, using dummy variables and interaction terms in regression model and Logistic Regression.

**Time series forecasting:** The importance of Business Forecasting, Component factors of time series models, smoothing an annual time series: Moving Averages, Exponential smoothing, Least squares trend fitting and forecasting: The linear trend model, the quadratic trend model, exponential trend model, the exponential trend model. Time series forecasting of seasonal data.

**Discriminant analysis and conjoint analysis:** Discriminant analysis: introduction, objectives of discriminant analysis, discriminant analysis model, steps in conducting discriminant analysis. Conjoint analysis: introduction, concept of performing conjoint analysis, assumptions and limitations of conjoint analysis.

**Factor analysis and cluster analysis:** Factor analysis: Introduction, basic concepts using factor analysis, factor analysis model, some basic terms used in factor analysis, process of conducting the factor analysis. Cluster analysis: introduction, basic terms used in the cluster analysis, process of conducting the cluster analysis.

### **Text Book:**

1. DAVID M. LEVINE, DAVID.F. STEPHAN, KATHRYAN A. SZABAT Statistics for Managers Using Microsoft Excel, PHI, Seventh edition.
2. Bajpai, Naval. Business statistics. Pearson Education India, 2009.

### **Reference Books**

1. Aczel, Amir D. Complete business statistics. Chicago: Irwin, 2012.
2. Statistics for Business and Economics, Anderson et al, 9e, Cengage Learning

### **Skill Development:**

*(These activities are only indicative; the Faculty member can innovate)*

6. Identify the restaurant in your city, collect the amount spend on food for each customer on a day and test the hypothesis at specified level of price.
7. Collect the data from [www.bankrate.com](http://www.bankrate.com) and develop the confidence interval for mean.
8. Select the two banks in your city/town Contact the visitors of the bank take data of waiting time of customers and test mean waiting time in both the banks is significant.
9. In a city collect the data of monthly rent and size of the apartment; develop the regression model to predict the monthly rent based on the size of the apartments.
10. Download a data set from [www.data.gov.in](http://www.data.gov.in) develop the multiple regression model.

## D20MB043 - INNOVATION AND NEW PRODUCT DEVELOPMENT

### COURSE DESCRIPTION AND OBJECTIVE:

The objective of this course is to enable the students to gain knowledge about the innovation and new product development. This course will develop skills of the students in the area of innovation management and design of innovation process, strategic alliances, new product and package development. To acquaint the students about various issues of new service innovation, market research and its influence on new product development.

### COURSE OUTCOMES:

- Upon completion of the course, student will able to achieve the following outcomes:
- Understand concepts; develop skills in the area of innovation management.
- Able to develop strategic alliances and networks for innovation.
- Hone their abilities for development of new products.
- Hone their abilities for the development of new packaging for the products.
- Able to develop skills for new service innovation and market research for new products.

### Skills

- *Draft out innovation process for any IT organisation.*
- *Prepare a report on technology transfer models followed by any research lab.*
- *Identify new product development models followed by any two manufacturing companies in India.*
- *Prepare a report on any two new service development models followed by Indian service organization*

**Module: 1 INNOVATION MANAGEMENT:** Introduction, Importance and need of innovation, Popular view of innovation, Models of innovation,

**Module: 2** Innovation as a management process, The role of state in innovation and the market,

**Module:3** Innovation diffusion theories.

**Module:4 MANAGING INNOVATION WITH IN FIRMS:** Managing uncertainty, organizational characteristics that facilitate the innovation process,

**Module:5** role of individual in the innovation process,

**Module:6** IT systems and their impact on innovation.

**Module:7 INNOVATION AND OPERATIONS MANAGEMENT:** Design of innovation, Innovation in the management of operations process,

**Module:8** Technology trajectories knowledge base of an organization,

**Module:9** Learning organization, Degree of innovativeness, Technology strategy.

**Module:10 STRATEGIC ALLIANCES AND NETWORKS:** forms of strategic alliances, open innovation, technology transfer and models of technology transfer.

**Module:11 NEW PRODUCT DEVELOPMENT - PRODUCT STRATEGY:** New product plan, Product strategy, Differentials and positioning, Competing with other products,

**Module:12** New products and property, Considerations when developing a new product development (NPD) strategy.

**Module:13** NPD strategy for growth, Over view of NPD theories, Models of new product development.

**Module:14 PACKAGING AND PRODUCT DEVELOPMENT:** Basic principles of packaging, Characteristic of package, Product rejuvenation,

**Module:15** New product opportunities through packaging, Product and packing size variation, Packaging system and retailer acceptance.

### **TEXT BOOKS:**

1. Paul Trout “Innovation and New Product Development”, 4<sup>th</sup> edition, Pearson Pub, 2010.

### **REFERENCE BOOKS :**

1. Karl Ulrich and Steven and Anitha Goel, “Product Design and Development”, 4<sup>th</sup> edition, MHE, 2015.
2. CK Prahalad and MS Kisan, “The New Age of Innovation”, 1<sup>st</sup> edition, MHE, 2015.
3. Dariun Rafinejod, “Innovation, Product Development and Commercialization”, 1<sup>st</sup> edition, Cengage, 2006.

### **REFERENCE BOOKS**

3. Jennifer George and Gareth Jones “Understanding and Managing Organizational Behavior”, Published by Pearson Education Inc.
4. Jon L Pierce and Donald G. Gardner, “Management and Organizational behavior”, Cengage Learning India (P) Limited.

### **PRACTICAL COMPONENTS**

- Studying organizational structures of any 10 companies and classifying them into different types of organizations which are studied in Unit 2 and justifying why such structures are chosen by those organizations.
- Preparing the leadership profiles of any 5 business leaders and studying their leadership qualities and behaviors with respects to the trait, behavioral and contingency theories studied.
- Identifying any five job profiles and listing the various types, abilities required for those jobs and also the personality traits/attributes required for the jobs identified.