



## JNTUA MBA R21 Regulations

### JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR

#### Draft Academic Regulations of MBA (Full Time) Programme

(Effective for the students admitted into I year from the Academic Year 2021-22 and onwards)

Jawaharlal Nehru Technological University Anantapur (JNTUA) offers **Two Years (Four Semesters)** full-time Master of Business Administration Post Graduate Degree programme, under Choice Based Credit System (CBCS) at its non-autonomous affiliated colleges and School of Management Studies, JNTUA.

The Jawaharlal Nehru Technological University Anantapur shall confer MBA degree on candidates who are admitted to the programme and fulfill all the requirements for the award of the degree.

#### 1. Award of the MBA Degree

A student will be declared eligible for the award of the MBA degree if he/she fulfils the following:

- 1.1 Pursues a course of study for not less than two academic years and not more than four academic years.
- 1.2 Registers for 102 credits and secures all 102 credits.

2. Students, who fail to fulfil all the academic requirements for the award of the degree within four academic years from the year of their admission, shall forfeit their seat in MBA programme and their admission stands cancelled.

#### 3. Programme of Study:

The following MBA specializations are offered at non-autonomous affiliated colleges and School of Management Studies, JNTUA.

S.No.	Discipline	Name of the Specialization	Code
1	Master of Business Administration	MBA	00
2		MBA (General Management)	
3		MBA (Business Management)	
4		MBA (Finance)	01
5		MBA (Fintech)	03
6		MBA- (Business Data Analytics)	04
7		MBA- (Big Data Analytics)	05
8		MBA- (Banking & Financial Services)	06
9		MBA- (Health Care & Hospital Management)	07

and any other specializations as approved by AICTE/University from time to time.



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### 4. Eligibility for Admissions:

- 4.1 Admission to the MBA programme shall be made subject to the eligibility, qualifications and specialization prescribed by the A.P. State Government/University for each programme, from time to time.
- 4.2 Admissions shall be made on the basis of either the merit rank or Percentile obtained by the qualified student in the relevant qualifying Examination / the merit rank obtained by the qualified student in an entrance test conducted by A.P. State Government (APICET) for MBA programmes/an entrance test conducted by University / on the basis of any other exams approved by the University, subject to reservations as laid down by the Govt. from time to time.

### 5. Programme related terms:

- 5.1 **Credit:** A unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one hour of teaching (Lecture/Tutorial) or two hours of practical work/field work per week.

Credit definition:

1 Hr. Lecture (L) per week	1 credit
1 Hr. Tutorial (T) per week	1 credit
1 Hr. Practical (P) per week	0.5 credit

- 5.2 **Academic Year:** Two consecutive (one odd + one even) semesters constitute one academic year.
- 5.3 **Choice Based Credit System (CBCS):** The CBCS provides choice for students to select from the prescribed courses.

### 6. Programme Pattern:

- 6.1 Total duration of the of MBA programme is two academic years
- 6.2 Each academic year of study is divided into two semesters.
- 6.3 Each Semester shall be of 22 weeks duration (inclusive of Examinations), with a minimum of 90 instructional days per Semester.
- 6.4 The student shall not take more than four academic years to fulfill all the academic requirements for the award of MBA degree from the date of commencement of first year first semester, failing which the student shall forfeit the seat in MBA programme.
- 6.5 The medium of instruction of the programme (including examinations and project reports) will be in English only.
- 6.6 All subjects/courses offered for the MBA programme are broadly classified as follows:



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S.No.	Broad Course Classification	Course Category	Description
1.	Core Courses	Foundational & Core Courses (CC)	Includes subjects related to the parent discipline
2.	Elective Courses	Specialization Elective (SE)	Includes elective subjects related to the parent discipline
		General Elective (GE)	Elective subjects which include inter-disciplinary subjects or subjects in an area outside the parent discipline which are of importance in the context of special skill development
3.	Skill Oriented Courses	Skill Courses (SC)	Courses that focus on imparting skills to students to make them employable
4.	Project	Experiential Learning project	multifaceted assignment that serves as a group academic and intellectual experience
		Project work	Major Project

- 6.7 The college shall take measures to implement Virtual Labs (<https://www.vlab.co.in>) which provide remote access to labs in various specializations of management and will help student in learning basic and advanced concept through remote experimentation. Student shall be made to work on virtual lab experiments during the regular labs.
- 6.8 A faculty advisor/mentor shall be assigned to each specialization to advise students on the programme, its Course Structure and Curriculum, Choice of Courses, based on his/her competence, progress, pre-requisites and interest.
- 6.9 Preferably 25% course work for the theory courses in every semester shall be conducted in the blended mode of learning.

### 7. Attendance Requirements:

- 7.1 A student shall be eligible to appear for the University external examinations if he/she acquires i) a minimum of 50% attendance in each course and ii) 75% of attendance in aggregate of all the courses.
- 7.2 Condonation of shortage of attendance in aggregate up to 10% (65% and above and below 75%) in each semester may be granted by the College Academic Committee.
- 7.3 Condonation of shortage of attendance shall be granted only on genuine and valid reasons on representation by the candidate with supporting evidence
- 7.4 Students whose shortage of attendance is not condoned in any semester are not eligible to take their end examination of that class.
- 7.5 A stipulated fee shall be payable towards condonation of shortage of attendance.
- 7.6 A student will not be promoted to the next semester unless he satisfies the attendance requirements of the present semester. They may seek re-admission into that semester when offered next.



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### 8. Evaluation – Distribution and Weightage of Marks:

The performance of a student in each semester shall be evaluated subject - wise (irrespective of credits assigned), for a maximum of 100 marks for theory and 100 marks for practical, on the basis of Internal Evaluation and End Semester Examination.

8.1 There shall be five units in each of the theory subjects. For the theory subjects 60% of the marks will be for the End Examination and 40% of the marks will be for Internal Evaluation.

8.2 Two Internal Examinations shall be conducted for 30 marks each, one in the middle of the Semester and the other immediately after the completion of instruction. First mid examination shall be conducted for I & II units of the syllabus and second mid examination for III, IV & V units. Each mid exam shall be conducted for a total duration of 120 minutes with 3 questions (without choice) each question for 10 marks. Final Internal marks for a total of 30 marks shall be arrived at by considering the marks secured by the student in both the internal examinations with 80% weightage to the better internal exam and 20% to the other. There shall be an online examination (TWO) conducted during the respective mid examinations by the college for the remaining 10 marks with 20 objective questions.

8.3 The following pattern shall be followed in the End Examination:

~~i. Five questions shall be set from each of the five units with either/or type for 12 marks each.~~

i. Five questions shall be set from each of the five units with either/or type for 10 marks each and 6<sup>th</sup> question shall be the case study for 10 marks.

ii. All the questions have to be answered compulsorily.

iii. Each question may consist of one, two or more bits.

8.4 For practical subjects, 60 marks shall be for the End Semester Examinations and 40 marks will be for internal evaluation based on the day-to-day performance.

The internal evaluation based on the day-to-day work-10 marks, record- 10 marks and the remaining 20 marks to be awarded by conducting an internal laboratory test. The end examination shall be conducted by the examiners, with a breakup mark of Procedure-10, Experimentation-25, Results-10, Viva-voce-15.

8.5 The following pattern shall be followed in the End Examination:

~~i. Five questions shall be set from each of the five units with either/or type for 12 marks each.~~

~~ii. All the questions have to be answered compulsorily.~~

~~iii. Each question may consist of one, two or more bits.~~



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- 8.6 **Skill oriented Courses:** The course shall carry 100 marks and shall be evaluated through continuous assessments during the semester for 40 sessional marks and end examination shall be for 60 marks. Day-to-day work in the class / laboratory shall be evaluated for 40 marks by the concerned teacher based on the regularity/assignments/viva/mid semester test. The end examination similar to practical examination pattern shall be conducted by the concerned teacher and an expert in the subject nominated by the principal.

The student shall be given an option to choose either the skill courses being offered by the college or to choose a certificate course being offered by industries/Professional bodies or any other accredited bodies. If a student chooses to take a Certificate Course offered by external agencies, the credits shall be awarded to the student upon producing the Course Completion Certificate from the agency. A committee shall be formed at the level of the college to evaluate the grades/marks given for a course by external agencies and convert to the equivalent marks/grades. The recommended courses offered by external agencies, conversions and appropriate grades/marks are to be approved by the University at the beginning of the semester. The principal of the respective college shall forward such proposals to the University for approval. If a student prefers to take a certificate course offered by external agency, the department shall mark attendance of the student for the remaining courses in that semester excluding the skill course in all the calculations of mandatory attendance requirements upon producing a valid certificate as approved by the University.

- 8.7 There shall be **Experiential Learning Project** for internal evaluation of 100 marks. It is a multifaceted assignment that serves as a group academic and intellectual experience for students to have learning-pathway experience. The maximum size of each group shall be four. Students may be asked to select a topic, profession, or social problem that interests them, conduct research on the subject, maintain a portfolio of findings or results, create a final product demonstrating their learning acquisition or conclusions (as a paper, short film, or multimedia presentation), and give an oral presentation before the Project Review Committee consisting of Head of the Department, supervisor/mentor and two other senior faculty members of the department. The student has to secure a minimum of 50% of marks to be declared successful.
- 8.8 A candidate shall be deemed to have secured the minimum academic requirement in a subject if he secures a minimum of 40% of marks in the End Examination and a minimum aggregate of 50% of the total marks in the End Semester Examination and Internal Evaluation taken together.
- 8.9 In case the candidate does not secure the minimum academic requirement in any of the subjects he/she has to reappear for the Semester Examination either



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supplementary or regular in that subject or repeat the course when next offered or do any other specified subject as may be required.

- 8.10 The laboratory records and mid semester test papers shall be preserved for a minimum of 3 years in the respective institutions as per the University norms and shall be produced to the Committees of the University as and when the same are asked for.

### 9. Credit Transfer Policy

As per University Grants Commission (Credit Framework for Online Learning Courses through SWAYAM) Regulation, 2016, the University shall allow up to 40% of the total courses being offered in a particular Programme in a semester through the Online Learning courses through SWAYAM.

- 9.1 The University shall offer credit mobility for MOOCs and give the equivalent credit weightage to the students for the credits earned through online learning courses through SWAYAM platform.
- 9.2 The online learning courses available on the SWAYAM platform will be considered for credit transfer. SWAYAM course credits are as specified in the platform
- 9.3 Student registration for the MOOCs shall be only through the institution, it will be mandatory for the student to share necessary information with the institution.
- 9.4 The institution shall select the courses to be permitted for credit transfer through SWAYAM. However, while selecting courses in the online platform institution would essentially avoid the courses offered through the curriculum in the offline mode.
- 9.5 The institution shall notify at the beginning of semester the list of the online learning courses eligible for credit transfer in the forthcoming Semester.
- 9.6 The institution shall also ensure that the student has to complete the course and produce the course completion certificate as per the academic schedule given for the regular courses in that semester
- 9.7 The institution shall designate a faculty member as a Mentor for each course to guide the students from registration till completion of the credit course.
- 9.8 The University shall ensure no overlap of SWAYAM MOOC exams with that of the University examination schedule. In case of delay in SWAYAM results, the University will re-issue the marks sheet for such students.
- 9.9 Student pursuing courses under MOOCs shall acquire the required credits only after successful completion of the course and submitting a certificate issued by the competent authority along with the percentage of marks and grades.
- 9.10 The institution shall submit the following to the examination section of the University:
- List of students who have passed MOOC courses in the current semester along with the certificates of completion.
  - Undertaking form filled by the students for credit transfer.



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9.11 The University shall resolve any issues that may arise in the implementation of this policy from time to time and shall review its credit transfer policy in the light of periodic changes brought by UGC, SWAYAM, NPTEL and State government.

**Note:** Students shall also be permitted to register for MOOCs offered through online platforms other than SWAYAM NPTEL. In such cases, credit transfer shall be permitted only after seeking approval of the University at least three months prior to the commencement of the semester.

### 10. Re-registration for Improvement of Internal Evaluation Marks:

A candidate shall be given one chance to re-register for each subject provided the internal marks secured by a candidate are less than 50% and has failed in the end examination

- 10.1 The candidate should have completed the course work and obtained examinations results for **I, II and III** semesters.
- 10.2 The candidate should have passed all the subjects for which the Internal Evaluation marks secured are more than 50%.
- 10.3 Out of the subjects the candidate has failed in the examination due to Internal Evaluation marks secured being less than 50%, the candidate shall be given one chance for each Theory subject and for a maximum of **three** Theory subjects for Improvement of Internal evaluation marks.
- 10.4 The candidate has to re-register for the chosen subjects and fulfill the academic requirements.
- 10.5 For reregistration the candidates have to apply to the University through the college by paying the requisite fees and get approval from the University before the start of the semester in which re-registration is required
- 10.6 In the event of availing the Improvement of Internal evaluation marks, the internal evaluation marks as well as the End Examinations marks secured in the previous attempt(s) for the reregistered subjects stand cancelled.

### 11. Evaluation of Project Work:

The Project work shall be initiated at the beginning of the IV Semester and the duration of the Project work is for one semester. Evaluation of Project work is for 200 marks with 100 marks for internal evaluation and 100 marks for external evaluation.

A Project Review Committee (PRC) shall be constituted with the Head of the Department as Chairperson, Project Supervisor and one senior faculty member of the department offering the MBA programme.

- 11.1 Registration of Project Work: A candidate is permitted to register for the Project Work in III Semester after satisfying the attendance requirement in all the subjects, both theory and laboratory (in I & II semesters).



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- 11.2 The Project work shall be initiated in the IV semester and the duration of the Project is of one semester.
- 11.3 A candidate is permitted to submit Project Thesis with the approval of PRC.
- 11.4 Continuous assessment of Project Work in IV semester will be monitored by the PRC.
- 11.5 The candidate shall submit status report by giving seminars in two phases in IV semester during the project work period. These seminar reports must be approved by the PRC before submission of the Project Thesis.
- 11.6 After registration, a candidate must present in Project Work Review - I, in consultation with his/her Project Supervisor, the title, objective and plan of action of his Project work to the PRC for approval within four weeks from the commencement of IV Semester. Only after obtaining the approval of the PRC can the student initiate the project work.
- 11.7 The Project Work Review - II in IV semester carries internal marks of 100. Evaluation should be done by the PRC for 50 marks and the Supervisor will evaluate the work for the other 50 marks. The Supervisor and PRC will examine the Problem Definition, Objectives, Scope of Work, Literature Survey in the same domain and progress of the Project Work.
- 11.8 A candidate has to secure a minimum of 50% of marks to be declared successful in Project Work Review - II. The unsuccessful students in Project Work Review - II shall reappear for it after a month.
- 11.9 For the approval of PRC the candidate shall submit the draft copy of thesis to the Head of the Department and make an oral presentation before the PRC.
- 11.10 After approval from the PRC, a soft copy of the thesis should be submitted for Anti- Plagiarism check and the plagiarism report should be included in the final thesis. The Thesis will be accepted for submission, if the similarity index is less than 30%.
- 11.11 After successful plagiarism check, three copies of the Project Thesis certified by the supervisor and HOD shall be submitted to the College.
- 11.12 The Principal of the College shall submit a panel of three examiners as submitted by the supervisor concerned and Head of the Department for a maximum of 20 students. The University shall nominate external examiner for conducting Project viva voce examination.
- 11.13 The Head of the Department shall coordinate and make arrangements for the conduct of Project Viva-Voce examination.
- 11.14 The Project Viva-Voce examinations shall be conducted by a board consisting of the Supervisor, Head of the Department and the external examiner nominated by the University. For Project Viva Voce examination in IV semester there are external marks of 100 and it is evaluated by the external examiner. The candidate has to secure a minimum of 50% marks in Viva-Voce examination.





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11.15 If he fails to fulfill the requirements as specified, he will reappear for the Project Viva-Voce examination only after three months. In the reappeared examination also, if he fails to fulfill the requirements, he will not be eligible for the award of the degree.

### 12. Grading:

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

After each course is evaluated for 100 marks, the marks obtained in each course will be converted to a corresponding letter grade as given below, depending on the range in which the marks obtained by the student fall.

**Structure of Grading of Academic Performance**

Range in which the marks in the subject fall	Grade	Grade points Assigned
$\geq 90$	S (Superior)	10
$\geq 80 < 90$	A (Excellent)	9
$\geq 70 < 80$	B (Very Good)	8
$\geq 60 < 70$	C (Good)	7
$\geq 50 < 60$	D (Pass)	6
$< 50$	F (Fail)	0
Absent	Ab (Absent)	0

A student obtaining Grade 'F' or Grade 'Ab' in a subject shall be considered failed and will be required to reappear for that subject when it is offered the next supplementary examination.

### Computation of Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA):

The Semester Grade Point Average (SGPA) is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student i.e.,

$$SGPA = \frac{\sum (C_i \times G_i)}{\sum C_i}$$

where,  $C_i$  is the number of credits of the  $i^{\text{th}}$  subject and  $G_i$  is the grade point scored by the student in the  $i^{\text{th}}$  course.

- The Cumulative Grade Point Average (CGPA) will be computed in the same manner considering all the courses undergone by a student over all the semesters of a program, i.e.,

$$CGPA = \frac{\sum (C_i \times S_i)}{\sum C_i}$$

where "S<sub>i</sub>" is the SGPA of the  $i^{\text{th}}$  semester and  $C_i$  is the total number of credits up to that semester.



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- ii) Both SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.
- iii) While computing the SGPA the subjects in which the student is awarded Zero grade points will also be included.

Grade Point: It is a numerical weight allotted to each letter grade on a 10-point scale. Letter Grade: It is an index of the performance of students in a said course. Grades are denoted by letters S, A, B, C, D and F.

### 13. Award of Class:

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

Class Awarded	Percentage of Marks to be secured
First Class with Distinction	$\geq 70\%$
First Class	$< 70\% \geq 60\%$
Pass Class	$< 60\% \geq 50\%$

**14. Exit Policy:** The student shall be permitted to exit with a PG Diploma based on his/her request to the university through the respective institution at the end of first year subject to passing all the courses in first year.

The University shall resolve any issues that may arise in the implementation of this policy from time to time and shall review the policy in the light of periodic changes brought by UGC, AICTE and State government.

### 15. Withholding of Results:

If the candidate has any case of in-discipline pending against him, the result of the candidate shall be withheld, and he will not be allowed/promoted into the next higher semester. The issue of degree is liable to be withheld in such cases.

### 16. Transitory Regulations

Discontinued, detained, or failed candidates are eligible for readmission as and when the semester is offered after fulfilment of academic regulations. Candidates who have been detained for want of attendance or not fulfilled academic requirements or who have failed after having undergone the course in earlier regulations or have discontinued and wish to continue the course are eligible for admission into the unfinished semester from the date of commencement of class work with the same or equivalent subjects as and when subjects are offered, subject to Section 2 and they will follow the academic regulations into which they are readmitted.

### 17. General:

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



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- 15.2 Disciplinary action for Malpractice/improper conduct in examinations is appended.
- 15.3 There shall be no places transfer within the constituent colleges and affiliated colleges of Jawaharlal Nehru Technological University Anantapur.
- 15.4 Where the words “he”, “him”, “his”, occur in the regulations, they include “she”, “her”, “hers”.
- 15.5 In the case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Vice-Chancellor is final.
- 15.6 The University may change or amend the academic regulations or syllabi at any time and the changes or amendments shall be made applicable to all the students on rolls with effect from the dates notified by the University.

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## JNTUA MBA R21 Regulations

### RULES FOR

#### DISCIPLINARY ACTION FOR MALPRACTICES / IMPROPER CONDUCT IN EXAMINATIONS

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



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4.	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5.	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that subject only.
6.	Refuses to obey the orders of the Chief Superintendent /Assistant - Superintendent /any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. If the candidate physically assaults the invigilator/ officer-in-charge of the Examinations, then the candidate is also debarred and forfeits his/her seat. In case of outsiders, they will be handed over to the police and a police case is registered against them.
7.	Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
8.	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and



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		forfeits the seat.
9.	If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	Student of the colleges expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat. Person (s) who do not belong to the College will be handed over to police and, a police case will be registered against them.
10.	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year.
11.	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject only or in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester / year examinations, depending on the recommendation of the committee.
12.	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the University for further action to award suitable punishment.	

1. Malpractices identified by squad or special invigilators
2. Punishments to the candidates as per the above guidelines.
3. Punishment for institutions: (if the squad reports that the college is also involved in encouraging malpractices)
4. A show cause notice shall be issued to the college.
5. Impose a suitable fine on the college.
6. Shifting the examination center from the college to another college for a specific period of not less than one year.

### Note:

Whenever the performance of a student is cancelled in any subject/subjects due to Malpractice, he has to register for End Examinations in that subject/subjects consequently and has to fulfil all the norms required for the award of Degree.

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**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR**  
(Established by Govt. of A.P., ACT No.30 of 2008)  
ANANTHAPURAMU – 515 002 (A.P) INDIA

**MASTER OF BUSINESS ADMINISTRATION**  
**MBA; MBA (General Management); MBA (Business Management)**  
**COMMON COURSE STRUCTURE & SYLLABI**

**SEMESTER – I**

S. No.	Course Code	Course Name	Category	Hours per week			Credits
				L	T	P	
1.	21E00101	Management & Organizational Behaviour	CC	4	0	0	4
2.	21E00102	Business Environment & Law	CC	4	0	0	4
3.	21E00103	Managerial Economics	CC	4	0	0	4
4.	21E00104	Financial Accounting for Managers	CC	4	0	0	4
5.	21E00105	Statistics for Managers	CC	4	0	0	4
6.	21E00106	Management Information Systems	CC	4	0	0	4
7.	21E00107	Business Communication Practice	SC	0	1	2	2
8.	21E00108	Information Technology Lab	SC	0	1	2	2
		<b>TOTAL</b>		<b>24</b>	<b>2</b>	<b>8</b>	<b>28</b>

**SEMESTER – II**

S.No.	Course Code	Course Name	Category	Hours per week			Credits
				L	T	P	
1.	21E00201	Financial Management	CC	4	0	0	4
2.	21E00202	Marketing Management	CC	4	0	0	4
3.	21E00203	Human Resource Management	CC	4	0	0	4
4.	21E00204	Business Research Methods	CC	4	0	0	4
5.	21E00205	Operations Research	CC	4	0	0	4
6.	21E00206	Operations Management	CC	4	0	0	4
7.		<b>General Elective – I</b>	GE	2	0	0	2
	21E00207a	Advanced Communication					
	21E00207b	E-Business					
	21E00207c	Industry 4.0 & Innovation					
8.	21E00208	Data Analytics Lab	SC	0	1	2	2
		<b>TOTAL</b>		<b>26</b>	<b>1</b>	<b>2</b>	<b>28</b>



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**COMMON COURSE STRUCTURE**

**SEMESTER - III**

S.No.	Course Code	Course Name	Category	Hours per week			Credits
				L	T	P	
1.	21E00301	Strategic Management	CC	4	0	0	4
2.	21E00302	Green Business Management	CC	4	0	0	4
3.	21E00303a 21E00303b 21E00303c 21E00303d	<b>Specialization Elective – I</b> Cost and Management Accounting Product and Brand Management Human Resource Development Mobile Commerce	SE	4	0	0	4
4.	21E00304a 21E00304b 21E00304c 21E00304d	<b>Specialization Elective – II</b> Financial Institutions and Services Consumer Behavior Labor laws and Legislation Supply Chain Management	SE	4	0	0	4
5.	21E00305a 21E00305b 21E00305c 21E00305d	<b>Specialization Elective - III</b> Investment and Portfolio Management Rural Marketing Performance Management Enterprise Resource Planning	SE	4	0	0	4
6.	21E00306a 21E00306b 21E00306c 21E00306d	<b>Specialization Elective –IV</b> Auditing and Taxation Advertising and Sales Promotion Management Knowledge Management Data Visualisation & Analytics	SE	4	0	0	4
7.	21E00307a 21E00307b 21E00307c	<b>General Elective – II</b> (MOOCS) Entrepreneurship Development Project Management Business Ethics & Corporate Governance	GE	2	0	0	2
8.	21E00308	Business Simulation Lab	LC	0	0	2	1
9.	21E00309	Experiential Learning Project	PR	0	0	2	1
		<b>TOTAL</b>		<b>28</b>		<b>4</b>	<b>28</b>





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**COMMON COURSE STRUCTURE & SYLLABI**

**SEMESTER - IV**

S.No.	Course Code	Course Name	Category	Hours per			Credits
				L	T	P	
1.	21E00401a	<b>Specialization Elective – V</b> Financial Derivatives	SE	4	0	0	4
	21E00401b	Services Marketing					
	21E00401c	Organization Development					
	21E00401d	Data Communication and Network Analysis					
2.	21E00402a	<b>Specialization Elective – VI</b> International Financial Management	SE	4	0	0	4
	21E00402b	International Marketing					
	21E00402c	Global Human Resource Management					
	21E00402d	Corporate Information Management					
3.	21E00403	Project Work	PR	0	0	20	10
		<b>TOTAL</b>		<b>8</b>		<b>20</b>	<b>18</b>



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**COMMON COURSE STRUCTURE**

Course Code	MANAGEMENT & ORGANIZATIONAL BEHAVIOUR	L	T	P	C
21E00101			4	0	0
<b>Semester</b>		<b>I</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To impart basic conceptual knowledge on Management theories and Practices</li> <li>• To achieve higher productivity and accomplishing the goals of the organization.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Understand concepts, theories and practices</li> <li>• Apply theoretical knowledge in managing the organization and Know the behaviour of employees at individual, group and organisational levels at work place under different leadership styles.</li> </ul>					
<b>UNIT - I</b>		Lecture Hrs: 8			
Role of Management – Concept – Significance – Functions – Principles of Management - Patterns of Management: Scientific – Behavioural – Systems – Contingency.					
<b>UNIT - II</b>		Lecture Hrs: 12			
Decision Making & Controlling – Process – Techniques. Planning – Process – Problems — Making It Effective Controlling - System of Controlling – Controlling Techniques – Making Controlling Effective.					
<b>UNIT - III</b>		Lecture Hrs:12			
Individual Behaviour & Motivation –Understanding Individual Behaviour – Perception – Learning – Personality Types – Johari window- Transactional Analysis- Motivation– Concept of Motivation - Motivational Theories of Maslow, Herzberg, David McClelland, and Porter and Lawler					
<b>UNIT - IV</b>		Lecture Hrs:12			
Group Behavior& Leadership: Benefits of Groups – Types of Groups – Group Formation and Development. Leadership and Organizational Culture and Climate: Leadership – Traits Theory – Managerial Grid – Transactional Vs Transformational Leadership – Qualities of good leader- Women Leadership in India.					
<b>UNIT - V</b>		Lecture Hrs:12			
Organisational Behaviour–Organizing Process – Departmentation Types – Making Organizing Effective –Organisational culture- Types of culture – Organisational Culture Vs Organisational climate - Conflict management -Change Management.					
<b>Textbooks:</b>					
<ol style="list-style-type: none"> <li>1. Principles of Management, Koonz,Wehrich and Aryasri, Tata McGraw Hill.</li> <li>2. Organizational Behaviour: Design, Structure and Culture, Gupta, Willey</li> <li>3. Management and Organisational Behaviour, Subbarao P, Himalaya Publishing House</li> </ol>					
<b>Reference Books:</b>					
<ol style="list-style-type: none"> <li>1. Organisational Behaviour ,S.S.Khanka, S.Chand</li> <li>2. Organisational Behaviour, Stephen P. Robbins, Pearson Education</li> <li>3. Organisational Behaviour , Mishra .M.N ,Vikas</li> <li>4. Management and Organisational behaviour, Pierce Gordner, Cengage.</li> <li>5. Behaviour in Organizations, Hiriyyappa .B.New Age Publications</li> <li>6. Organisational Behaviour,Sarma, Jaico Publications.</li> <li>7. Principles of Management ,Murugesan ,Laxmi Publications</li> </ol>					



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[https://onlinecourses.nptel.ac.in/noc20\\_mg58/preview](https://onlinecourses.nptel.ac.in/noc20_mg58/preview)  
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Course Code	BUSINESS ENVIRONMENT & LAW	L	T	P	C
21E00102			4	0	0
<b>Semester</b>		<b>I</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To Introduce business environment and various business environment factors and laws relating to business that have major repercussions on business enlighten.</li> <li>• To explain and update the changes that occur constantly in the sphere of business environment and laws .</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Acquire the knowledge on business policies and environment factors to carryout a business.</li> <li>• Understand the various laws relating to business activities</li> <li>• Conduct and plan business effectively and efficiently in the light of information on various business policies and laws.</li> </ul>					
<b>UNIT - I</b>		Lecture Hrs: 8			
Introduction to Business Environment:-Meaning, Components of Business Environment.-Industrial policy of 1991, Liberalization, Privatization and Globalization.					
<b>UNIT - II</b>		Lecture Hrs: 12			
Monetary, Fiscal and Trade Policy: Monetary& Fiscal Policy –,EXIM Policy, Role of EXIM Bank. Balance of Payments: <b>WTO</b> : Role and functions of WTO in promoting world trade –TRIPS, TRIMS and GATS, - Dumping and Anti-dumping measures.					
<b>UNIT - III</b>		Lecture Hrs:12			
Law-Definition -Need, classification and sources of Business Law, Law of Contract -1872 (Part-I): Nature of Contract and essential elements of a valid Contract, Offer and Acceptance. Law of Contract – 1872 (part-II): Consideration, Capacity to Contract and free consent, Legality of the object.					
<b>UNIT - IV</b>		Lecture Hrs:12			
Companies Act, 1956 (Part-I): Kinds of Companies, Formulation of Companies, Incorporation, Company Documents. Company Act, 1956 (Part-II): Company Management, Directors, Company meetings, Resolutions, Auditors, Modes of Winding-up of a company.					
<b>UNIT - V</b>		Lecture Hrs:12			
Information Technology Act, 2000: Scope and Application of ITAct, 2000- Digital signature e-governance, penalties and adjudication, cyber regulations appellate, tribunals, duties of subscribers-Right to Information Act,2005 –GST Act 2017.					
<b>Textbooks:</b>					
<ol style="list-style-type: none"> <li>1. Essentials of Business Environment, K.Aswathappa, Himalaya publishers.</li> <li>2. Economic Environment of Business, 7th Edition , Ahuja H.L. S.chand</li> <li>3. Mechantile Law- Garg, Sareen, Sharma, Chawla, Kalyani publishers.</li> </ol>					
<b>Reference Books:</b>					
<ul style="list-style-type: none"> <li>• Indian Economy, Dutt and Sundaram, S. Chand, New Delhi.</li> <li>• Business Environment – Text and Cases, Justin Paul, TMH.</li> <li>• Indian Economy- Misra and Puri, Himalaya.</li> <li>• Legal Aspects of Business, Ravinder Kumar, Cengage.</li> <li>• A Manual of Business Laws,S.N.Maheshwari&amp; Maheshwari, Himalaya.</li> <li>• Business law for management, K.R.Bulchandani-Himalaya Publishing.</li> <li>• Business law, R.S.N Pillai, Bhagavathi, S.Chand</li> </ul>					



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Course Code	MANAGERIAL ECONOMICS	L	T	P	C
21E00103			4	0	0
<b>Semester</b>		<b>I</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To impart decision making skills at all levels of management</li> <li>• To infuse managerial theories, behavioural theories and optimization methods for effective and efficient functioning of firms.</li> <li>• To explain concept of demand, techniques to forecast demand and production analysis considering time factor.</li> <li>• To introduce market structures and price strategies applicable under different business scenarios for various products.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Understand the relationship of Managerial economics with other functional areas.</li> <li>• Learn the techniques and methods to predict the demand scientifically.</li> <li>• Ascertain production levels and analyse the relationship of Cost-Volume Profit.</li> <li>• Take informed decisions on price fixation under different market structures of the economy under different scenario.</li> </ul>					
<b>UNIT - I</b>		Lecture Hrs: 8			
Introduction to Managerial Economics: Definition, Nature and Scope, Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations research - The role of managerial economist. Objectives of the firm: Managerial theories of firm, Behavioural theories of firm, optimization techniques, New management tools of optimization.					
<b>UNIT - II</b>		Lecture Hrs: 12			
Theory of Demand: Demand Analysis – Law of Demand - Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for Demand forecasting, forecasting techniques.					
<b>UNIT - III</b>		Lecture Hrs:12			
Production Analysis: Production function, Isoquants and Isocosts, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Returns to Factors, Economies of scale- Cost concepts - cost-output relationship in the short run and long run, Average cost curves - Break Even Analysis.					
<b>UNIT - IV</b>		Lecture Hrs:12			
Market Structure and Pricing practices: Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly. Pricing philosophy – Pricing methods in practice: Price discrimination, product line pricing. Pricing strategies: skimming pricing, penetration pricing, Loss Leader pricing. Pricing of multiple products.					
<b>UNIT - V</b>		Lecture Hrs:12			
Inflation and Business Cycles:-Definition and meaning-characteristics of Inflation- types of inflation - effects of inflation- Anti-Inflationary methods - Definition and characteristics of business cycles-phases of business cycle - steps to avoid business cycle					
<b>Textbooks:</b>					
<ol style="list-style-type: none"> <li>1. Managerial Economics, Dwivedi D.N. Vikas Publishers</li> <li>2. Managerial Economics, Gupta, TMH</li> </ol>					
<b>Reference Books:</b>					
<ol style="list-style-type: none"> <li>1. Managerial Economics, Pearson Education, James L.Pappas and EngeneF.Brigham</li> <li>2. Managerial Economics, Suma Damodaran, Oxford.</li> </ol>					



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| <ol style="list-style-type: none"><li>3. Macro Economics by MN Jhingan-Oxford</li><li>4. Managerial Economics- Dr.DM.Mithani-Himalaya Publishers</li><li>5. Managerial Economics-Dr.H.L Ahuja-S.Chand and Com pvt ltd, NewDelhi</li><li>6. Managerial Economics by Dominick Salvatore, Ravikesh Srivastava- Oxford University press. Managerial Economics by Hirschey- Cengage Learning</li></ol> |
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<b>Online Learning Resources:</b>
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<a href="https://onlinecourses.nptel.ac.in/noc21_mg90/preview">https://onlinecourses.nptel.ac.in/noc21_mg90/preview</a>
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**COMMON COURSE STRUCTURE**

Course Code	FINANCIAL ACCOUNTING FOR MANAGERS	L	T	P	C
<b>21E00104</b>			<b>4</b>	<b>0</b>	<b>0</b>
<b>Semester</b>		<b>I</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To introduce accounting , accounting rules, accounting process and preparation of financial statements.</li> <li>• To explain methods of valuation of assets,</li> <li>• To explore the meaning and interpretation of financial statements through ratio analysis technique.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Prepare the financial statements with accounting knowledge</li> <li>• Value the assets of the business organizations under different methods</li> <li>• Analyse the financial performance and position of the business organization and interpret the results from the point of company and investor</li> </ul>					
<b>UNIT - I</b>		Lecture Hrs: 8			
Introduction to Accounting: Definition, Importance, Objectives and principles of accounting, uses of accounting and book keeping Vs Accounting, Single entry and Double entry systems, classification of accounts – rules of debit & credit. (Only theory)					
<b>UNIT - II</b>		Lecture Hrs: 12			
The Accounting Process: Overview, Books of Original Record; Journal and Subsidiary books, ledger, Trial Balance, Final accounts: Trading accounts- Profit & loss accounts- Balance sheets with adjustments. (Problems on Only Final Accounts)					
<b>UNIT - III</b>		Lecture Hrs:12			
Valuation of Assets: Introduction to Depreciation- Methods (Simple problems from Straight line method, Diminishing balance method and Annuity method). Inventory Valuation: Methods of inventory valuation (Simple problems from LIFO, FIFO).					
<b>UNIT - IV</b>		Lecture Hrs:12			
Financial Analysis -I Analysis and interpretation of financial statements from investor and company point of view, Liquidity, leverage, solvency and profitability ratios – Du Pont Chart (A Case study on Ratio Analysis).					
<b>UNIT - V</b>		Lecture Hrs:12			
Financial Analysis-II: Objectives of fund flow statement - Steps in preparation of fund flow statement, Objectives of Cash flow statement- Steps in Preparation of Cash flow statement – Analysis of Cash flow and Funds flow statements - Funds flow statement Vs Cash flow statement. (Only theory).					
<b>Textbooks:</b>					
<ol style="list-style-type: none"> <li>1. Financial Accounting, Dr.S.N. Maheshwari and Dr.S.K. Maheshwari, Vikas Publishing House Pvt. Ltd.,</li> <li>2. Accountancy .M P Gupta &amp;Agarwal ,S.Chand</li> </ol>					
<b>Reference Books:</b>					
<ol style="list-style-type: none"> <li>1. Financial Accounting ,P.C.Tulisan ,S.Chand</li> <li>2. Financial Accounting for Business Managers, Asish K. Bhattacharyya, PHI</li> <li>3. Financial Accounting Management An Analytical Perspective, Ambrish Gupta, Pearson Education</li> <li>4. Accounting and Financial Management, Thukaram Rao, New Age Internationals.</li> <li>5. Financial Accounting Reporting &amp; Analysis, Stice&amp;Stice, Thomson</li> <li>6. Accounting for Management, Vijaya Kumar, TMH</li> <li>7. Accounting for Managers, Made Gowda, Himalaya</li> </ol>					





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**COMMON COURSE STRUCTURE & SYLLABI**

8. Accounting for Management ,N.P.Srinivasan, &M.ShakthivelMurugan, S.Chand

**Online Learning Resources:**

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<https://www.coursera.org/learn/wharton-accounting>



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**COMMON COURSE STRUCTURE**

Course Code	STATISTICS FOR MANAGERS	L	T	P	C
21E00105			4	0	0
<b>Semester</b>		<b>I</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To explain descriptive statistics and inferential statistics</li> <li>• To introduce various measurements used to describe the data and interpret the results of the data analysis.</li> <li>• To describe the concept of probability, theorems, and types of probability distributions of data.</li> <li>• To impart the computational, analytical and interpretation skills using the data</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Understand statistical techniques popularly used to describe the data in managerial decision making.</li> <li>• Know the procedure involved in inferential statistics and appropriate tests for given data.</li> <li>• Learn the computational skill, interpretation of results of the data analysis.</li> <li>• Analyse and differentiate various types of data distribution and its probability distribution.</li> </ul>					
<b>UNIT - I</b>		Lecture Hrs: 12			
Introduction of statistics – Nature & Significance of Statistics to Business, Measures of Central Tendency: Mean – Median – Mode ; Measures of Dispersion: range, quartile deviation, mean deviation, standard deviation, coefficient of variation.					
<b>UNIT - II</b>		Lecture Hrs: 12			
Correlation & Regression : Introduction, Significance and types of correlation – Measures of correlation – Co-efficient of correlation. Regression analysis – Meaning and utility of regression analysis – Comparison between correlation and regression – Properties of regression coefficients-Rank Correlation.					
<b>UNIT - III</b>		Lecture Hrs:12			
Probability – Meaning and definition of probability – Significance of probability in business application – Theory of probability: Addition and multiplication – Binominal distribution– Poisson distribution – Normal distribution.					
<b>UNIT - IV</b>		Lecture Hrs:12			
Testing of Hypothesis- Hypothesis testing: One sample and Two sample tests for means and proportions of large samples (z-test), One sample and Two sample tests for means of small samples (t-test), ANOVA Test : One-way and two way ANOVA .					
<b>UNIT - V</b>		Lecture Hrs: 08			
Non-Parametric Methods: Importance of Non-Parametric method – difference between parametric and non-parametric methods; Chi-square test : Test of Goodness of fit - test for Independence of Attributes; Sign test: One sample and paired samples data.					
<b>Textbooks:</b>					
<ol style="list-style-type: none"> <li>1. Statistical Methods, Gupta S.P., S.Chand.Publications</li> <li>2. Business Statistics, J.K.Sharma, Vikas house publications house Pvt Ltd</li> </ol>					
<b>Reference Books:</b>					
<ol style="list-style-type: none"> <li>1. Statistics for Management, Richard I Levin, David S.Rubin, Pearson,</li> <li>2. Complete Business Statistics, Amir D. Aezel, Jayavel, TMH,</li> <li>3. Statistics for Management, P.N.Arora, S.Arora, S.Chand</li> <li>4. Statistics for Management ,Lerin, Pearson Company, New Delhi.</li> <li>5. Business Statistics for Contemporary decision making, Black Ken, New age publishers.</li> <li>6. Business Statistics, Gupta S.C &amp; Indra Gupta, Himalaya Publishing House, Mumbai</li> </ol>					



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<https://iimbx.iimb.ac.in/statistics-for-business-i/>



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Course Code	MANAGEMENT INFORMATION SYSTEMS	L	T	P	C
21E00106		4	0	0	4
<b>Semester</b>		<b>I</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To provide the basic concepts of data and Management Information System and utility of the MIS for the managerial decisions.</li> <li>• To Explain Management of Information system, MIS design and implementation process in an organisation.</li> <li>• To discuss security, ethical and social issues in management of Information system.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Know Management of Information system scope, application and challenges in managing MIS.</li> <li>• Understand traditional and modern approaches for data resource management and models.</li> <li>• Evaluate product based and process based cost and benefit to implement and maintain MIS in an organization.</li> </ul>					
<b>UNIT - I</b>		Lecture Hrs: 8			
MIS An overview- Introduction, Need for MIS and IT nature and scope of MIS, MIS characteristics, Structure of MIS, role of MIS in global business. Challenges of Managing MIS.					
<b>UNIT - II</b>		Lecture Hrs: 12			
Data resource management- Data base concepts, The traditional approaches, the modern approaches (Data base management approaches) DBMS, Data models, Data ware housing and mining.					
<b>UNIT - III</b>		Lecture Hrs:12			
Business application of IS- Enterprise systems, ERP, CRM, SCM, DSS, Types of decisions, Decision support techniques, Decision making and Role of MIS, Business intelligence and Knowledge management systems.					
<b>UNIT - IV</b>		Lecture Hrs:12			
Management of IS- Project planning, SDLC, System development models, Project management, system analysis, system design, Implementation process, Product based MIS evaluation, Cost /Benefit based evaluation, Process based calculation, System maintenance					
<b>UNIT - V</b>		Lecture Hrs:12			
Security, Ethical & Social Issues : IS security threats, Protecting IS, IS Security Technologies, The disaster recovery plan, IS Ethical Issues, social issues.					
<b>Textbooks:</b>					
<ol style="list-style-type: none"> <li>1. MIS –Managerial Perspective, D.P.Goyal, Vikas Publications.</li> <li>2. Management Information Systems Text &amp; Cases, W S Jawadekar, Tata McGraw-Hill.</li> </ol>					
<b>Reference Books:</b>					
<ol style="list-style-type: none"> <li>1. Management Information Systems, C Laudon and Jane P.Laudon, et al, Pearson Education.</li> <li>2. MIS, Hossein Bidgoli, Nilanjan Chattopadhyay, Cengage Learning</li> <li>3. Introduction to Information Systems, Rainer, Turban, Potter, WILEY-India.</li> <li>4. Management Information Systems, James A. Obrein, Tata McGraw-Hill .</li> <li>5. Cases in MIS, Mahapartra, PHI.</li> <li>6. Management Information Systems, Gordon B. Davis &amp; Margrethe H.Olson, Tata McGraw-Hill .</li> </ol>					
<b>Online Learning Resources:</b>					
<a href="https://onlinecourses.nptel.ac.in/noc20_mg60/preview">https://onlinecourses.nptel.ac.in/noc20_mg60/preview</a> <a href="https://nptel.ac.in/courses/110/105/110105148/">https://nptel.ac.in/courses/110/105/110105148/</a> <a href="https://onlinecourses.swayam2.ac.in/cec21_ge05/preview">https://onlinecourses.swayam2.ac.in/cec21_ge05/preview</a>					



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**MBA; MBA (General Management); MBA (Business Management)**  
**COMMON COURSE STRUCTURE & SYLLABI**

Course Code	SKILL ORIENTED COURSE	L	T	P	C
21E00107	BUSINESS COMMUNICATION PRACTICE	0	1	2	2
<b>Semester</b>		<b>I</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To explain communication concepts</li> <li>• To develop the students' competence in communication at an advanced level.</li> <li>• To demonstrate communication skills viz., listening, speaking, reading and writing with teaching aids.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Understand the communication concepts and</li> <li>• Improve communication and competence skills</li> <li>• Obtain and apply proficiency in business communication at the workplace and professional contexts.</li> </ul>					
<b>UNIT - I</b>		Lecture Hrs: 8			
Concept of Communication – Significance, Scope – Communication Process – Essentials of good communication – Channels of Communication – Organisation Structure - Formal, Informal Communication – Upward, Downward, Horizontal Communication.					
<b>UNIT - II</b>		Lecture Hrs: 10			
Types of communication: Verbal – Oral Communication: Advantages and Limitations of Oral Communication, Written Communication – Characteristics, Advantages & Limitations Non verbal Communication: Sign language – Body language – Kinesics – Proxemics – Haptics: Chronemics.					
<b>UNIT - III</b>		Lecture Hrs:8			
Interpersonal Communication: Communication Styles, Managing Motivation to Influence Interpersonal Communication – Role of emotion in Inter personal Communication – Leadership styles.					
<b>UNIT - IV</b>		Lecture Hrs:8			
Barriers of Communication: Types of barriers – Technological – Socio-Psychological barriers – Overcoming barriers, Types of listening.					
<b>UNIT - V</b>		Lecture Hrs:8			
Report writing – Formal reports – Writing effective letters – Different types of business letters - Interview techniques – Communication etiquettes.					
<b>Textbooks:</b>					
<ol style="list-style-type: none"> <li>1. Business Communication: A Practical Approach, Naik, Willey</li> <li>2. Business Communication, C.S.Rayudu, HPH.</li> <li>3. Business Communication, Meenakshi Raman, Oxford University Press.</li> </ol>					
<b>Reference Books:</b>					
<ol style="list-style-type: none"> <li>1. Business communication, Shalini Varma, Vikas.</li> <li>2. Business Communication, Raymond V.Lesikar, Neeraja Pandit et al.,TMH</li> <li>3. Business Communications, Hudson, Jaico Publications</li> <li>4. Business communication for managers, Penrose, Rasberry, Myers, Cengage</li> <li>5. Effective Communication, Harward Business School, Harward Business Review No.1214.</li> <li>6. Essentials of Business Communication, Rajendra Pal, JS.Korlahhi, S.Chand</li> </ol>					
<b>Online Learning Resources:</b>					
<a href="https://onlinecourses.swyam2.ac.in/imb19_mg14/preview">https://onlinecourses.swyam2.ac.in/imb19_mg14/preview</a> <a href="https://online-degree.swyam.gov.in/dyp20_d02_s1_hs01/preview">https://online-degree.swyam.gov.in/dyp20_d02_s1_hs01/preview</a>					



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**COMMON COURSE STRUCTURE**

Course Code	INFORMATION TECHNOLOGY LAB	L	T	P	C
21E00108		0	1	2	2
<b>Semester</b>		<b>I</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>➤ To provide knowledge on applications of information technology and</li> <li>➤ To demonstrate the MS Office applications with hands on experience in the lab.</li> <li>➤ To explain and exhibit statistical functions of association, testing hypothesis for the data and analyse and interpret the outcome of the data.</li> </ul>					
<b>Course Outcomes (CO):</b>					
<ul style="list-style-type: none"> <li>➤ Prepare and edit the documents with effective presentation to superiors.</li> <li>➤ Obtain hands of experience in designing and editing the templates and data in the excel sheets with formulae and functions.</li> <li>➤ To test and interpret the business data outcome statistically in an effective and efficient manner.</li> </ul>					
<b>List of Experiments:</b>					
<p>Unit -1</p> <p><b>Introduction to Hardware Component:</b> (need to explain using images or videos) Various Input output devices and their usage in corporate world- Memories (RAM/ROM) and its types– Various types of processes- Storage devices Internal vs External</p> <p>Unit 2</p> <p><b>Instruction to Operating System</b> (need to explain using videos) – overview of Windows 7/8.2/10/server- Ubuntu – Linux- various versions of Android- IoS – Capturing GPS enabled pictures- tools for filesharing to Mobile to Mobile- System to Mobile</p> <p>Unit – 3</p> <p><b>MS WORD I-</b> Over views of various Ribbons- paste special- formatting- usage of Font -Textbox- equations -line spacing – bullets- — page layouts-styles- header and footers – watermark-margins-indent- print preview-split -views- keyboard shortcut keys</p> <p>Unit -4</p> <p><b>MS WORD – IIMail Merge-</b> Macros- Designing a company letter pad- Time table – letter writing- overview of power point -preparation of company presentation –</p> <p>Unit – 5</p> <p><b>MS Power Point-</b>Creation of slides-Use of templates and slide designs for creating power point slides- use of drawings and graphics. Developing a Professional presentation on Business Plans, Institutions, Products. Power point shortcut keys</p>					
References:					
<ul style="list-style-type: none"> <li>• Cox et all- 2007 Microsoft Office System Step-by- Step, First Edition, PHI.</li> <li>• David Whigam-Business Data Analysis Using Excel, First Edition, Oxford University Press.</li> <li>• Alexisleon, TMH, 2008, Enterprise resource planning.</li> <li>• The Oxford Hand Book of Internet studies, William.H.Dulton, Oxford.</li> </ul>					
Online learning resources/Virtual labs:					
<a href="https://www.coursera.org/specializations/excel">https://www.coursera.org/specializations/excel</a> <a href="https://www.coursera.org/specializations/everyday-excel">https://www.coursera.org/specializations/everyday-excel</a> <a href="https://www.coursera.org/learn/excel-basics-data-analysis-ibm">https://www.coursera.org/learn/excel-basics-data-analysis-ibm</a>					



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**COMMON COURSE STRUCTURE & SYLLABI**

Course Code	FINANCIAL MANAGEMENT	L	T	P	C
21E00201		4	0	0	4
<b>Semester</b>		<b>II</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To explain the importance of finance function and goals of financial managers.</li> <li>• To impart the decision making skills in acquiring, allocating and utilising the funds of a company.</li> <li>• To educate on corporate restructures and corporate governance.</li> </ul>					
<b>* Standard Discounting Table and Annuity tables shall be allowed in the examination</b>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Learn the roles and goals of finance manager in a corporate structure business.</li> <li>• Acquire decision making skills regarding financing, investing, and corporate restructuring in the present competitive business environment.</li> <li>• Analyse the impact of capital structure on wealth maximization of owners and value of the company.</li> <li>• Manage current assets and current liabilities of the company in an effective and efficient way.</li> </ul>					
<b>UNIT - I</b>		Lecture Hrs:08			
The Finance function: Nature and Scope. Importance of Finance function – The role in the contemporary scenario – Goals of Finance function; Profit Vs Wealth maximization (Only theory).					
<b>UNIT - II</b>		Lecture Hrs:12			
The Investment Decision: Investment decision process – Project generation, Project evaluation, Project selection and Project implementation. Capital Budgeting methods– Traditional and DCF methods. The NPV Vs IRR Debate. (Simple Problems)					
<b>UNIT - III</b>		Lecture Hrs:12			
The Financing Decision: Sources of Finance – A brief survey of financial instruments. The Capital Structure Decision in practice: EBIT-EPS analysis. Cost of Capital: The concept, Measurement of cost of capital – Component Costs and Weighted Average Cost. The Dividend Decision: Major forms of Dividends . (simple problems on only weighted average cost of capital)					
<b>UNIT - IV</b>		Lecture Hrs:12			
Introduction to Working Capital: Concepts and Characteristics of Working Capital, Factors determining the Working Capital, Working Capital cycle-Management of Current Assets – Cash, Receivables and Inventory, Financing Current Assets (Only Theory)					
<b>UNIT - V</b>		Lecture Hrs:12			
Corporate Restructures: Corporate Mergers and Acquisitions and Take-overs-Types of Mergers, Motives for mergers, Principles of Corporate Governance.(Only Theory)					
<b>Textbooks:</b>					
<ul style="list-style-type: none"> <li>• Financial management –V.K.Bhalla ,S.Chand</li> <li>• Financial Management, I.M. Pandey, Vikas Publishers.</li> <li>• Financial Management--Text and Problems, MY Khan and PK Jain, Tata McGraw- Hill</li> </ul>					
<b>Reference Books:</b>					
<ol style="list-style-type: none"> <li>1. Principles of Corporate Finance, Richard A Brealey etal., Tata McGraw Hill.</li> <li>2. Financial Management , Tulsian P.C. &amp; Tulsian Bharat, S.Chand</li> <li>3. Fundamentals of Financial Management, Chandra Bose D, PHI</li> </ol>					



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**COMMON COURSE STRUCTURE**

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| <ol style="list-style-type: none"><li>4. Financial Management , William R.Lasheir ,Cengage.</li><li>5. Financial Management – Text and cases, Bringham&amp; Ehrhardt, Cengage.</li><li>6. Case Studies in Finance, Bruner.R.F, Tata McGraw Hill, New Delhi.</li><li>7. Financial management ,Dr.M.K.Rastogi ,Laxmi Publications</li></ol> |
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**Online Learning Resources:**

<p><a href="https://onlinecourses.swayam2.ac.in/cec20_mg05/preview">https://onlinecourses.swayam2.ac.in/cec20_mg05/preview</a> <a href="https://onlinecourses.swayam2.ac.in/cec20_mg10/preview">https://onlinecourses.swayam2.ac.in/cec20_mg10/preview</a> <a href="https://onlinecourses.nptel.ac.in/noc20_mg31/preview">https://onlinecourses.nptel.ac.in/noc20_mg31/preview</a> <a href="https://online-degree.swayam.gov.in/dyp20_d01_s2_mg11/preview">https://online-degree.swayam.gov.in/dyp20_d01_s2_mg11/preview</a></p>
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**COMMON COURSE STRUCTURE & SYLLABI**

Course Code	MARKETING MANAGEMENT	L	T	P	C
21E00202		4	0	0	4
	<b>Semester</b>	<b>II</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To explain basic concepts of Marketing.</li> <li>• To describe consumer markets, segments and brand equity to survive in the competitive market.</li> <li>• To impart knowledge on creating and communicating values in the present digital marketing environment.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Understand the concepts of marketing and marketing strategies suitable for different products under different market environments.</li> <li>• Analyse consumer markets so as to tap global markets for the products.</li> <li>• Learn the designing managing, creating &amp; communicating value to the business in digitalised market environment.</li> <li>• Manage and designee the logistics for retailing and wholesaling as well as integrating marketing channels for business organizations.</li> </ul>					
<b>UNIT - I</b>		Lecture Hrs:08			
<b>Understanding Marketing Management:</b> Concepts of Marketing, Marketing Strategies & Plans, Creating long term loyalty relationships, Marketing mix, PLC, Analyzing Competitors, Conducting Marketing research.					
<b>UNIT - II</b>		Lecture Hrs:12			
<b>Connecting with Customers &amp; Building Strong Brands:</b> Analyzing Consumer Markets, Analyzing Business Markets, Tapping into global markets, Identifying market segments and targets, Crafting Brand Positioning, Creating Brand Equity- Addressing Competition and driving growth.					
<b>UNIT - III</b>		Lecture Hrs:12			
<b>Creating &amp; Communicating Value:-</b> Setting product strategy, Designing & managing services, Introducing new market offerings. Developing pricing strategies & programmes. Designing & Managing Integrated Marketing Communications, Advertising & Sales Promotions, Events and experiences, Managing digital communication - online, social media & mobile, Personal selling.					
<b>UNIT - IV</b>		Lecture Hrs:12			
<b>Delivering Value :-</b> Managing retailing, wholesaling and logistics. Designing and Managing Integrated Marketing Channels					
<b>UNIT - V</b>		Lecture Hrs:12			
<b>Sales Management:-</b> Nature & Importance of Sales Management, Skills of sales manager, Sales objectives, Concepts of sales organization, Types of sales organization.					
<b>Textbooks:</b>					
<ol style="list-style-type: none"> <li>1. Marketing Management, Phillip Kotler, Kevin Lane Keller, 15<sup>th</sup> edition, Pearson.</li> <li>2. Marketing Management, Rajan Saxena, TMH</li> <li>3. Marketing Management Pillai R.S.N. &amp; Bagavathi, S.Chand</li> </ol>					
<b>Reference Books:</b>					
<ol style="list-style-type: none"> <li>1. Marketing, A South Asian Prospective, Lamb, Hair, Sharma, Mcdaniel, Cengage .</li> <li>2. Marketing in India, Text and Cases, S.Neelamegham, Vikas.</li> <li>3. Case Studies in Marketing, The Indian Context, Srinivasan, PHI.</li> <li>4. Marketing Management, V.S. Ramaswamy and S. Namakumari, McMillan.</li> <li>5. Marketing – concepts and Cases, Etzel, Walker, Stanton, Pandit, TMH.</li> <li>6. Introduction to Marketing theory and practice, Adrian Palmer, Oxford University Press.</li> </ol>					



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**COMMON COURSE STRUCTURE**

**Online Learning Resources:**

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[https://onlinecourses.nptel.ac.in/noc21\\_mg51/preview](https://onlinecourses.nptel.ac.in/noc21_mg51/preview)  
[https://onlinecourses.swyam2.ac.in/cec20\\_mg06/preview](https://onlinecourses.swyam2.ac.in/cec20_mg06/preview)



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**COMMON COURSE STRUCTURE & SYLLABI**

Course Code	HUMAN RESOURCE MANAGEMENT	L	T	P	C
21E00203		4	0	0	4
	<b>Semester</b>	<b>II</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To provide knowledge on functions, roles and objectives of HR managers and the policies and strategies to be followed as a HR manager.</li> <li>• To explain concepts of HR planning and methods in selection, placement, promotion and transfer of employees in an organization.</li> <li>• To inject objectives of wage and salary administration for the employees and the influencing factors in fixing and managing compensation for the employees.</li> <li>• To introduce and educate the recent trends in HR management and the methods to balance personal life and work life under complex &amp; uncertainty work environment.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Know the nature, scope, functions, roles, goals, strategies and policies of HR management.</li> <li>• Learn to design and develop HR planning related aspects.</li> <li>• Acquires knowledge on administration of monetary and non monetary benefits for the employees in the organization.</li> <li>• Learn recent trends in the human resource function and to balance the work life in the present dynamic work environment.</li> </ul>					
<b>UNIT - I</b>		Lecture Hrs:08			
<b>Introduction:-</b> Meaning of HR and HRM, Nature & Scope of HRM, Functions of HRM, Role and Objectives of HRM, Personnel Management, Policies and Strategies of HRM.					
<b>UNIT - II</b>		Lecture Hrs:12			
<b>Designing and Developing HR systems:-</b> Human Resource Planning, Job Design, Job Analysis, Job Evaluation, Job Enlargement, Job Enrichment, Job Rotation, Recruitment & Selection, Placement, Promotion & Transfer.					
<b>UNIT - III</b>		Lecture Hrs:12			
<b>Compensation Management:-</b> Introduction, objectives of wages and salaries administration, influencing factors for determining compensation- Monetary and non monetary benefits.					
<b>UNIT - IV</b>		Lecture Hrs:12			
<b>Human Resource Development:-</b> Concepts, Development Function, Training and Development, Performance Appraisal & Career Planning and Development.					
<b>UNIT - V</b>		Lecture Hrs:12			
<b>Recent Trends in HRM:</b> Outsourcing, Work Life Balance, Quality Circles and Total Quality Management, Fish Bone Diagram.					
<b>Textbooks:</b>					
<ol style="list-style-type: none"> <li>1. Personnel and Human Resource Management – Text and cases, P. Subbarao, Himalaya.</li> <li>2. Human Resource Management, Noe A.Raymond, John Hollenbeck, Barry Gerhart and Patrick Wright, Tata McGraw Hill.</li> </ol>					
<b>Reference Books:</b>					
<ol style="list-style-type: none"> <li>1. Human Resource Management, Aswathappa, 4<sup>th</sup> Edition, TMH 2006</li> <li>2. Human Resource Management, Ian Beardwell&amp; Len Holden-Macmillan India Ltd.</li> <li>3. Human Resource Management, Khanka S.S., S.Chand</li> <li>4. Human Resource Management, Text and Cases, VSP Rao, Excel Books 2006.</li> </ol>					
<b>Online Learning Resources:</b>					
<a href="https://onlinecourses.swayam2.ac.in/cec21_mg06/preview">https://onlinecourses.swayam2.ac.in/cec21_mg06/preview</a> <a href="https://onlinecourses.swayam2.ac.in/nou21_hs19/preview">https://onlinecourses.swayam2.ac.in/nou21_hs19/preview</a> <a href="https://onlinecourses.nptel.ac.in/noc20_mg15/preview">https://onlinecourses.nptel.ac.in/noc20_mg15/preview</a>					



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**COMMON COURSE STRUCTURE**

Course Code	BUSINESS RESEARCH METHODS	L	T	P	C
21E00204		4	0	0	4
<b>Semester</b>		<b>II</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To introduce business research, types and technology used in business research.</li> <li>• To explain in detail on research process involved in business research.</li> <li>• To discuss sources of data and instruments to collect data</li> <li>• To provide knowledge on analysis and interpretation of outcome of the data in a scientific way.</li> <li>• To provide knowledge on descriptive and inferential statistical analysis.</li> <li>• To impart competence skills to undertake business research problem and carryout scientific research.</li> </ul>					
<b>*Standard Statistical tables shall be allowed in the examination</b>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Learn types of business research, technology used in business research in technological era.</li> <li>• Identify research problem, appropriate research design and sample design for the problem, formulate hypothesis, testing process of hypothesis.</li> <li>• Understand sources of data, instruments to collect data, analyse and interpretation of data.</li> <li>• Prepare and present the research report effectively and efficiently.</li> </ul>					
<b>UNIT - I</b>		Lecture Hrs:08			
<b>Introduction to Business Research:</b> Definition-Types of Business Research. Scientific Investigation, Technology and Business Research: Information needs of Business - Technologies used in Business Research: The Internet, E-mail, Browsers and Websites. Role of Business Research in Managerial Decisions.					
<b>UNIT - II</b>		Lecture Hrs:12			
<b>The Research Process:</b> Problem Identification: Broad Problem Area-Preliminary Data Gathering. Literature Survey - Hypothesis Development - Statement of Hypothesis- Procedure for Testing of Hypothesis. The Research Design: Types of Research Designs: Exploratory, Descriptive, Experimental Designs and Case Study -Measurement of Variables- Operational Definitions and Scales-Nominal and Ordinal Scales- Rating Scales- Ranking Scales- Reliability and Validity - Sampling and Methods of sampling					
<b>UNIT - III</b>		Lecture Hrs:12			
<b>Collection and Analysis of Data</b> Sources of Data-Primary and Secondary Sources of Data - Data Collection Methods- Interviews: Structured Interviews and Unstructured Interviews- Observational Surveys: Questionnaire Construction: Organizing Questions- Structured and Unstructured Questionnaires – Guidelines for Construction of Questionnaires.					
<b>UNIT - IV</b>		Lecture Hrs:12			
<b>Data Preparation and Analysis:</b> Data preparation process, problems in preparation process - An overview of Descriptive, Associational and Inferential- Statistical Measures.					
<b>UNIT - V</b>		Lecture Hrs:12			
<b>The Research Report:</b> Research Reports-Components-The Title Page-Table of Contents-The Executive Summary-The Introductory Section-The Body of the Report-The Final Part of the Report-Acknowledgements – References-Appendix - Guidelines for Preparing a Good Research report - Oral Presentation.					
<b>Textbooks:</b>					
<ol style="list-style-type: none"> <li>1. Research Methodology – methods &amp; Techniques, C.R. Kothari, Vishwa prakashan.</li> <li>2. Research Methods for Business–A Skill Building Approach, Uma Sekaran, John Wiley &amp; Sons (Asia) Pvt. Ltd, Singapore.</li> </ol>					



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**COMMON COURSE STRUCTURE & SYLLABI**

3. Research Methodology(Concepts and cases) Deepak Chawla NeenaSondhi-Vikas publishing
<b>Reference Books:</b>
<ol style="list-style-type: none"> <li>1. Business Research Methods, Donald R Cooper and Pamela S Schindler,9/e,Tata McGraw-Hill Publishing Company Limited.</li> <li>2. Methodology and Techniques of Social Science Research, Wilkinson &amp; Bhandarkar, Himalaya Publishing House.</li> <li>3. Business Research Methods 8e, Zikmund- Babin-Carr- Adhikari-Griffin-Cengage learning.</li> <li>4. Business Research Methods- Alan Broman, Emma Bell 3e, Oxford university</li> </ol>
<b>Online Learning Resources:</b>
<a href="https://onlinecourses.swayam2.ac.in/cec20_mg14/preview">https://onlinecourses.swayam2.ac.in/cec20_mg14/preview</a> <a href="https://onlinecourses.nptel.ac.in/noc20_ge01/preview">https://onlinecourses.nptel.ac.in/noc20_ge01/preview</a>



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**COMMON COURSE STRUCTURE**

Course Code	OPERATIONS RESEARCH	L	T	P	C
21E00205		4	0	0	4
<b>Semester</b>		<b>II</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To provide the basic knowledge about Operation Research, importance, application areas of Operations research and various optimizing techniques in the business operations.</li> <li>• To impart different optimization models under typical situations in the business organization.</li> <li>• To describe different game strategies under cut-throat competitive business environment</li> <li>• To explain optimization tools in solving the management problems through modelling and using mathematical approach.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Understand nature, scope and significance of Operation Research and formulation of given business problem in a LPP model and solving methods.</li> <li>• Learn different optimizing solutions for various business problems using appropriate modelling techniques.</li> <li>• Acquire the skills to complete a project effectively and efficiently with in the given resources.</li> </ul>					
<b>UNIT - I</b>		Lecture Hrs:12			
Introduction to OR: Meaning, Nature, Scope & Significance of OR - Typical applications of Operations Research. The Linear Programming Problem – Introduction, Formulation of Linear Programming problem, Limitations of L.P.P, Graphical method, Simplex method: Maximization and Minimization model(exclude Duality problems), Big-M method and Two Phase method.					
<b>UNIT - II</b>		Lecture Hrs:12			
Transportation Problem: Introduction, Transportation Model, Finding initial basic feasible solutions, Moving towards optimality, Unbalanced Transportation problems, Transportation problems with maximization, Degeneracy. Assignment Problem – Introduction, Mathematical formulation of the problem, Solution of an Assignment problem, Hungarian Algorithm, Multiple Solution, Unbalanced Assignment problems, Maximization in Assignment Model.					
<b>UNIT - III</b>		Lecture Hrs:10			
Sequencing – Job sequencing, Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, n jobs through m machines, Two jobs and m Machines Problems.					
<b>UNIT - IV</b>		Lecture Hrs:10			
Game Theory: Concepts, Definitions and Terminology, Two Person Zero Sum Games, Pure Strategy Games (with Saddle Point), Principal of Dominance, Mixed Strategy Games (Game without Saddle Point), Significance of Game Theory in Managerial Application.					
<b>UNIT - V</b>		Lecture Hrs:12			
Project Management: Network Analysis – Definition –objectives -Rules for constructing network diagram- Determining Critical Path – Earliest & Latest Times – Floats - Application of CPM and PERT techniques in Project Planning and Control – PERT Vs CPM. (exclude Project Crashing).					
<b>Textbooks:</b>					
<ol style="list-style-type: none"> <li>1. Operations Research / R.Pannerselvam, PHI Publications.</li> <li>2. Operations Research / S.D.Sharma-Kedarnath</li> <li>3. Operations Research /A.M.Natarajan,P.Balasubramani,A. TAMILARASI/Pearson Education.</li> </ol>					
<b>Reference Books:</b>					



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1. Introduction to O.R/Hiller & Libermann (TMH).
2. Operations Research: Methods & Problems / Maurice Saseini, Arthur Yaspan & Lawrence Friedman. Pearson
3. Quantitative Analysis For Management/ Barry Render, Ralph M. Stair, Jr and Michael E. Hanna/
4. Operations Research / Wagner/ PHI Publications.

**Online Learning Resources:**

[https://onlinecourses.swayam2.ac.in/cec20\\_ma10/preview](https://onlinecourses.swayam2.ac.in/cec20_ma10/preview)  
[https://onlinecourses.nptel.ac.in/noc20\\_ma23/preview](https://onlinecourses.nptel.ac.in/noc20_ma23/preview)  
[https://onlinecourses.nptel.ac.in/noc19\\_ma29/preview](https://onlinecourses.nptel.ac.in/noc19_ma29/preview)



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**COMMON COURSE STRUCTURE**

Course Code	OPERATIONS MANAGEMENT	L	T	P	C
21E00206		4	0	0	4
<b>Semester</b>		<b>II</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To explain various concepts of Production and Operations Management.</li> <li>• To explore and impart knowledge on the elements of good control system, the role of control charts and statistical process control methods in helping managers to control variation.</li> <li>• To develop the strong knowledge about quality control systems</li> <li>• To facilitate the knowledge over real time inventory control techniques</li> <li>• To offer learners an introduction to industry 4.0, its applications in the business world.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Understand the concept of Production and Operations Management.</li> <li>• Construct and interpret simple control charts for both continuous and discrete data.</li> <li>• Gain knowledge on the quality philosophies and principles of deming, Juran, six sigma and to become acquainted with the International Organization for Standardization's ISO 9000:2000 requirements.</li> <li>• Learn different types of inventory that firm's use and their role in value analysis</li> <li>• Familiarize with inventory concepts to support the development of useful quantitative models for inventory management.</li> <li>• Understand the drivers and enablers of Industry 4.0</li> </ul>					
<b>UNIT - I</b>		Lecture Hrs:08			
<b>Introduction and Overview of Operations Management:</b> Definition of Operations Management – Nature and Scope of OM – Role & Decision areas of Operations Manager- interface of OM with other functions - Operations Management's future challenges					
<b>UNIT - II</b>		Lecture Hrs:12			
<b>Operations Control:</b> Managing of Work Environment–Automation–Technology Management–Waste Management–Quality Assurance and Quality Circles–Statistical Quality Control–Control Charts for Variables–Average–Range and Control charts for Attributes. Acceptance Sampling Plans. Purchase functions and Procedure					
<b>UNIT - III</b>		Lecture Hrs:12			
<b>Managing for Quality:</b> Basic concepts of quality, dimensions of quality, Juran's quality trilogy, Deming's 14 principles, Quality improvement and cost reduction, ISO9000-2000 clauses & coverage. Six Sigma, Productivity–factors affecting productivity - measurement & improvements in productivity–new product development and design–stages.					
<b>UNIT - IV</b>		Lecture Hrs:12			
<b>Inventory and Inventory Models:</b> Inventory Control–Different Systems of Inventory Control, Costs & Types of Inventory – ABC, VED. Value Analysis – importance in cost reduction – concepts and procedures. Inventory control –Types of Inventory–Safety stock – Inventory Control Systems–JIT, VMI.					
<b>UNIT - V</b>		Lecture Hrs:12			
<b>Introduction to Industry 4.0</b> - The Various Industrial Revolutions - Digitalization and the					





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Networked Economy - Drivers, Enablers, Compelling Forces and Challenges for Industry 4.0 – Benefits of adopting an Industrial 4.0 model
<b>Textbooks:</b>
<ol style="list-style-type: none"> <li>1. Heizer, Render, Principles of Operations Management 8th Edition, Prentice Hall, 2011.</li> <li>2. B. Mahadevan, “Operations Management - Theory and Practice”, Pearson, New Delhi, 2013.</li> <li>3. Operations Management and Control , Banerjee Biswajit, S.Chand</li> </ol>
<b>Reference Books:</b>
<ol style="list-style-type: none"> <li>1. Panner Selvem: “Production and Operations Management”, Prentice Hall of India, New Delhi, 2012.</li> <li>2. S N Chary, “Production and operations management”, Tata McGraw Hill, NewDelhi, 2013.</li> </ol>
<b>Online Learning Resources:</b>
<a href="https://onlinecourses.swayam2.ac.in/imb21_mg47/preview">https://onlinecourses.swayam2.ac.in/imb21_mg47/preview</a> <a href="https://onlinecourses.nptel.ac.in/noc21_me18/preview">https://onlinecourses.nptel.ac.in/noc21_me18/preview</a>



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**COMMON COURSE STRUCTURE**

Course Code	General Elective – I	L	T	P	C
21E00207a	<b>ADVANCED COMMUNICATION</b>	2	0	0	2
<b>Semester</b>		<b>II</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To explain communication concepts</li> <li>• To develop the students' competence in communication at an advanced level.</li> <li>• To demonstrate communication skills viz., listening, speaking, reading and writing with teaching aids.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Understand the communication concepts and</li> <li>• Improve communication and competence skills</li> <li>• Obtain and apply proficiency in business communication at the workplace and professional contexts.</li> </ul>					
<b>UNIT - I</b>		Lecture Hrs:6			
Concept of Managerial Communication – Effective Listening – Barriers, Steps for Active Listening – Effective Speaking – Body Language & Modulation, Informative, Persuasion Communications – Effective Reading – Obstacles, Effective Reading, Reading Comprehension – Effective Writing – Condensation, Note Making Methods, Executive Summary.					
<b>UNIT - II</b>		Lecture Hrs: 6			
Business Letters & Reports: Types of Business Letters – Elements; Types of Reports – Informal – Formal Reports – Elements; Annual Reports - Technical Proposals – Structure – Circulars - Notices – Memos.					
<b>UNIT - III</b>		Lecture Hrs: 3			
Meetings & Reports: Meeting Invitation - Notice – Agenda – Meeting Participants – Roles; Meeting conduction & Etiquette - Minutes of the Meeting – Documentation – Filing;					
<b>UNIT - IV</b>		Lecture Hrs: 3			
Communication Strategies: Conflict Resolution – Win-Win strategy; Managerial Negotiations – Bargaining, Distributive, Integrative Strategies; Interviews – Types – purpose – process;					
<b>UNIT - V</b>		Lecture Hrs: 6			
Technology for Communication: Conventional Modes Vs Computer based Technologies – Email, Social Media, Micro Soft & Google Tools – Data – Collection – Organizing – Analyzing - Presentations using Technology.					
<b>Textbooks:</b>					
<ol style="list-style-type: none"> <li>1. Managerial Communication – Strategies and Applications, Geraldine E.Hynes, McGrawHill</li> <li>2. Business Communication, C.S.Rayudu, HPH.</li> <li>3. Business Communication, Meenakshi Raman, Oxford University Press.</li> </ol>					
<b>Reference Books:</b>					
<ol style="list-style-type: none"> <li>1. Business communication, Shalini Varma, Vikas.</li> <li>2. Business Communication, Raymond V.Lesikar, Neeraja Pandit et al.,TMH</li> <li>3. Business Communications, Hudson, Jaico Publications</li> <li>4. Business communication Sehgal, khetarpal, Excel Books</li> <li>5. Effective Communication, Harward Business School, Harward Business Review No.1214.</li> <li>6. Communication skills, Sanjay Kumar, Pushpalata, Oxford</li> </ol>					
<b>Online Learning Resources:</b>					
<a href="https://onlinecourses.swayam2.ac.in/imb19_mg14/preview">https://onlinecourses.swayam2.ac.in/imb19_mg14/preview</a> <a href="https://www.youtube.com/watch?v=ITHnugowc_Q">https://www.youtube.com/watch?v=ITHnugowc_Q</a>					



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Course Code	General Elective – I	L	T	P	C
21E00207b	E-BUSINESS	2	0	0	2
<b>Semester</b>		<b>II</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To impart the concepts and various application issues of e-business and various online strategies for e-business.</li> <li>• To explain various electronic payment systems.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Understand electronic business and related concepts in detail.</li> <li>• Identify security threat in e-business and steps, methods to overcome security issues.</li> <li>• Know various electronic payment system and business models in the present technology business world.</li> <li>• Know the e-business infrastructure requirements for e-business.</li> </ul>					
<b>UNIT - I</b>		Lecture Hrs: 6			
Introduction to e-business : Electronic business, Electronic commerce, difference between e-business & e-commerce, electronic commerce models, types of electronic commerce, value chains in electronic commerce, E-commerce in India, internet, web based tools for electronic commerce. Electronic data, Interchange, components of electronic data interchange, electronic data interchange process.					
<b>UNIT - II</b>		Lecture Hrs: 6			
Security threats to e- business: Security overview, Electronic commerce threats, Encryption, Cryptography, public key and private key Cryptography digital signatures, digital certificates, security protocols over public networks : HTTP, SSL, Firewall as security control, public key infrastructure (PKI) For Security.					
<b>UNIT - III</b>		Lecture Hrs: 6			
Electronic payment system : Concept of money, electronic payment systems, types of electronic payment systems, smart cards and electronic payment systems, infrastructure issues in EPS, Electronic fund transfer.					
<b>UNIT - IV</b>		Lecture Hrs: 4			
E-business applications and strategies : Business models & revenue models over internet, emerging trends in e- business- governance, digital commerce, mobile commerce, strategies for business over web, internet based business models.					
<b>UNIT - V</b>		Lecture Hrs: 6			
<b>E –business infrastructure and e- marketing</b> : Hard works system software infrastructure, ISP's, managing e-business applications infrastructure, what is e- marketing, e-marketing planning, tactics, strategies.					
<b>Textbooks:</b>					
<ol style="list-style-type: none"> <li>1. Dave chaffey :e-business &amp; e-commerce management- Pearson.</li> <li>2. E- commerce- e-business :Dr.C.S.Rayudu, Himalaya.</li> </ol>					
<b>Reference Books:</b>					
<ol style="list-style-type: none"> <li>1. Whitley, David (2000) ,e-commerce strategy, Technologies and applications. TMH.</li> <li>2. Schneider Gary P. and Perry, James T (1<sup>ST</sup> edition 2000) Electronic commerce, Thomson Learning.</li> <li>3. Bajaj, Kamlesh K and Nag, Debjani (1<sup>st</sup> edition 1999) ,e- commerce, The cutting edge of business, TMH Publishing company</li> </ol>					
<b>Online Learning Resources:</b>					
<a href="https://onlinecourses.nptel.ac.in/noc19_mg54/preview">https://onlinecourses.nptel.ac.in/noc19_mg54/preview</a> <a href="https://www.classcentral.com/course/swayam-e-business-14018">https://www.classcentral.com/course/swayam-e-business-14018</a>					



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Course Code	General Elective – I	L	T	P	C
21E00207c	<b>INDUSTRY 4.0 &amp; INNOVATION</b>	2	0	0	2
<b>Semester</b>		<b>II</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To provide an overview of industry 4.0 and technology based innovations.</li> <li>• To Align the theory and concepts with Industrial application of computers</li> <li>• To Introduce the basic concepts of Industry 4.0, Artificial Intelligence, Big Data and Internet of Things.</li> <li>• To Discuss and demonstrate the applications and tools of Industry 4.0.</li> <li>• To Impart knowledge on innovation types, stages of innovation process, and competitive advantage</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Understand the basic concepts of Industry 4.0 and new technologies in decision making</li> <li>• Outline the features of Artificial Intelligence and application domains</li> <li>• Summarize the Big data domain stack and Internet of Things</li> <li>• Identify the applications and Tools of Industry 4.0</li> <li>• Learn and think innovative ideas based on technology</li> <li>• Apply the knowledge in various industries based on technology to take effective and efficient managerial decision.</li> </ul>					
<b>UNIT - I</b>		Lecture Hrs:6			
Industry 4.0: Need – Reason for Adopting Industry 4.0 - Definition – Goals and Design Principles - Technologies of Industry 4.0 – Big Data – Artificial Intelligence (AI) – Industrial Internet of Things - Cyber Security – Cloud – Augmented Reality – Mixed Reality.					
<b>UNIT - II</b>		Lecture Hrs: 6			
Artificial Intelligence: Artificial Intelligence (AI) – What & Why? - History of AI -Foundations of AI -The AI - Environment - Societal Influences of AI - Application Domains and Tools - Associated Technologies of AI - Future Prospects of AI - Challenges of AI.					
<b>UNIT - III</b>		Lecture Hrs: 6			
Big Data and IOT: Data : Terminologies - Big Data Definitions - Essential of Big Data in Industry 4.0 - Big Data Merits and Advantages - Big Data Components : Big Data Characteristics - Big Data Processing Frameworks - Big Data Applications - Big Data Tools - Big Data Roles - Learning Platforms; Internet of Things (IoT) : Introduction to IoT - Architecture of IoT - Technologies for IoT - Security in IoT.					
<b>UNIT - IV</b>		Lecture Hrs: 6			
Applications of IoT – Manufacturing – Healthcare – Education – Aerospace and Defence – Agriculture – Transportation and Logistics – Impact of Industry 4.0 on Society: Impact on Business, Government, People. Tools for Artificial Intelligence, Big Data and Data Analytics, Virtual Reality, Augmented Reality, IoT, Robotics.					
<b>UNIT - V</b>		Lecture Hrs: 4			
Innovation: Meaning - Stages of Innovation Life cycle – Types of Innovations - Innovation as a knowledge-based process – Innovation and competitive advantage.					
<b>Textbooks:</b>					
<ol style="list-style-type: none"> <li>1. Managing Innovation -,By Joe Tidd, John Bessant &amp; et.al., Wiley India Publishers, New Delhi, Third Edition.</li> <li>2. Introduction to Industry 4.0 and Industrial Internet of Things by Prof.SudipMisra, IIT Kharagpur.</li> </ol>					



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**Reference Books:**

1. Alasdair Gilchrist. Industry 4.0: The Industrial Internet of Things, A press Publications.

**Online Learning Resources:**

<http://assets.press.princeton.edu/chapters/s9221.pdf>  
[https://www.researchgate.net/profile/Joe-Tidd/publication/285052130\\_Managing\\_Innovation/links/5662e4a508ae418a786b8dd8/Managing-Innovation.pdf](https://www.researchgate.net/profile/Joe-Tidd/publication/285052130_Managing_Innovation/links/5662e4a508ae418a786b8dd8/Managing-Innovation.pdf)



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**COMMON COURSE STRUCTURE**

Course Code	Skill Oriented Course DATA ANALYTICS LAB	L	T	P	C
		0	1	2	2
<b>Semester</b>		<b>II</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To explain the procedure in creation of company, ledger accounts and to explore, present financial statements of an business organization</li> <li>• To give knowledge on using of various financial tools to take long term investment decision</li> <li>• To demonstrate the process of storing, retrieving the data relating to employees, dealers, customers and consumers in an effective and efficient way</li> <li>• To impart the knowledge on Systems and MIS and process of designing the MIS in an organization.</li> </ul>					
<b>Course Outcomes (CO): Student will be able to</b>					
<ul style="list-style-type: none"> <li>• Demonstrate the creation of company, ledger accounts, explore and export financial statements</li> <li>• Exhibit the calculation of cost of capital and discounting factor techniques in long term investment decision.</li> <li>• Store and retrieve the data relating to dealers, customers and consumers based on products, geographical criteria.</li> <li>• Present the data in the form of pivot tables, graphs and charts in effective and efficient way</li> <li>• Construct and present employee salary administration in an organization in an informative manner.</li> <li>• Understand information system in the organization, design of MIS and also internet and the tools used in Internet.</li> </ul>					
<b>List of Experiments:</b>					
<b>Unit – 1</b>					
<b>Introduction to Excel-</b> Cells – name range – references – Creating and editing worksheets-Cell Formatting-Creating and using formulas and functions-Use of Macros –Sorting and querying data-Working with graphs and charts – usage of Paste special					
<b>Unit – 2</b>					
<b>Basis of Excel:</b> Managing Worksheets and Workbooks. - Worksheet Vs. Workbook - Creating new worksheets and workbooks - Deleting worksheets and workbooks -Naming and renaming a worksheet - Toggling between worksheets and workbooks - Copy and Move Worksheets - Hide, Unhide, Group and Ungroup Cells -Hide and Unhide Worksheets -Save and Save As					
<b>Unit – 3</b>					
<b>Advanced Excel:</b> Cell Referencing - Data Validation- Naming a Cell or Range of Cells (Name Manager).- Basic formulas (SUM, COUNTA, AVERAGE, MAX, MIN). Text Functions (RIGHT, LEFT, MID, SUBSTITUTE, FIND, LEN). Date Functions (TODAY, NOW, DAY, MONTH, YEAR, EDATE, EOMONTH, TEXT).					
<b>Unit – 4</b>					
<b>Advanced Excel II:</b> Lookup Functions (VLOOKUP, HLOOKUP, MATCH, INDEX). - Logical Functions (IF, AND, OR). -Data Analysis Functions (SUMIF, SUMIFS, COUNTIF, COUNTIFS).- Conditional Formatting, Filtering and Sorting. - Graphs, Charts and Pivot Tables remove duplicates					
<b>Unit – 5</b>					
<b>Conducting Online surveys</b> – usage of Google drive – micro soft online surveys – sharing with the help of social media/ internet- getting responses from online survey- sorting and filter online survey					



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**References:**

- Ms Office Excel-Frye, PHI publications
- Ms Office Access- Step by step, PHI publications
- SPSS User manual

Online learning resources/Virtual labs:

<https://www.coursera.org/specializations/excel>

<https://www.coursera.org/specializations/everyday-excel>

<https://www.coursera.org/learn/excel-basics-data-analysis-ibm>



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Course Code	Strategic Management	L	T	P	C
21E00301		4	0	0	4
<b>Semester</b>		<b>III</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To describe and discuss the strategic management process.</li> <li>• To build skills to develop strategic vision, mission objectives.</li> <li>• To explain concepts of core competence, strategy for competitive advantage.</li> <li>• To give an understanding about strategic analytical tools and techniques.</li> <li>• To provide knowledge on strategy formulation, types of strategies to implement.</li> <li>• To create awareness on various strategy evaluation and controlling approaches.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Know strategic management process</li> <li>• Obtain strategy implementation, analytical and evaluating skills about various strategies.</li> <li>• Understand on establishing strategic controls at national and international context</li> </ul>					
<b>UNIT - I</b>		Lecture Hrs: 8			
<b>Introduction- Concepts in Strategic Management</b> , Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company’s strategy – Environmental Scanning -Concepts of Core Competence, Crafting a strategy for competitive advantage.					
<b>UNIT - II</b>		Lecture Hrs: 12			
<b>Strategic Analysis and Choice: Tools and techniques-</b> Porter's Five Force Model, BCG Matrix, GE Model, SWOT Analysis and TOWS Matrix,. Market Life Cycle Model - and Organizational Learning, and the Experience Curve.					
<b>UNIT - III</b>		Lecture Hrs:12			
<b>Strategy Formulation</b> : Formulation of strategy at corporate, business and functional levels. Strategy Alternatives:- Stability Strategy, Growth Strategy, Retrenchment Strategy, and Combination Strategy, .					
<b>UNIT - IV</b>		Lecture Hrs:12			
<b>Strategy Implementation</b> : Types of Strategies : Offensive strategy, Defensive strategy, vertical integration, horizontal strategy; Tailoring strategy to fit specific industry and company situations, Strategy and Leadership, Resource Allocation as a vital part of strategy – Planning systems for implementation					
<b>UNIT - V</b>		Lecture Hrs:12			
<b>Strategy Evaluation and control</b> – Establishing strategic controls - Role of the strategist - benchmarking to evaluate performance - strategic information systems – Guidelines for proper control- Strategic surveillance -strategic audit - Strategy and Corporate Evaluation and feedback in the Indian and international context.					
<b>Textbooks:</b>					
1. Strategic Management – J.S.Chandan & Nitish sen Gupta, Vikas					
<b>Reference Books:</b>					
<ul style="list-style-type: none"> <li>• Strategic Management Concepts and Cases ,Fred R.David, PHI.</li> <li>• Strategic Management,Hill, Ireand, manikutty, Cengage.</li> <li>• Concepts in Strategic Management and Business Policy,Wheelen &amp; Hunger, Pearson Education.</li> <li>• Strategic Management – Text and Cases, V.S.P. Rao, Excel.</li> </ul>					





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**COMMON COURSE STRUCTURE & SYLLABI**

- Strategic Management, Ireland, Hoskinsson, Hitt, Cengage.
- Strategic Management – Theory and Application, Habergerg, Rieple, oxford .
- Strategic Management, P. SubbaRao, Himalaya.
- Business policy and strategic management, Sukul Lomash, P.K.Mishra, Vikas

**Online Learning Resources:**

<http://rizvihmct.com/wp-content/uploads/2017/02/Semester-VI-strategic-management.pdf>  
[https://sgp1.digitaloceanspaces.com/cakart/5929/study\\_contents/Chapter\\_1\\_\\_Introduction\\_to\\_Strategic\\_Management.pdf](https://sgp1.digitaloceanspaces.com/cakart/5929/study_contents/Chapter_1__Introduction_to_Strategic_Management.pdf)  
<https://old.mu.ac.in/wp-content/uploads/2014/04/Introduction-to-Strategic-Management-book.pdf>  
[https://www.cimaglobal.com/Documents/ImportedDocuments/cid\\_tg\\_strategic\\_analysis\\_tools\\_nov07.pdf.pdf](https://www.cimaglobal.com/Documents/ImportedDocuments/cid_tg_strategic_analysis_tools_nov07.pdf.pdf)  
<https://resources.saylor.org/wwwresources/archived/site/wp-content/uploads/2013/09/Saylor.orgs-Strategy-Formulation.pdf>  
[https://resources.saylor.org/wwwresources/archived/site/wp-content/uploads/2013/04/BUS300-2.3\\_Strategy-Formulation.pdf](https://resources.saylor.org/wwwresources/archived/site/wp-content/uploads/2013/04/BUS300-2.3_Strategy-Formulation.pdf)  
[https://static.careers360.mobi/media/uploads/froala\\_editor/files/Strategy-Implementation-and-Control.pdf](https://static.careers360.mobi/media/uploads/froala_editor/files/Strategy-Implementation-and-Control.pdf)



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**COMMON COURSE STRUCTURE**

Course Code	Green Business Management	L	T	P	C
21E00302		4	0	0	4
<b>Semester</b>		<b>III</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To impart students an understanding of green business, its advantages, issues and opportunities</li> <li>• To give awareness on organizational structure, environment and corporate environmental responsibility (CER).</li> <li>• To provide knowledge over the strategies for building eco-business .</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• To understand concept of green business management.</li> <li>• To know the environmental and sustainability issues for the production and CER.</li> <li>• To describe and identify indicators of sustainability and bio-diversity at Indian perspective.</li> <li>• To study green techniques and methods.</li> <li>• To build eco-commerce models for green business projects and companies.</li> </ul>					
<b>UNIT - I</b>		Lecture Hrs: 8			
<b>Introduction of Green Management:</b> The concept of Green Management; Evolution; nature, scope, importance and types; green management in India; Relevance in twenty first century					
<b>UNIT - II</b>		Lecture Hrs: 12			
<b>Organizational Environment;</b> Indian corporate structure and Environment; How to go green; spreading the concept in organization; Environmental and sustainability issues for the production of high-tech components and materials, Life Cycle Analysis of materials, sustainable production and its role in corporate environmental responsibility (CER).					
<b>UNIT - III</b>		Lecture Hrs:12			
<b>Approaches from Ecological Economics;</b> Indicators of sustainability; Eco- system services and their sustainable use; Bio-diversity; Indian perspective; Alternate theories					
<b>UNIT - IV</b>		Lecture Hrs:12			
<b>Environmental Reporting and ISO 14001;</b> Climate change business and ISO 14064; Green financing; Financial initiative by UNEP; Green energy management; Green product management					
<b>UNIT - V</b>		Lecture Hrs:12			
<b>Green Techniques and Methods;</b> Green tax incentives and rebates (to green projects and companies); Green project management in action; Business redesign; Eco-commerce models					
<b>Textbooks:</b>					
<ol style="list-style-type: none"> <li>1. Green Management and Green Technologies: Exploring the Causal Relationship by Jazmin Seijas Nogarida , ZEW Publications.</li> <li>2. The Green Energy Management Book by Leo A. Meyer, LAMA books</li> </ol>					
<b>Reference Books:</b>					
<ul style="list-style-type: none"> <li>• Green Marketing and Management: A global Perspective by John F. Whaik, Qbase Technologies.</li> <li>• Green Project Management by Richard Maltzman And David Shiden, CRC Press Books.</li> <li>• Green and World by Andrew S. Winston, Yale Press B</li> </ul>					
<b>Online Learning Resources:</b>					



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**COMMON COURSE STRUCTURE & SYLLABI**

[https://www.researchgate.net/publication/330089504\\_Green\\_Management-Concept\\_and\\_Strategies/link/5c2cc525458515a4c70766a1/download](https://www.researchgate.net/publication/330089504_Green_Management-Concept_and_Strategies/link/5c2cc525458515a4c70766a1/download)

[https://steadystate.org/wp-content/uploads/Gowdy\\_Erickson\\_EE\\_Approach.pdf](https://steadystate.org/wp-content/uploads/Gowdy_Erickson_EE_Approach.pdf)

<https://asq.org/quality-resources/iso-14001#:~:text=ISO%2014001%20is%20the%20international,than%20establishing%20environmental%20performance%20requirements.>



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**COMMON COURSE STRUCTURE**

Course Code	Specialization Elective- I	L	T	P	C
21E00303a	Cost and Management Accounting	4	0	0	4
<b>Semester</b>		<b>III</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To describe the cost concepts, cost behaviors, and cost accounting techniques that are applied to manufacturing and service businesses.</li> <li>• To provide an understanding on material purchase control methods.</li> <li>• To explain management accounting concepts and branches of accounting.</li> <li>• To discuss different analytical tools &amp; techniques of financial statements.</li> <li>• To impart analytical and interpretation skills on financial statements.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• To understand concepts, nature and scope of accounting, branches of accounting.</li> <li>• To learn different controlling tools on material and labour cost.</li> <li>• To distinguish branches of accounting and importance.</li> <li>• Demonstrate analytical and interpretation skills on financial statements of any companies.</li> </ul>					
<b>UNIT - I</b>		Lecture Hrs: 8			
Nature and scope of accounting: Cost analysis, concepts and classifications, Cost sheets, preparation of cost sheets, Tenders and Quotations.					
<b>UNIT - II</b>		Lecture Hrs: 12			
Material Purchase control: Levels, aspects, need and essentials of material control. Stores control-stores department, EOQ, Stores records, ABC analysis, VED analysis.					
<b>UNIT - III</b>		Lecture Hrs:12			
Labor cost: Computation and control, Time keeping-Methods of wage payment-Time rate and piece rate system-Payroll procedures-Idle time and overtime-Labor turnover.					
<b>UNIT - IV</b>		Lecture Hrs:12			
Management Accounting: Meaning, scope , importance and limitations – Management Accounting Vs Cost Accounting-management Accounting Vs Financial Accounting.					
<b>UNIT - V</b>		Lecture Hrs:12			
Analysis and Interpretation Of Financial Statements: Nature ,Objectives, tools- Methods-Comparative Statements, Common size statements and Trend analysis					
<b>Textbooks:</b>					
1. A Text book of Cost and Management Accounting – Arora M. N, 11/e, Vikas					
<b>Reference Books:</b>					
<ul style="list-style-type: none"> <li>• Cost Accounting :Theory and Practice - Bhabatosh Banerjee, 12/e, PHI.</li> <li>• Financial Statement Analysis and Reporting - Mohana Rao P, PHI, 2011.</li> <li>• Cost Management :A strategic Approach - Vaidya S. C, Suveera Gill Macmillan 2010.</li> <li>• Cost Accounting- Jawaharlal, &amp; Seema Srivastava, 4/e, TMH.</li> <li>• Accounting &amp; Costing for Management – Sinha P. K, Excel BOOKS, 2010.</li> <li>• A Textbook of Cost Management- G.V Kesava Rao, D Gopinath, M.G. Krishnamurthy and Anita S. Yadav, Paramount Publishing House,</li> </ul>					
<b>Online Learning Resources:</b>					
<a href="https://www.youtube.com/watch?v=5oSpI3e4Dw">https://www.youtube.com/watch?v=5oSpI3e4Dw</a> <a href="https://youtu.be/tstp5293Xqs">https://youtu.be/tstp5293Xqs</a>					



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**COMMON COURSE STRUCTURE & SYLLABI**

Course Code	Specialization Elective- I	L	T	P	C
21E00303b	Product And Brand Management	4	0	0	4
<b>Semester</b>		<b>III</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To provide detailed knowledge of concept of product, product decisions, product management.</li> <li>• To explain concept of branding, branding decision, creating and managing brand equity.</li> <li>• To make them to know new brand failures and the reasons to fail in the market.</li> <li>• To discuss brands and branding in different sectors of the economy.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• To gain knowledge on conceptual knowledge on product, classification of products, strategies, planning and development.</li> <li>• To choose and implement appropriate strategies for existing and new products.</li> <li>• To know essentials of good brand name, types and brand loyalty.</li> <li>• To apply different brand valuation methods and brand revitalization.</li> <li>• To create, design new brand names, and brand building strategies for brand extension.</li> <li>• To analyse the factors for new brand failures in the market.</li> <li>• To examine branding in different sectors of the economy.</li> </ul>					
<b>UNIT - I</b>		Lecture Hrs: 8			
<b>Product Decisions :</b> - Product Concepts – Product Classification – Consumer Goods and Industrial Goods Classification – Product Line and Product Mix – Product Characteristics – Responsibility of Product Manager – Types of Product Strategies					
<b>UNIT - II</b>		Lecture Hrs: 12			
<b>Product Management :</b> Product differentiation – Product Strategies – Stages in the New Product Development – Product Positioning Strategies – Packaging Management.					
<b>UNIT - III</b>		Lecture Hrs:12			
<b>Branding Decisions :</b> Essentials of Good Brand Name – Types of Brands – Advantages of branding – Brand Loyalty – Brand Valuation Methods – Brand Revitalization.					
<b>UNIT - IV</b>		Lecture Hrs:12			
<b>Creating and Managing Brand Equity :</b> Advantages of Brand Equity – Brand Building Strategies – Brand Extension – New Brand Failures.					
<b>UNIT - V</b>		Lecture Hrs:12			
<b>Branding in Different Sectors:</b> Branding in Industrial sector, Retail Sector, Service sector, Banking Sector and Insurance Sector.					
<b>Textbooks:</b>					
1. Marketing Management –Philip Kottler, Kevin Lane Keller ,15th Edition, Pearson.					
<b>Reference Books:</b>					
<ul style="list-style-type: none"> <li>• Product &amp; Brand Management – Text &amp; Cases, Prof.K.Venugopal Rao, Himalaya</li> <li>• Product Management in India, Ramanuj Majumdar, PHI</li> <li>• Product Management ,C.Nandan, , TMH.</li> <li>• Compendium of Brand Management,Chunawalla. S.A, Himalaya</li> <li>• Product &amp; Brand Management,Mathur.U.C , Excel</li> <li>• Brand Positioning, Subroto Sengupta, TMH.</li> <li>• Marketing and Branding, S.Ramesh Kumar, Pearson.</li> <li>• What's in a Brand? , John Philip Jones, TMH</li> </ul>					

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**COMMON COURSE STRUCTURE**

- |   |
|---|
| <ul style="list-style-type: none"><li>• Brand Management – Text &amp; Cases , Harsh V Verma , Excel</li><li>• Become the Brand of Choice, Jason Hartman, Jaico.</li></ul> |
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<b>Online Learning Resources:</b>
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<a href="https://www.youtube.com/watch?v=BRlzbDry6Ew&amp;list=PLLy_2iUCG87BRuLgSpHX_-Xr3uNtULKBC">https://www.youtube.com/watch?v=BRlzbDry6Ew&amp;list=PLLy_2iUCG87BRuLgSpHX_-Xr3uNtULKBC</a>
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**COMMON COURSE STRUCTURE & SYLLABI**

Course Code	Specialization Elective- I	L	T	P	C
21E00303c	Human Resource Development	4	0	0	4
<b>Semester</b>		<b>III</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To provide an understanding of the human resources development framework and</li> <li>• To explain management best practices, tools and models to implement an effective HRD system.</li> <li>• To impart knowledge on career management and issues in career development.</li> <li>• To describe and discuss organizational culture, labour market changes and discrimination adapting to demographic changes.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Understand the concept of HRD, functions and challenges to HR manager.</li> <li>• Design plan for HRD programmes, need to assessment of HRD programmes and impact of HRD Programme.</li> <li>• Understand career development, process and issues in career development</li> <li>• learn and aware of HRD and its diversity in organizational culture and labour markets.</li> </ul>					
<b>UNIT – I</b>		Lecture Hrs: 8			
<b>Introduction to Human Resource Development:</b> Meaning, significance and objectives of Human Resource Development, Human Resource Management and Human Resource development functions, Human Resource Development challenges					
<b>UNIT – II</b>		Lecture Hrs: 12			
<b>HRD Need Assessment &amp; Designing of HRD programs:</b> Strategic/ Organizational Analysis- Task Analysis- Person Analysis- prioritizing HRD needs, defining the objectives of HRD Intervention - Selecting the trainer - Selecting the Training methods - Preparing training material Scheduling an HRD program					
<b>UNIT - III</b>		Lecture Hrs:12			
<b>Implementation &amp; Evaluation of HRD programs:</b> Training methods - Classroom training Approaches - Computer based Training, Purpose of HRD Evaluation- Kirkpatrick's evaluation framework - Data collection for HRD Evaluation - Assessing the impact of HRD programs in Monetary Terms					
<b>UNIT – IV</b>		Lecture Hrs:12			
<b>Career Management and Development:</b> Introduction to Career management, meaning - Stages of life and Career Development - process of career Development - Issues in career development.					
<b>UNIT – V</b>		Lecture Hrs:12			
<b>HRD &amp; Diversity:</b> Introduction - Organizational culture - Labor market changes and discrimination adapting to demographic changes					
<b>Textbooks:</b>					
1. Jon M Werner ,Randy L DeSimone : Human Resource development (Thomson/Cengage) 2. Raymond A Noe : Employee Trainee Development ( Tata McGraw Hill)					
<b>Reference Books:</b>					
<ul style="list-style-type: none"> <li>• John P. Wilson Human Resource Development ( Kogan Page Business Books)</li> <li>• Tripathi P.C : Human Resource Development ( Sultan Chand &amp; Sons)</li> <li>• Uday Kumar Halder : Human Resource Development (Oxford)</li> </ul>					



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**Online Learning Resources:**

<https://www.tutorialspoint.com/human-resource-management>

NPTEL :: Management - NOC:Principles of Human Resource Management





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**COMMON COURSE STRUCTURE & SYLLABI**

Course Code	Specialization Elective- I	L	T	P	C
21E00303d	Mobile Commerce	4	0	0	4
<b>Semester</b>		<b>III</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To define and describe M-commerce concepts, systems, advanced technology devices in M-Commerce.</li> <li>• To infuse knowledge on transactional data base accesses, techniques to facilitate information exchange and different mobile based approaches.</li> <li>• To improve critical analytical skills with examples and cases of M-commerce systems</li> <li>• To describe and discuss some of the applications in M-commerce.</li> <li>• To explain mobile banking, strategies for assessment of quality of perception and services for mobile commerce.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Understand M-Commerce concept, systems and advanced technology devices.</li> <li>• Gain knowledge on transactional data base accesses, techniques to facilitate.</li> <li>• Analyse critically M-commerce system cases and applications.</li> <li>• Learn configuring M-commerce portals, multimedia messaging peer mobile financial services.</li> <li>• Apply and use mobile commerce technology with advanced systems in various areas.</li> </ul>					
<b>UNIT – I</b>		Lecture Hrs: 8			
Current Status and Future Trends in Mobile Commerce, Technology Issues in Mobile Commerce, Mobile Commerce Systems, Mobile Ecommerce on Mobile Phones, Technologically advanced handheld devices, like Smart phones, PDAs, Laptops, Tablets and Portable gaming consoles etc					
<b>UNIT – II</b>		Lecture Hrs: 12			
Transactional Database Accesses for M-Commerce Clients, Techniques to facilitate Information Exchange in Mobile Commerce, Information System and Application Issues in Mobile Commerce, The emergence of Location based Mobile Commerce, The need for Mobile based Approaches					
<b>UNIT - III</b>		Lecture Hrs:12			
Managing the Interactions Between Handheld Devices Mobile Applications and Users, Mobile Commerce and Usability, a Landscape Analysis,					
<b>UNIT – IV</b>		Lecture Hrs:12			
: Mobile marketing, mobile ticketing, mobile computing, mobile payments and mobile banking are discussed vis-a-vis latest technologies, like wireless and mobile communication technology, digital cellular technology, mobile access technology and 4G and 5G systems					
<b>UNIT – V</b>		Lecture Hrs:12			
Configuring M-Commerce Portals for Business Success, Knowledge Management in a Mobile Computing Context, Multimedia Messaging Peer Mobile Financial Services, Mobile Banking – A Strategic Assessment, Service for Mobile Commerce Applications, Quality of Perception in M Commerce					
<b>Textbooks:</b>					
1. Advances in Mobile Commerce Technologies, EE-Peng Lim, Keng Siau, Idea Group of Publishing					
<b>Reference Books:</b>					
<ul style="list-style-type: none"> <li>• Mobile Commerce Applications, Shi, Nansi, Idea Group of Publishing</li> <li>• Mobile Commerce, Karabi Bandyopadhyay, PHI</li> </ul>					



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**COMMON COURSE STRUCTURE**

**Online Learning Resources:**

<https://www.hostinger.in/tutorials/mobile-commerce>

<https://edurev.in/studytube/Mobile-Commerce>

<https://www.studocu.com/.../mba/mobile-commerce-lecture-notes>



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**COMMON COURSE STRUCTURE & SYLLABI**

Course Code	Specialization Elective- II	L	T	P	C
21E00304a	Financial Institutions And Services	4	0	0	4
<b>Semester</b>		<b>III</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To provide an overview of financial system and components of financial system in detail.</li> <li>• To explain classification of institutions, markets and services in the financial system.</li> <li>• To impart knowledge on interrelationship and functioning of each component of financial system.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Define and understand financial system in an economy and components of financial system</li> <li>• Gain knowledge on classification of financial institutions, markets and type services of institutions.</li> <li>• To compare and contrast the pros and cons of each type of services available in the financial market.</li> <li>• To distinguish the various financial markets and institutions and their functioning mechanism.</li> <li>• Acquire knowledge on entire banking system and types of banks and functioning of banks in the financial system.</li> </ul>					
<b>UNIT – I</b>		Lecture Hrs: 8			
<b>Introduction:</b> The structure of financial system, Elements of financial system and economic development, Regulatory and Promotional Institutions - Function and Role of RBI, Monetary Policy and techniques of RBI.					
<b>UNIT – II</b>		Lecture Hrs: 12			
<b>The Banking and Non-banking Institutions:</b> The public and the private sectors – structure and comparative performance, Bank capital and Banking Innovations, Commercial and Co-operative banks. The Non-banking financial Institutions - Mutual Funds, Growth of Indian Mutual funds and its Regulation. The Role of AMFI, Insurance Companies- Role of IRDA.					
<b>UNIT - III</b>		Lecture Hrs:12			
<b>Financial and securities Markets:</b> Primary and Secondary Markets, Structure and functions of Money Market, -Call call money market , Government Securities Market – T-bills market, Commercial Bills market, Commercial paper and certificate of deposits. Securities markets:- Organization and structure, listing trading and settlement of securities market, The role and functions of SEBI.					
<b>UNIT – IV</b>		Lecture Hrs:12			
<b>Fund based services</b> - Lease and hire purchase consumer credit and Factoring - Definition, Functions, Advantages, Evaluation, venture capital financing, Housing Finance.					
<b>UNIT – V</b>		Lecture Hrs:12			
<b>Fee-based services</b> - Stock broking, credit rating Merchant Banking ,portfolio services. Underwriting, Depository services, Challenges faced by investment bankers.					
<b>Textbooks:</b>					
<ol style="list-style-type: none"> <li>1. Financial Institutions and Markets, L. M. Bhole, 4/e Tata McGraw Hill.</li> <li>2. Financial services, Gorden &amp; Natarajan, Himalaya publishers</li> </ol>					
<b>Reference Books:</b>					
<ul style="list-style-type: none"> <li>• Financial Services and markets, Dr.Punithavathy Pandian, Vikas</li> <li>• Financial Markets and services, Appannaiah, Reddy and Sharma, HPH</li> <li>• Indian Financial System, Ramachandra and others, HPH</li> <li>• Investment Institutions and Markets, Jeff Madura, Cengage, 1<sup>st</sup> Edition.</li> <li>• Financial services, Thirpati, PHI.</li> <li>• Financial Markets &amp; Services, Vasanth desai, Himalaya.</li> </ul>					



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**MASTER OF BUSINESS ADMINISTRATION**  
**MBA; MBA (General Management); MBA (Business Management)**  
**COMMON COURSE STRUCTURE**

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|---|
| <ul style="list-style-type: none"><li>• Financial Institutions and Markets, Gupta Agarwal, Kalyani publishers.</li><li>• Management of Financial Services ,C.Rama Gopal ,Vikas.</li></ul> |
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<b>Online Learning Resources:</b>
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<a href="https://ebooks.lpude.in/management/mba/term_3/DMGT512_FINANCIAL_INSTITUTIONS_AND_SERVICES.pdf">https://ebooks.lpude.in/management/mba/term_3/DMGT512_FINANCIAL_INSTITUTIONS_AND_SERVICES.pdf</a>
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NPTEL :: Management - NOC:Financial Institutions and Markets
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<a href="https://www.studocu.com/.../fims-lecture-notes-online">https://www.studocu.com/.../fims-lecture-notes-online</a>
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**COMMON COURSE STRUCTURE & SYLLABI**

Course Code	Specialization Elective- II Consumer Behaviour	L	T	P	C
21E00304b			4	0	0
<b>Semester</b>		<b>III</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To explain concept of consumer behavior and different facets of consumer buying behavior</li> <li>• To enable to understand the impact of social-economic-demographic, psychological and cultural environmental factors on buying behavior</li> <li>• To educate in identifying types of market segments, strategies.</li> <li>• To describe consumer decision making process and consumerism concept.</li> <li>• To provide knowledge on consumer disputes redressal agencies and commission and consumer protection Act 1986.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Understand consumer behaviour and insights and dimensions of consumer behaviour.</li> <li>• Analyse and interpret the consumer behaviour and its relationship with different environment factors.</li> <li>• Gain knowledge on communication and consumer behaviour and various models of buyer behaviour.</li> <li>• Understand and describe consumer decision process pre –purchase and post purchase as well as repeat purchase behaviour.</li> <li>• Recognise the mechanism of consumer disputes redressal agencies and commissions, Consumer protection act, 1986.</li> </ul>					
<b>UNIT – I</b>		Lecture Hrs: 8			
<b>Introduction to consumer behavior:</b> Understanding consumers and market segments. Consumer behavior and marketing strategy, Psychographic Dimensions-consumer motivation, Perception, personality, Information processing, Attitude formation and attitude change.					
<b>UNIT – II</b>		Lecture Hrs: 12			
<b>Social and Cultural Environment :</b> Economic, Demographic, Cross Cultural and socio- cultural influences, Social Stratification, Reference Groups and family influences, personal influence					
<b>UNIT - III</b>		Lecture Hrs:12			
<b>Communication and consumer behavior:</b> Process, designing persuasive communication and diffusion of Innovations. Models of Buyer behavior- Howard –Sheth Model, EKB Model, Webster and Wind Model.					
<b>UNIT – IV</b>		Lecture Hrs:12			
<b>Consumer decision process :</b> High and Low Involvement, Pre-purchase processes, Purchase ,post purchase process, Consumption and Evaluation, Brand Loyalty and Repeat Purchase Behavior.					
<b>UNIT – V</b>		Lecture Hrs:12			
<b>Consumerism:</b> The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism, and marketer responses to consumer issues. Consumer protection Act 1986, Consumer disputes Redressal agencies and Commission.					
<b>Textbooks:</b>					
<ul style="list-style-type: none"> <li>• Schiff man , L.G and Kanuk L.L : Consumer Behavior, 8/e ,Pearson</li> </ul>					



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**COMMON COURSE STRUCTURE**

**Reference Books:**

- Ramesh Kumar : Consumer Behaviour (pearson Education)
- LeonG.Scistman & Leslie Leaserkarmal :Consumer Behaviour, PHI
- Suja R.Nair : Consumer Behaviour in Indian Perspective, Himalaya
- Subash Mehta : Consumer Behaviour, Tata McGraw Hill
- Rajjev Kumra : Consumer Behaviour, Himalaya

**Online Learning Resources:**

<https://www.studocu.com/.../consumer-behavior-lecture-notes>  
<https://freevideolectures.com/course/3497/consumer-behaviour>



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**COMMON COURSE STRUCTURE & SYLLABI**

Course Code	Specialization Elective- II	L	T	P	C
21E00304c	Labour Laws and Legislations	4	0	0	4
<b>Semester</b>		<b>III</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To explain overview of legal framework, evolution, labour legislations and its relevance to HRM.</li> <li>• To educate on various laws in India focusing on employment, working conditions, remunerations, industrial relations and social security.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Acquire knowledge on various labour related legislations.</li> <li>• Enables to capture the significant elements of laws to run an industry.</li> <li>• Investigate and draw valid points on labour related issues in an organisation.</li> <li>• Face labour issues in the organizations relating to employment, wages, relations, social security.</li> </ul>					
<b>UNIT – I</b>		Lecture Hrs: 8			
<b>Legal frame work: evolution of labour laws in India</b> – labour legislations – meaning, importance and relevance to HRM					
<b>UNIT – II</b>		Lecture Hrs: 12			
<b>Legislations relating to employment and working conditions:</b> Industrial employment (standing orders) Act, 1946 – Factories Act 1948 - contract labour (Regulation and abolition) Act 1970					
<b>UNIT - III</b>		Lecture Hrs:12			
<b>Laws relating to remuneration:</b> Payment of wages Act, 1936, Minimum wages Act, 1948 – Payment of Bonus Act, 1965					
<b>UNIT – IV</b>		Lecture Hrs:12			
<b>Laws relating to industrial Relations :</b> Industrial Disputes Act ,1947 - preventive and settlement machinery – trade unions Act, 1926 – workers participation in management					
<b>UNIT – V</b>		Lecture Hrs:12			
<b>Laws relating to social security :</b> Work men’s compensation Act,1923 – ESI Act, 1948 Employees provident fund and miscellaneous provisions Act,1952 - Maternity benefits Act,- 1961 Payment of gratuity Act, 1972					
<b>Textbooks:</b>					
<ol style="list-style-type: none"> <li>1. Industrial Relations and labour laws - Tripathi. P.C- Sultan chand and sons</li> <li>2. Mercantile law – N.D. Kapoor - Sultan chand and sons</li> </ol>					
<b>Reference Books:</b>					
<ul style="list-style-type: none"> <li>• Industrial Relations and labour laws - Sri Vastva – vikas publishers</li> <li>• Industrial Relations and laws in India – Agarwal LL</li> <li>• Industrial Relations and labour laws - Sinha &amp; sinha, Oxford IBH</li> <li>• Legal aspects of business – Pillai.RSN&amp; Bhagavathi (2011), Sultan chand and sons</li> <li>• Industrial Law- P.L.Malik, eastern book company</li> </ul>					
<b>Online Learning Resources:</b>					
<a href="https://www.instamojo.com/SudhirSachdeva/labour-laws">https://www.instamojo.com/SudhirSachdeva/labour-laws</a> <a href="https://www.bing.com/search?q=labour+laws+and+legislations+lecture+videos&amp;qs=n&amp;form=QBRE&amp;sp=-1&amp;pq=labour+laws+and+legislations+lecture+videos&amp;sc=1-43&amp;sk=&amp;cvid=F7903542C77744E1AE821FBDE885A330&amp;ghsh=0&amp;ghacc=0#">https://www.bing.com/search?q=labour+laws+and+legislations+lecture+videos&amp;qs=n&amp;form=QBRE&amp;sp=-1&amp;pq=labour+laws+and+legislations+lecture+videos&amp;sc=1-43&amp;sk=&amp;cvid=F7903542C77744E1AE821FBDE885A330&amp;ghsh=0&amp;ghacc=0#</a> <a href="https://www.bing.com/search?q=labour+laws+and+legislations+lecture+videos&amp;qs=n&amp;form=QBRE&amp;sp=-1&amp;pq=labour+laws+and+legislations+lecture+videos&amp;sc=1-">https://www.bing.com/search?q=labour+laws+and+legislations+lecture+videos&amp;qs=n&amp;form=QBRE&amp;sp=-1&amp;pq=labour+laws+and+legislations+lecture+videos&amp;sc=1-</a>					

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**COMMON COURSE STRUCTURE**

43&sk=&cvid=F7903542C77744E1AE821FBDE885A330&ghsh=0&ghacc=0#:~:text=https%3A//www.toppr.com/guides/legal%2Daptitude/labour%2Dlaws/labour%2Dlaws





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**COMMON COURSE STRUCTURE & SYLLABI**

Course Code	Specialization Elective- II	L	T	P	C
21E00304d	Supply Chain Management	4	0	0	4
<b>Semester</b>		<b>III</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To introduce supply chain concept, fundamentals and role of supply chain management in the economy.</li> <li>• To explain concept of distribution logistics system and supply chain management.</li> <li>• To make to identifying sourcing strategy in supply chain management world wide.</li> <li>• To educate on supply chain network, location models, optimization models</li> <li>• To impart knowledge on planning demand, inventory and supply</li> <li>• To describe inventory managing approaches, pricing and revenue management.</li> <li>• To provide knowledge on current trends in supply chain management.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• To define and describe basics of supply chain management, drivers of supply chain performance</li> <li>• To identify sourcing strategy in selection and negotiation with world wide suppliers.</li> <li>• To design a distribution logistics system and redesign location and optimization models and its impact on uncertainty on network design.</li> <li>• To schedule demand, inventory and supply in uncertainty conditions.</li> <li>• Determine the risk, pricing and revenue levels in different supply chain models.</li> <li>• Acquire knowledge on current trends in supply chain management.</li> </ul>					
<b>UNIT – I</b>		Lecture Hrs: 8			
<b>Role of Distribution in Value discovery:</b> Designing a distribution logistics system – Outsourcing of distribution logistics – Distinction between distribution logistics and supply chain management. Introduction - Supply Chain – Fundamentals –Evolution- Role in Economy -Importance - Decision Phases - Supplier-Manufacturer-Customer chain. - Enablers/Drivers of Supply Chain Performance.					
<b>UNIT – II</b>		Lecture Hrs: 12			
<b>Strategic Sourcing :</b> Outsourcing – Make Vs buy - Identifying core processes -Market Vs Hierarchy - Make Vs buy continuum -Sourcing strategy - Supplier Selection and Contract Negotiation. Creating a world class supply base- Supplier Development - World Wide Sourcing.					
<b>UNIT - III</b>		Lecture Hrs:12			
<b>Supply Chain Network -</b> Distribution Network Design – Role – Factors Influencing Options, Value Addition – Distribution Strategies - Models for Facility Location and Capacity allocation. Distribution Center Location Models. Supply Chain Network optimization models. Impact of uncertainty on Network Design – Network Design decisions using Decision trees.					
<b>UNIT – IV</b>		Lecture Hrs:12			
<b>Planning Demand, Inventory And Supply -</b> Managing supply chain cycle inventory. Uncertainty in the supply chain – Analyzing impact of supply chain redesign on the inventory - Risk Pooling - Managing inventory for short life – cycle products - multiple item -multiple location inventory management. Pricing and Revenue Management					
<b>UNIT – V</b>		Lecture Hrs:12			
<b>Current Trends -</b> Supply Chain Integration - Building partnership and trust in SC Value of Information: Bullwhip Effect - Effective forecasting - Coordinating the supply chain. . SC Restructuring - SC Mapping -SC process restructuring, Postpone the point of differentiation.					
<b>Textbooks:</b>					
<ol style="list-style-type: none"> <li>1. D K Agrawal, Textbook of Logistics and Supply Chain Management, MacMillan 2003, 1st Edition.</li> <li>2. G Raghuram &amp; N Rangaraj, Logistics and Supply Chain Management - Cases and Concepts. Mac Millan.</li> </ol>					



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<b>Reference Books:</b>
<ul style="list-style-type: none"> <li>▪ Supply chain Logistics Management, Bowersox, Closs, Cooper, 2/e, TMH.</li> <li>▪ Supply chain management concepts and cases, Rhaul V. Altekar, PHI.</li> <li>▪ Principles of Supply Chain Management – A balanced approach, Wisner, Leong, Tan, Cengage.</li> <li>▪ Exploring Supply Chain – theory and practice, Upendra Kachru, excel.</li> <li>▪ Supply Chain Management, R.P. Mohanty and S.G. Deshmukh, Jaico.</li> </ul>
<b>Online Learning Resources:</b>
<p><a href="https://www.bing.com/search?q=supply+chain+management++lecture+videos&amp;qsn&amp;form=QBRE&amp;sp=-1&amp;pq=supply+chain+management+lecture+videos&amp;sc=1-38&amp;sk=&amp;cvid=292D06330E7D445C822F887E8703978D&amp;ghsh=0&amp;ghacc=0#">https://www.bing.com/search?q=supply+chain+management++lecture+videos&amp;qsn&amp;form=QBRE&amp;sp=-1&amp;pq=supply+chain+management+lecture+videos&amp;sc=1-38&amp;sk=&amp;cvid=292D06330E7D445C822F887E8703978D&amp;ghsh=0&amp;ghacc=0#</a></p> <p><a href="https://www.tutorialspoint.com/supply_chain_management">https://www.tutorialspoint.com/supply_chain_management</a></p> <p><a href="https://www.bing.com/search?q=supply+chain+management+swayam&amp;qsn&amp;form=QBRE&amp;sp=-1&amp;pq=supply+chain+management+swayam&amp;sc=1-30&amp;sk=&amp;cvid=435E6932DEC4418785D4B27B58FAE6B4&amp;ghsh=0&amp;ghacc=0#:~:text=Management%20%2D%20Swayam%20Prabha-,https%3A//swayamprabha.gov.in/asset/new_team/images/course_files/,-c%E2%80%A6C2%A0C2%B7%20PDF">https://www.bing.com/search?q=supply+chain+management+swayam&amp;qsn&amp;form=QBRE&amp;sp=-1&amp;pq=supply+chain+management+swayam&amp;sc=1-30&amp;sk=&amp;cvid=435E6932DEC4418785D4B27B58FAE6B4&amp;ghsh=0&amp;ghacc=0#:~:text=Management%20%2D%20Swayam%20Prabha-,https%3A//swayamprabha.gov.in/asset/new_team/images/course_files/,-c%E2%80%A6C2%A0C2%B7%20PDF</a></p>



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**COMMON COURSE STRUCTURE & SYLLABI**

Course Code	Specialization Elective- III	L	T	P	C
21E00305a	Investment And Portfolio Management	4	0	0	4
<b>Semester</b>		<b>III</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To present and discuss an overview of stock markets.</li> <li>• To explain concept of investment, process of investment.</li> <li>• To discuss framework of fundamental and technical analysis under security analysis</li> <li>• To impart knowledge on estimation and measurement of risk and return.</li> <li>• To explain process of valuation of different securities.</li> <li>• To describe the process of portfolio management process, theories, models to measure the performance of portfolio.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Understand the overview of stock markets.</li> <li>• Acquire knowledge on process of investment,</li> <li>• Analyse the security under different types before investing in stocks.</li> <li>• Ascertain risk and return value of different securities and portfolio</li> <li>• Learn various portfolio theories, models to manage portfolio and maximise the portfolio returns.</li> </ul>					
<b>UNIT – I</b>		Lecture Hrs: 8			
<b>Investment:</b> Introduction to stock markets - objectives, Process of Investment, Investment and speculation.					
<b>UNIT – II</b>		Lecture Hrs: 12			
<b>Fundamental Analysis &amp; Technical Analysis:</b> Framework of Fundamental analysis- Economic analysis, Industry analysis-Industry Life cycle - Company analysis, Fundamental Analysis Vs Technical Analysis - Dow Theory.					
<b>UNIT - III</b>		Lecture Hrs:12			
<b>Measurement of Risk and Return:</b> Revenue Return and Capital appreciation, holding period – Calculation of expected return, Risk factors, risk classification – systematic risk – unsystematic risk – standard deviation – variance– Beta .					
<b>UNIT – IV</b>		Lecture Hrs:12			
<b>Valuation of Securities:</b> Types of Securities - Approaches of valuation – Bond valuation – Preference share Valuation – Common stock Valuation					
<b>UNIT – V</b>		Lecture Hrs:12			
<b>Portfolio Management:</b> Process of Portfolio Management, Modern Portfolio – Portfolio models – Markowitz model – Sharpe single index model, Capital Asset Pricing Models.					
<b>Textbooks:</b>					
<ol style="list-style-type: none"> <li>1. Investment Management, V.K.Balla, S.Chand Company Ltd</li> <li>2. Security Analysis and Portfolio Management ,Punithavathy Pandian, Vikas</li> </ol>					
<b>Reference Books:</b>					
<ul style="list-style-type: none"> <li>• Investment Analysis and portfolio management, Chandra, Tata McGraw Hill .</li> <li>• Security Analysis Portfolio Management, Ranganatham &amp; Madhumathi, Pearson Education.</li> <li>• Security Analysis and Portfolio Management, Sudhindra Bhat, excel.</li> <li>• Security analysis and portfolio management, Avadani, Himalaya publishers.</li> </ul>					



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**COMMON COURSE STRUCTURE**

- Investment analysis portfolio management, Frank Reilly & Brown, Cengage.
- Investment Management, Preethi Singh, Himalaya Publishing House, Mumbai..
- Investment, Bodie, McGraw Hill Book Company.
- Investment Management ,Hiriyappa ,New Age Publications

**Online Learning Resources:**

[https://www.bcci.bg/projects/latvia/pdf/8\\_IAPM\\_final.pdf](https://www.bcci.bg/projects/latvia/pdf/8_IAPM_final.pdf)

<https://backup.pondiuni.edu.in/sites/default/files/investment%26portfolio-260214.pdf>

[https://sist.sathyabama.ac.in/sist\\_coursematerial/uploads/SBAA7002.pdf](https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA7002.pdf)

<https://www.youtube.com/c/iit/search?query=securities%20and%20portfolio%20management>



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**COMMON COURSE STRUCTURE & SYLLABI**

Course Code	Specialization Elective- III	L	T	P	C
21E00305b	Rural Marketing	4	0	0	4
<b>Semester</b>		<b>III</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To explain the structure of Rural markets in India &amp; Government role in promoting Rural Marketing.</li> <li>• To introduce rural marketing concepts focusing on rural consumer behavior.</li> <li>• To list and explain various government agencies for the development of Agricultural marketing in India.</li> <li>• To create awareness on agricultural credit and crop insurance information to rural marketing groups.</li> <li>• To explain the role of IT in rural marketing with case studies.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Understand the structure of Rural markets in India &amp; Government role in promoting Rural Marketing.</li> <li>• Learn rural marketing concepts focusing on rural consumer behavior.</li> <li>• Identify various government agencies, their roles and responsibilities for the development of Agricultural marketing in India.</li> <li>• Know the sources of agricultural credit and crop insurance information to rural marketing groups.</li> <li>• Know the role of IT in rural marketing with case studies.</li> </ul>					
<b>UNIT - I</b>		Lecture Hrs: 8			
<b>Introduction to Rural marketing:</b> Meaning, scope, definition, & importance, Rural versus Urban, mindsets, Growth of rural markets, Basic differences between rural, semi urban and urban markets. Classification of Rural Consumer based on economic status, profile of rural consumer, rural consumer behavior.					
<b>UNIT - II</b>		Lecture Hrs: 12			
<b>Rural Marketing strategies:</b> Product strategies, pricing strategies, distribution strategies, production strategies, Methods of sale, Hatha system, Private Negotiations, Quotations on samples, Dara Moghum sale Methods, Open Auction Method. Prevalence of Beoparis and Arahatis Rural Mandi's, APMC's etc					
<b>UNIT - III</b>		Lecture Hrs: 12			
<b>Role of Government in the development of Agricultural Marketing :</b> Government intervention in Marketing system, Role of agencies like, Council of State Agricultural Marketing Boards, (COSAMB), State trading, Cooperative Marketing, Types of Cooperative marketing societies, Cooperative Processing, National Agricultural Cooperative marketing federation (NAFED), National Cooperative Development Corporation (NCDC), Public Distribution Systems (PDS), Food Corporation of India, Directors of Marketing and Inspection (DMI), National institute of Agricultural Marketing (NIAM), Self help Groups (SHG's)					
<b>UNIT - IV</b>		Lecture Hrs: 12			
<b>Agricultural Credit and Crop Insurance:</b> Agricultural Credit Policy, Institutional Agreements for Agricultural Credit, Crop Insurance, Agricultural Insurance.					
<b>UNIT - V</b>		Lecture Hrs: 12			
<b>Role of IT in Rural Marketing:</b> Infrastructure, Importance & scope, Modern techniques for rural distribution, Case study of ITC's "e-choupal" Initiative					



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<b>Textbooks:</b>
<b>Reference Books:</b>
<ul style="list-style-type: none"> <li>▪ Rural Marketing : Environment, Problems and strategies –T.P. Gopalaswamy, Vikas Publishing house.</li> <li>▪ Rural Marketing in India – K.S.Habeb Rahman ,Himalaya Publishers.</li> <li>▪ Rural Marketing in India – R.V.Bedi , Himalaya Publishers</li> <li>▪ Rural Marketing- Focus on agricultural inputs, Sukhpal singh , Vikas Publishing house.</li> <li>▪ Integrated rural development – R.C.Arora , S.Chand &amp; company</li> </ul>
<b>Online Learning Resources:</b>
<p><a href="https://www.bing.com/search?q=rural+marketing+lectures&amp;qs=n&amp;form=QBRE&amp;sp=-1&amp;ghc=1&amp;pq=rural+marketing+lectures&amp;sc=7-24&amp;sk=&amp;cvid=7C1410AA2B1944E796CACED8ADC7A7D9&amp;ghsh=0&amp;ghacc=0#">https://www.bing.com/search?q=rural+marketing+lectures&amp;qs=n&amp;form=QBRE&amp;sp=-1&amp;ghc=1&amp;pq=rural+marketing+lectures&amp;sc=7-24&amp;sk=&amp;cvid=7C1410AA2B1944E796CACED8ADC7A7D9&amp;ghsh=0&amp;ghacc=0#</a></p> <p><a href="https://www.tutorialspoint.com/rural_marketing">https://www.tutorialspoint.com/rural_marketing</a></p> <p><a href="https://www.geektonight.com/rural-marketing">https://www.geektonight.com/rural-marketing</a></p>



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**COMMON COURSE STRUCTURE & SYLLABI**

Course Code	Specialization Elective- III	L	T	P	C
21E00305c	Performance Management	4	0	0	4
<b>Semester</b>		<b>III</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To introduce performance management concept and distinguish performance management and Human resource management</li> <li>• To discuss the concept of mentoring , process, types and pitfalls</li> <li>• To explain coaching and counseling for performance improvement and steps involved in counseling process.</li> <li>• To discuss the uses of appraisal system and methods of appraisal</li> <li>• To impart knowledge on Learning Organization, approaches, sources and rewards, and compensation management.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Understand performance management concept and distinguish performance management and Human resource management</li> <li>• Learn the concept of mentoring , process, types and pitfalls.</li> <li>• Explain coaching and counseling for performance improvement and steps involved in counseling process.</li> <li>• Design and apply different appraisal systems in an organization.</li> <li>• prepare reward and compensation policy</li> <li>• determine factors influencing fringe benefits in the reward and compensation policy.</li> </ul>					
<b>UNIT - I</b>		Lecture Hrs: 8			
<b>Introduction to Performance management :</b> Concept -Performance management vs. performance appraisal--Performance management vs. Human resource management- Purposes- Significance .					
<b>UNIT - II</b>		Lecture Hrs: 12			
<b>Mentoring and Monitoring:</b> Concept of mentoring - Benefits of mentoring - Characteristics of mentor-Mentoring process-Group mentoring -Benefits -Types of Group Mentoring – Pitfalls Monitoring performance.					
<b>UNIT - III</b>		Lecture Hrs:12			
<b>Coaching and counseling :</b> Coaching for performance improvement -. Concept - Tips for effective coaching Counseling -Functions of counseling- Steps in counseling process					
<b>UNIT - IV</b>		Lecture Hrs:12			
<b>Annual Stock taking:</b> Stock taking of performance -Uses –Appraisal system design : Process and approaches - Appraisal methods - MBO and Assessment centre -360 degree appraisal - Balanced score card. Stock taking of potential- Appraisal for reward - Appraisal for recognition					
<b>UNIT - V</b>		Lecture Hrs:12			
<b>Learning organization :</b> Concept of learning organization- Learning approaches- Learning sources - Importance of learning-. Characteristics of learning organization- Reward and compensation Management - Concept and types of compensation- Objectives - Competitive compensation design - Fringe benefits- Objectives -Factors influencing fringe benefits - Types of fringe benefits					
<b>Textbooks:</b>					
<ol style="list-style-type: none"> <li>1. Performance Management, A.S.Kohli, T.Deb,Oxford.</li> <li>2. Prem Chadha, Performance Management, McMillan.</li> </ol>					



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**COMMON COURSE STRUCTURE**

**Reference Books:**

- Performance Management, Bagchi, Cengage Learnings.
- Performance Appraisal and Management, Sharma, Davinder, HPH
- Performance Management, Herman, Aguinis, Pearson Education.
- Performance Management and Appraisal Systems, T.V.Rao, Response.
- Performance management, Kandula, PHI.
- 360 Degree Feedback and Assessment and Development Centres, T.V.Rao, Excel.
- Performance Management, Dinesh k.Srivatsava, Excel

**Online Learning Resources:**

NPTEL :: Management - NOC:Performance and Reward Management  
[https://www.tutorialspoint.com/performance\\_management](https://www.tutorialspoint.com/performance_management)





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**COMMON COURSE STRUCTURE & SYLLABI**

Course Code	Specialization Elective- III	L	T	P	C
21E00305d	Enterprise Resource Planning	4	0	0	4
<b>Semester</b>		<b>III</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To provide the overview of Enterprise Resource Planning, ERP Implementation and Maintenance, business modeling, Business Process Re-engineering (BPR).</li> <li>• To discuss the concept of business intelligence system mentoring , process, types and pitfalls .</li> <li>• To explain ERP modules in various functional areas in an organization.</li> <li>• To discuss the ERP implementation , its life cycle, process .</li> <li>• To impart knowledge on ERP products and their impact on enterprise applications.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Understand overview of Enterprise Resource Planning, ERP Implementation and Maintenance, business modeling, Business Process Re-engineering (BPR).</li> <li>• Learn the concept of business intelligence system mentoring , process, types and pitfalls .</li> <li>• Explain ERP modules in various functional areas in an organization.</li> <li>• Know the implementation of ERP, its life cycle, process, ERP project teams and</li> <li>• Gain knowledge on ERP products and their impact on enterprise applications.</li> </ul>					
<b>UNIT - I</b>		Lecture Hrs: 8			
<b>Introduction to ERP:</b> Overview of ERP,MRPI, MRPII and Evolution of ERP, Business Modeling, ERP related technologies, Business PROCESS Re-engineering (BPR) – BPR Process, Myths regarding BPR, ERP Architecture.					
<b>UNIT - II</b>		Lecture Hrs: 12			
<b>Business Intelligence Systems-</b> Data Mining, Data Warehousing, On-line Analytical Processing (OLAP), On-line Transaction Processing (OLTP)					
<b>UNIT - III</b>		Lecture Hrs:12			
<b>ERP Modules :</b> Finance Controlling, Accounting System, Manufacturing and Production Systems. Sales and Distribution Systems, Human Resource Systems. Plant Maintenance System, Material Management System, Quality Management System,.					
<b>UNIT - IV</b>		Lecture Hrs:12			
<b>ERP Implementation:</b> ERP Implementation life cycle, ERP package selection, ERP Implementation process, ERP project teams, ERP operation and Maintenance					
<b>UNIT - V</b>		Lecture Hrs:12			
<b>ERP Products:</b> SAP, Oracle, Microsoft Dynamic, People Soft, Baan and their impact on enterprise applications					
<b>Textbooks:</b>					
<ol style="list-style-type: none"> <li>1. Enterprise Resource Planning, Singla, Cengage Learnings.</li> <li>2. Enterprise Resource Planning, Mahadeo Jaiswal &amp; Ganesh Vanapalli, Macmillan</li> </ol>					
<b>Reference Books:</b>					
<ul style="list-style-type: none"> <li>▪ Enterprise Resource Planning, Alexis Leon, TMH.</li> <li>▪ Enterprise Resource Systems,Motiwalla,Pearson.</li> <li>▪ ERP in practice, Jagan Nathan Vaman, Tata Mc.GrawHill.</li> <li>▪ Enterprise Resource Planning and MIS,Venugopal Rao, Excel.</li> <li>▪ ERP concepts &amp; Practice,Vinod Kumar Kard arid NK Venkata Kristean, PHI.</li> <li>▪ Concepts in ERP ,Monk,2/e Thomson.</li> </ul>					



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**COMMON COURSE STRUCTURE**

- Managerial Issues of ERP, David L.Olson , TMH

**Online Learning Resources:**

<https://www.coursera.org/.../enterprise-resource-planning>

<https://www.bing.com/search?q=enterprise+resource+planning+lectures+epatasala&qs=n&form=QBRE&sp=-1&pq=enterprise+resource+planning+lectures+epatasala&sc=0-47&sk=&cvid=40E6DC39DB2E48D69A7B9979FB33D00A&ghsh=0&ghacc=0#>



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**COMMON COURSE STRUCTURE & SYLLABI**

Course Code	Specialization Elective- IV	L	T	P	C
21E00306a	Auditing And Taxation	4	0	0	4
<b>Semester</b>		<b>III</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To explain basic concepts of Audit and Income Tax structure and computation of income</li> <li>• To impart knowledge on company audit and audit programme</li> <li>• To teach qualifications, duties and rights of a company auditor and procedure to prepare an audit report.</li> <li>• To provide introduction to Income tax in India and concepts of Income tax.</li> <li>• To explain direct and indirect tax focusing basic concepts of GST Act and GST rates in India.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Understand meaning of audit, types and basic principles of Audit.</li> <li>• Know the importance of company audit, audit programme and commencement of new audit.</li> <li>• Acquire knowledge on qualifications to appoint auditor and rights and duties as a company auditor.</li> <li>• Prepare company audit report.</li> <li>• Differentiate direct and indirect taxes, basic concepts of income tax and computational procedure of Income tax.</li> <li>• Understand meaning of GST, regulatory framework of GST, features and GST rates in India.</li> <li>• Classify different goods and services falling under various tax slab rates.</li> </ul>					
<b>UNIT - I</b>		Lecture Hrs: 8			
<b>Introduction to Auditing</b> : Definition, objective of Audit, Advantages and limitation of audit, Types of Audit - Basic Principles of governing audit. Vouching - Meaning and significance.					
<b>UNIT - II</b>		Lecture Hrs: 12			
<b>Company Audit</b> : Introduction to Company Audit - Audit programme- Audit note book - working papers - Commencement of new audit.					
<b>UNIT - III</b>		Lecture Hrs:12			
<b>Auditors eligibility and audit report:</b> Qualifications, disqualifications appointment and removal of company auditor. Duties and rights of a company auditor - Preparation of an audit report					
<b>UNIT - IV</b>		Lecture Hrs:12			
<b>Direct and Indirect Taxes</b> : Features and History of Income Tax in India – Definitions and Basic Concepts of Income Tax: Assesse- Assessment Year – Previous Year – Person – Residential Status : Meaning of Residential Status – Conditions applicable to an Individual Assesse –Problems on computation of Total Income of an Individual based on Residential Status.					
<b>UNIT - V</b>		Lecture Hrs:12			
<b>Introduction to GST Act</b> : Meaning and definition of GST -Objectives of GST- Regulatory framework of GST - Scope of GST- Key features and Benefits of GST- GST rates in India.					
<b>Textbooks:</b>					
1. A Hand book on Practical Auditing- B.N. Tondan, S Chand Publishers					



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**COMMON COURSE STRUCTURE**

**Reference Books:**

- Income Tax Law and Practice: V.P. Gaur & D.B Narang, Kalyani Publishers
- Income Tax: B.B. Lal, Pearson Education
- Taxation: R.G. Saha, Himalaya Publishing House Pvt. Ltd.
- Taxation Law and Practice: Balachandran & Thothadri, PHI Learning

**Online Learning Resources:**

<https://swayam.gov.in/auditing&taxation>  
<https://onlinecourses.nptel.ac.in/auditing>  
<https://revisioncube.com/lectures/taxation>



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**COMMON COURSE STRUCTURE & SYLLABI**

Course Code	Specialization Elective- IV	L	T	P	C
21E00306b	Advertising And Sales Promotion Management	4	0	0	4
<b>Semester</b>		<b>III</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To explain basic concepts of advertising, types of advertisement,</li> <li>• To describe objective, functions of advertisement agencies, their services and client –agency relationship.</li> <li>• To infuse knowledge on advertising budgets and ways to make effective budgets.</li> <li>• To introduce concept of Sales promotion, consumer promotion and impact of sales promotion and preparation of sales promotion budgets.</li> <li>• To elucidate the importance of publicity and public relations, role and functions of Public relations officer (PRO) in an organization.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Understand concepts of advertising, types and department of advertising</li> <li>• Organize advertisement with advertisement agencies , their functions, role and responsibilities.</li> <li>• Prepare advertisement budget , decision models, measures the effectiveness of budgets</li> <li>• Acquire knowledge on sales promotion, consumer promotion and the impact o sales.</li> <li>• Know the power of publicity and public relations in promoting sales, the process of public relations and roles and functions of PRO.</li> </ul>					
<b>UNIT - I</b>		Lecture Hrs: 8			
<b>Advertising:</b> Meaning, Role of advertising, types of advertisement, industrial, institutional, retail, trade and professional, marketing mix, Advertising department and advertisement manager.					
<b>UNIT - II</b>		Lecture Hrs: 12			
<b>Organizing for Advertising:</b> Objectives and functions - Role and functions of advertisement agencies. Advertising agency and services, client agency relationship. Visual layout, art work, production traffic copy, effective use of words, devices to get greater readership interrelation.					
<b>UNIT - III</b>		Lecture Hrs:12			
<b>Advertisement budgets and effectiveness:</b> Types, optimal expenditure, decision models, sales response and decay, competitive share, Pre-testing, post testing, experimental designs.					
<b>UNIT - IV</b>		Lecture Hrs:12			
<b>Sales Promotion:</b> Importance and scope; Need and objectives of sales promotion; Consumer promotion; channel promotion; Timing of sales promotion; Measurement of impact of sales promotion; sales promotion budgeting.					
<b>UNIT - V</b>		Lecture Hrs:12			
<b>Publicity and public relations:</b> Scope and importance. Methods of publicity, Power of Publicity , advantages and disadvantages of Publicity, Process of Public relations- Marketing public relations functions; Public relations officer- role and functions.					
<b>Textbooks:</b>					
<ol style="list-style-type: none"> <li>1. Advertising &amp; Promotion : George E.Belch, THM</li> <li>2. Advertising and Promotion- An Integrated Marketing Communication approach, Shimp, Cengage</li> </ol>					
<b>Reference Books:</b>					
<ul style="list-style-type: none"> <li>▪ Integrated Advertising, Promotion and Marketing Communications, Clow, Baack, Pearson.</li> </ul>					



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**COMMON COURSE STRUCTURE**

- Integrated Advertising, Promotion and Marketing Communications, Kruti shah, Alon D'Souza, TMH.
- Advertising & Sales Promotion, SHH Kazmi, Satish Batra, Excel.
- Advertising Management with integrated Brand Promotion, O'Guinn, Allen, Semenik, Cengage.
- Advertising Management, Jethwaney, Jain, Oxford.
- Contemporary Advertising, Arens, TMH.
- Advertising, Sales and Promotion Management, S.A.Chunawalla, Himalaya.
- Sengupta, Subroto: Brand Positioning, Strategies for Competitive Advantages, Tata McGraw Hill

**Online Learning Resources:**

<https://www.udemy.com/course/advertising-and-sales-promotion>

<https://www.docsity.com/en/lecture-notes/management/advertising>



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**COMMON COURSE STRUCTURE & SYLLABI**

Course Code	Specialization Elective- IV	L	T	P	C
21E00306c	Knowledge Management	4	0	0	4
<b>Semester</b>		<b>III</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To explain basic concepts of Knowledge Management(KM).</li> <li>• To give essentials of KM, organizational knowledge types.</li> <li>• To discuss road blocks to successful implementation of KM and Information Architecture for KM.</li> <li>• To infuse significance of Information Technology in Knowledge Management systems, and bench marking for KM.</li> <li>• To introduce concept of Sales promotion, consumer promotion and impact of sales promotion and preparation of sales promotion budgets.</li> <li>• To make clear future of KM in manufacturing and service industry.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Understand concepts of Knowledge Management, techniques of KM, relationship between Knowledge and Wisdom.</li> <li>• Identify types of knowledge in any organization, knowledge life cycle, process and conversion of knowledge.</li> <li>• Know road blocks to successful implementation of KM and Information Architecture for KM.</li> <li>• Grasp the significance of information technology in KM, and bench marks in KM.</li> <li>• Deduce the future of KM particularly in manufacturing and service sector.</li> </ul>					
<b>UNIT – I</b>		Lecture Hrs: 8			
<b>Introduction to KM:</b> Definition, scope and significance of Knowledge Management, Principles of Knowledge Management, Techniques of Knowledge Management, Data- Information-knowledge-Wisdom relationship.					
<b>UNIT – II</b>		Lecture Hrs: 12			
<b>Essentials of Knowledge Management:</b> Basic types of Knowledge management, Organizational Knowledge Management - Organizational knowledge types- Knowledge Life cycle- Organizational knowledge sources- process, Knowledge Conversion					
<b>UNIT – III</b>		Lecture Hrs:12			
<b>Implementation of Knowledge Management:</b> Discussion on Roadblocks to success,10-step KM Road Map of Amrit Tiwana, Information Architecture: A three- way Balancing Act, KM,					
<b>UNIT – IV</b>		Lecture Hrs:12			
<b>Knowledge Management and Information Technology:</b> Role Information Technology in Knowledge Management Systems, E-commerce and Knowledge Management, Bench marking and Knowledge Management					
<b>UNIT – V</b>		Lecture Hrs:12			
<b>Future of Knowledge Management and Industry perspective:</b> Knowledge Management in Manufacturing and service industry, future of Knowledge Management.					
<b>Textbooks:</b>					
<ol style="list-style-type: none"> <li>1. Knowledge Management, Sudhir Warier: Vikas Publishing House.</li> <li>2. Web Warehousing &amp; Knowledge Management, Mattison: Tata McGraw-Hill.</li> </ol>					
<b>Reference Books:</b>					
<ul style="list-style-type: none"> <li>• Knowledge management: An Evolutionary view, Becerra Fernandez: PHI.</li> </ul>					



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**COMMON COURSE STRUCTURE**

- Knowledge Management, Fernando: Pearson.
- Knowledge Management, B.Rathan Reddy: Himalaya.
- Knowledge Management, Tapan K Panda: Excel.
- Knowledge Management systems, Barnes: Cengage.
- The Knowledge Management tool kit, Tiwana: 2/e, Pearson Education.
- Knowledge Management, Sislop: Oxford University Press,.
- Knowledge Management, Debowski: Wiley Student Edition, Wiley Ind
- Knowledge management, A Thothathri Raman, Excel books

**Online Learning Resources:**

[https://www.coursera.org/courses?query/knowledge management](https://www.coursera.org/courses?query/knowledge%20management)  
[https://www.udemy.com/course/knowledge management](https://www.udemy.com/course/knowledge-management)  
<https://freevidelectures.com/course/4750/nptel-knowledge-management>  
[https://onlinecourses.nptel.ac.in/noc20\\_mg40/preview](https://onlinecourses.nptel.ac.in/noc20_mg40/preview)





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Course Code	Specialization Elective- IV	L	T	P	C
21E00306d	Data Visualisation & Analytics	4	0	0	4
<b>Semester</b>		<b>III</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To explain the significance of data, basic concepts of Data Visualization(DV).</li> <li>• To give knowledge on dashboard designing, data discovery, exploration, bid data lake and pitfalls of data visualization.</li> <li>• To familiar with DV techniques and procedure to create, add and edit features for effective visualization of data.</li> <li>• To impart knowledge on Data Visualization Tools focusing on TABLEAU, Power BI and Qlikviews.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Understand importance of data, analyzing, reasoning about data through visualizations.</li> <li>• Study more insights of the data for effective decision making.</li> <li>• List out properties of DV, goals, functions and framework of DV.</li> <li>• Gain knowledge on dashboard designing, data discovery, exploration, bid data lake and pitfalls of data visualization</li> <li>• Acquire knowledge on DV tools TABLEAU, Power BI and Qlikviews to explore meaningful and insightful information in the data.</li> <li>• Compare and contrast TABLEAU, Power BI and Qlikviews.</li> </ul>					
<b>UNIT – I</b>		Lecture Hrs: 8			
<b>Introduction:</b> Data Visualization Definition, Graphics and Computing, History of Data Visualization, Analyzing Milestone Data, Goals of DV, Functions of Data Visualization, Framework of Data Visualization, Stages of Data Visualization, Properties of Data Visualization					
<b>UNIT – II</b>		Lecture Hrs: 12			
<b>Dashboard:</b> Design principles, Dashboards, SOC Dashboard, Data Discovery and Exploration, Data requirements for visualization, Big Data Lake, Pitfalls of Datavisualization.					
<b>UNIT – III</b>		Lecture Hrs:12			
<b>Data Visualization Techniques &amp; Visualization data:</b> Creating a Scatterplot, Adding regression line to the scatter plot, plotting categories, Labelling the graph, Legend Layouts, creating a facet, theming, Creating bar charts, Violin plots, density plots, Basic Graphics, the grammar of Graphics & ggplot 2 package (using qplot (), using Geometrics, facets, scaling, Themes and other graphics Transformation), figures with multiple plots.					
<b>UNIT – IV</b>		Lecture Hrs:12			
<b>Data Visualization Tool:</b> Tableau, Getting started with Tableau, Creating basic charts, Creating common visualizations • Creating dashboard layouts, Using dashboard filters, Creating calculated fields and measures • Using Quick Tablecalculations.					
<b>UNIT – V</b>		Lecture Hrs:12			
<b>Data Visualization Tools: Power BI &amp; Qlikview:</b> Getting started with Power Bi- Uploading data to Power BI-Introducing Quick Insights-Introduction to reports- Introducing Visual Interactions-Decorating the report -Saving the report-Pinning a report-Filtering a report – Introduction to Qlikview – difference between Qlik, PowerBI & Tableau					



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**COMMON COURSE STRUCTURE**

**Textbooks:**

1. Cole Nussbaumer Knaflic, “Storytelling With Data: A Data Visualization Guide for Business Professionals”, Wiley publications
2. Kieran Healy , “Data Visualization - A Practical Introduction”, Princeton University Press.
3. Scott Berinato , “Good Charts: The HBR Guide to Making Smarter, More Persuasive Data Visualizations”, 2016.,
4. Claus O. Wilke, “Fundamentals of Data Visualization”, O'Reilly Media, Inc.

**Reference Books:**

- Anderson, Melissa. 2017. “Data Visualization and the 9 Fundamental Design Principle.
- Alberto Ferrari & Marco Russo, “Introducing Microsoft Power BI”, Microsoft press, ISBN: 978-1-5093-0228-4

**Online Learning Resources:**

<https://www.datavis.ca/papers/hbook.pdf>  
<https://cs.stanford.edu/degrees/phd/cs300/jeffrey-heer.pdf>  
[http://byrneslab.net/classes/biol607/readings/Friendly\\_2008\\_dataviz\\_history.pdf](http://byrneslab.net/classes/biol607/readings/Friendly_2008_dataviz_history.pdf)  
<http://euclid.psych.yorku.ca/www/psy6135/lectures/History-2x2.pdf>  
<https://online.hbs.edu/blog/post/data-visualization-techniques>  
[http://www.ajtmr.com/papers/Vol11Issue1/Vol11Iss1\\_P4.pdf](http://www.ajtmr.com/papers/Vol11Issue1/Vol11Iss1_P4.pdf)  
[https://www.sas.com/content/dam/SAS/en\\_us/doc/whitepaper1/data-visualization-techniques-106006.pdf](https://www.sas.com/content/dam/SAS/en_us/doc/whitepaper1/data-visualization-techniques-106006.pdf)  
[https://datos.gob.es/sites/default/files/doc/file/data\\_visualization\\_tool\\_report.pdf](https://datos.gob.es/sites/default/files/doc/file/data_visualization_tool_report.pdf)  
<https://creconline.org/wp-content/uploads/2016/10/Data-Visualization-with-Tableau-Presentation.pdf>  
[https://wmich.edu/sites/default/files/attachments/u1158/2019/Tableau%20WMU\\_2.pdf](https://wmich.edu/sites/default/files/attachments/u1158/2019/Tableau%20WMU_2.pdf)  
<https://ecampusontario.pressbooks.pub/app/uploads/sites/73/2019/02/Tableau-tutorial.pdf>  
<https://www.mukpublications.com/resources/sma%20v25-1-18-final.pdf>  
[https://cedar.princeton.edu/sites/g/files/toruqf1076/files/media/introduction\\_to\\_tableau\\_training\\_0.pdf](https://cedar.princeton.edu/sites/g/files/toruqf1076/files/media/introduction_to_tableau_training_0.pdf)  
<https://smetricinsights.com/wp-content/uploads/2021/03/Tableau-VS-QlikView-VS-Power-BI-2019-Update.pdf>



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**MASTER OF BUSINESS ADMINISTRATION**  
**MBA; MBA (General Management); MBA (Business Management)**  
**COMMON COURSE STRUCTURE & SYLLABI**

Course Code	General Elective- II (MOOCS)	L	T	P	C
21E00307a	Entrepreneurship Development	2	0	0	2
<b>Semester</b>		<b>III</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To educate in preparation of business plan, contents and effective presentation of business plan.</li> <li>• To explore and Generate new business opportunity,</li> <li>• To explain and discuss strategies for Decisions under Uncertainty and environment instability, Risk Reduction strategies, Market scope strategy &amp; Imitation strategies</li> <li>• To educate on Women entrepreneurship focusing on Rural Entrepreneurship and Entrepreneurship Development Programmes (EDPs) to transform as entrepreneur.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Undertake new business ventures with new creative business plan models, contents and effective presentation of business plan.</li> <li>• To apply various strategies for decisions under different scenarios to reduce risk.</li> <li>• Analyse challenges faced by Women entrepreneurship focusing on Rural Entrepreneurs</li> <li>• Know the need of Entrepreneurship Development Programmes (EDPs) to transform as entrepreneur with case studies.</li> </ul>					
<b>UNIT – I</b>		Lecture Hrs: 4			
<b>Nature and Forms of Entrepreneurship:</b> Features - Entrepreneur's competencies, attitude, qualities, functions. Entrepreneurial scenario in India and Abroad. Small Business, Importance in Indian Economy, Types of ownership, sole trading, partnership, Important features of various types of businesses - corporate entrepreneurship, Intrapreneurship - Role of Government in the promotion of Entrepreneur.					
<b>UNIT – II</b>		Lecture Hrs: 6			
<b>Project Planning and Feasibility Studies:</b> The Concept of Project, Project Life Cycle - Project Planning, Feasibility – Project proposal & preparation of DPR (detailed project report).					
<b>UNIT – III</b>		Lecture Hrs:6			
<b>Aspects of the Entrepreneurship:</b> Idea generation – opportunities - SWOT Analysis - patents and trademarks, Intellectual Property Rights. Source of Capital, Debt capital, seed capital, venture capital - Informal Agencies In financing entrepreneurs, Technology and business incubators.					
<b>UNIT – IV</b>		Lecture Hrs:6			
<b>Entrepreneurial Strategy:</b> Generation of new business opportunity, Decisions under Uncertainty, entry strategy, environmental instability - Risk Reduction strategies, Market scope strategy- Imitation strategies					
<b>UNIT – V</b>		Lecture Hrs:6			
<b>Women and Rural Entrepreneurship and EDPs:</b> Scope-Challenges faced by women entrepreneurs, Institutions supporting women entrepreneurs. Successful cases of women entrepreneurs.-Need, Rural Industrialization – Role of NGO's – Organising EDPs – Need, Objectives, Evaluation of Entrepreneurship Development Programmes.					
<b>Textbooks:</b>					
1. The Dynamics of Entrepreneurial Development and Management, Vasanth Desai, Himalaya.					



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2. Entrepreneurship Development & Small Business Enterprises – Second Edition, Poornima M.Charantimath , Pearson
<b>Reference Books:</b>
<ul style="list-style-type: none"> <li>• Entrepreneurial Development, S. Chand and Company Limited, S.S. Khanka, .</li> <li>• Fundamentals of Entrepreneurship, H. Nandan, PHI.</li> <li>• Entrepreneurship, 6/e, Robert D Hisrich, Michael P Peters, Dean A Shepherd, TMH.</li> <li>• Entrepreneurship – New venture Creation, Holt, PHI.</li> <li>• Entrepreneurship- Successfully Launching New Ventures, Barringer, Ireland, Pearson.</li> <li>• Entrepreneurship, Roy, Oxford.</li> </ul>
<b>Online Learning Resources:</b>
<p><a href="https://www.tutorialspoint.com/entrepreneurship_development">https://www.tutorialspoint.com/entrepreneurship_development</a></p> <p><a href="https://swayam.gov.in">https://swayam.gov.in</a> ----Entrepreneurship Development</p> <p><a href="https://leverageedu.com/blog/entrepreneurship-development">https://leverageedu.com/blog/entrepreneurship-development</a></p>



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**COMMON COURSE STRUCTURE & SYLLABI**

Course Code	General Elective- II (MOOCS) PROJECT MANAGEMENT	L	T	P	C
21E00307b			2	0	0
<b>Semester</b>		<b>III</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To explain communication concepts</li> <li>• To develop the students' competence in communication at an advanced level.</li> <li>• To demonstrate communication skills viz., listening, speaking, reading and writing with teaching aids.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Understand the communication concepts and</li> <li>• Improve communication and competence skills</li> <li>• Obtain and apply proficiency in business communication at the workplace and professional contexts.</li> </ul>					
<b>UNIT – I</b>		Lecture Hrs: 4			
<b>Project management:</b> meaning of project, project management, nature of projects , project management system, project life cycle , project management process.					
<b>UNIT – II</b>		Lecture Hrs: 6			
<b>Project analysis :</b> types of analysis –technical analysis, economic analysis, financial analysis , sensitivity analysis, social analysis, institutional analysis					
<b>UNIT – III</b>		Lecture Hrs:6			
<b>Organizing system and processor for project implementation:</b> working of system, design of system, project work system design, work breakdown structure , project execution plan , project procedure manual					
<b>UNIT – IV</b>		Lecture Hrs:6			
<b>Project risk management:</b> Concept of risk , five stage process in risk management , types of risks , Project risk management – an integrated approach Project risk analysis and management (PRAM)					
<b>UNIT – V</b>		Lecture Hrs:6			
<b>Monitoring and control:</b> meaning of project monitoring , activities to monitor: project control, the essents of control, post evaluation approach: project benefit monitoring and evaluation-difference between monitoring and evaluation, project benefit monitoring methods :PBM methods-PBM reports-scheduling PBM activities-project completion-impact evaluation					
<b>Textbooks:</b>					
1. Project management: vasant desai,Himalaya publishing house,edition 2008.					
<b>Reference Books:</b>					
1. Project management: jack gido, penna state university,edition 2007.					
2. Project management : s. chowdary publishers,copyrights1998,by mcgraw hill education pvt ltd.					
3. Project management : jeffie k .pinto ,Indian edition ,published by dorling Kindersley india pvt ltd 2009.					
4. Project planning scheduling & control: james p .lewis, tata mcgraw hill education pvt ltd.Third edition 2009					
<b>Online Learning Resources:</b>					



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<https://archive.nptel.ac.in/project management>

<https://aims.education/project-management-lecture-notes>

<https://www.coursera.org/courses?query/project management>



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**COMMON COURSE STRUCTURE & SYLLABI**

Course Code	General Elective- II (MOOCS)	L	T	P	C
<b>21E00307c</b>	<b>BUSINESS ETHICS AND CORPORATE GOVERNANCE</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>
<b>Semester</b>		<b>III</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To introduce concept of business ethics, corporate ethics, theories, models and approaches for decision making and ethics in competitive business.</li> <li>• To Explain role of ethics in business competition.</li> <li>• To make clear on ethical aspects in various functional areas in the organizations.</li> <li>• To impart knowledge on Corporate Governance, structure, theories, philosophies and Corporate Social Responsibility (CSR).</li> </ul>					
<b>Course Outcomes (CO): Student will be able to</b>					
<ul style="list-style-type: none"> <li>• Understand concepts of business ethics, corporate ethics, theories, models and approaches for decision making and ethics in competitive business.</li> <li>• Recognize the role of ethics in business competition.</li> <li>• Learn and apply ethical aspects in various functional areas in the corporate business.</li> <li>• Know Corporate Governance, structure, theories, philosophies and Corporate Social Responsibility (CSR).</li> <li>• Classify the stakeholders in CSR and correlate CSR with ethical aspects of business.</li> </ul>					
<b>UNIT – I</b>					Lecture Hrs: 4
<b>Business Ethics:-</b> Ethics meaning, need, scope, nature, importance, functions, need and purpose of business ethics, approaches to business ethics, source of ethical knowledge for business. Evolution of business ethics, Ten popular myths about business ethics, ethical dilemmas ,code of conduct in business, some major unethical business practices.					
<b>UNIT – II</b>					Lecture Hrs: 6
<b>Theories of ethics :-</b> Ethical approaches, modern decision making, ten amendments , Aristotle theory of Golden mean, theory of consequentialism, Right Albert Carr’s theory of business ethics, W.D Ross seven prima facie duties(rules); Concept of Justice – Types of justice ; Indian Ethos: Advaita vedanta (Shankara), Visishtadvaita Philosophy (Ramanuja), Gandhian Ethics, Ethics of Bhagavat githa, Moral standards in Indian Ethics.					
<b>UNIT - III</b>					Lecture Hrs:6
<b>Ethical aspects in Organization:-</b> Ethics issues in marketing and advertisement, Ethical issues in finance and accounting, Ethical issues in HRM, Production and operations management, information technology, Combating frauds, Cyber crime, Whistle blowing., professional ethics and human values, Decision making and types of business companies, Josephson’s six Pillars of Character and Business Decision making,					
<b>UNIT - IV</b>					Lecture Hrs:6
<b>Corporate Governance:-</b> Purpose- Theories and Philosophies of Corporate Governance, Nature, Characteristics and purpose of corporate governance, Theories of corporate governance, Principles, corporate governance codes and practices. Share holders- Rights and Protection, issues in corporate governance, The Emerging Trend in corporate governance.					
<b>UNIT - V</b>					Lecture Hrs:6



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**CSR( Corporate Social Responsibility):-** Needs, types and nature of social responsibilities, history and evolution of corporate governance in India, Salient features, Structure and Standards of corporate governance in India, Models of corporate governance

**Textbooks:**

1. Business Ethics and Corporate Governance –A.C. Fernando, Pearson Education.

**Reference Books:**

- “Perspectives in Business Ethics”, Laura P Hartman, Tata McGrawHill.
- Ethics in management and Indian Ethos, Biswanath Ghosh, Vikas
- Bob Tricker, Corporate Governance, Oxford.
- Corporate Governance and Social responsibility, Balachandran, Chandrasekharan, PHI
- Business Ethics -Concepts and Cases, Weiss, Cengage.
- Business Ethics, Himalaya, C.S.V. Murthy.
- Ethical Management, Satish Modh, Mcmillan.

**Online Learning Resources:**

<https://ddceutkal.ac.in/Syllabus/BECG-MBA.pdf>  
[https://sist.sathyabama.ac.in/sist\\_coursematerial/uploads/SBAA1503.pdf](https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA1503.pdf)  
<https://www.bimkadapa.in/materials/BECG%20-5-UNITS-PDF.pdf>  
[https://www.augstskola.lv/upload/CSR%20book\\_FINAL\\_01.2020.pdf](https://www.augstskola.lv/upload/CSR%20book_FINAL_01.2020.pdf)  
<https://www.himpub.com/documents/Chapter2975.pdf>  
<https://www.icsi.edu/media/webmodules/publications/EGAS-Final.pdf>





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**COMMON COURSE STRUCTURE & SYLLABI**

Course Code	Business Simulation Lab	L	T	P	C
21E00308			0	0	2
	<b>Semester</b>	<b>III</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To expose the students to learn various online/ offline gathering of the data</li> <li>• To understand various statistical tools including Excel</li> <li>• To help the students to visualize using various tools including Excel</li> <li>• To train them into their functional domains Marketing, Finance and HR</li> <li>• To understand the basic data base system of MS Access</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• To familiarize Students with basic to intermediate data gathering skills for using various tools</li> <li>• To provide students hands on experience on various statistical Utilities</li> <li>• To gain proficiency in creating solutions for Data Management and Reporting</li> </ul>					
<b>UNIT – I</b>		Lecture Hrs: 4			
<b>Gathering the data (Using Online/Offline)</b>					
Create questioner of Marketing/HR/revenant management stream – gathering primary data - Entering online survey data into excel – sorting and filtering the required shape – Colleting and entering the secondary data (Financial data/ balance sheets/stock data/ mutual fund data/Insurance Data)					
<b>UNIT – II</b>		Lecture Hrs: 6			
<b>Statistical Analysis (Using Excel / SPSS / R-studio Open-Source Online tools)</b>					
Formulation of Hypothesis - Statistical Calculation of Uni Variable - Bi Variable – Multi variable – interpretation of the result					
<b>UNIT – III</b>		Lecture Hrs:6			
<b>Visualization of Data (Using Excel/Power Bi/ Tableau Public/Other Open Source Visualization tools)</b>					
Introduction Charts –Rules for Creating Charts- Labels- Title of the chart- Axis of the chart- Quick Layout- switch to row to column -changing the data – different types charts					
<b>UNIT – IV</b>		Lecture Hrs:6			
<b>Database Creation :</b> Data base creation in HR,FINANCE & MARKETING , Creating Sales Database – filtering the data – Create models using marketing data – Creating HR Data base – create model for HR data - Calculations of NPV, IRR					
<b>UNIT – V</b>		Lecture Hrs:6			
<b>Introduction to MS- Access &amp; SPSS:</b> Overview of MS Access – getting started – tables – primary key – over view ribbon – creating data base . Overview of SPSS- Data entry and analysis – main features of SPSS Packages					
<b>Textbooks:</b>					
1. Glyn Davis & Branko Pecar “Business Statistics Using Excel” Oxford University Press.					
<b>Reference Books:</b>					
<ul style="list-style-type: none"> <li>• David Whigham “Business Data Analysis Using Excel” Oxford University Press.</li> <li>• Winstion “Excel 2010 Data Analysis and Business Modelling” PHI Learning Private Limited.</li> <li>• Bajpai “Business Statistics” Pearson.</li> <li>• D P Apte : Statistical Tools for Managers USING MS EXCEL, Excel Books.</li> </ul>					



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**Online Learning Resources:**

<https://www.coursera.org/courses?query=microsoftexcel> <https://onlinecourses.nptel.ac.in>  
<https://swayam.in/Advanced-excel>  
<https://swayam.in/spss-lectures>



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Course Code	Experimental Learning Project	L	T	P	C
<b>21E00309</b>			<b>0</b>	<b>0</b>	<b>2</b>
	<b>Semester</b>	<b>III</b>			
<p>Experiential learning project is a multifaceted assignment that serves as a group academic and intellectual experience. Students are required to take up a mini project work, in which the student or a team of maximum four students can choose any specific problem of Industry / Industry based project work / social problem that interests them. Student or team need to conduct research on the subject, maintain a portfolio of findings or results, create a final product demonstrating their learning acquisition or conclusions (as a paper, short film, or multimedia presentation), and give an oral presentation before the Project Review Committee consisting of Head of the Department, supervisor/mentor and two other senior faculty members of the department</p>					



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**COMMON COURSE STRUCTURE**

Course Code	Specialization Elective - V	L	T	P	C
21E00401a	<b>Financial Derivatives</b>	4	0	0	4
<b>Semester</b>		<b>IV</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To give an overview of Financial Derivatives, growth, types of derivatives.</li> <li>• To Explain fundamental linkages between spot &amp; derivative markets.</li> <li>• To infuse knowledge on functioning and types of future and forward markets.</li> <li>• To explain the concepts of Options, strategies, and its pricing models.</li> <li>• To give an understanding on Swaps, types of Swaps and Credit Risk involved in Swaps.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Understand concepts of Derivative, and types of derivatives</li> <li>• Recognize the inter relationship of Spot &amp; derivative markets.</li> <li>• Learn the functioning of utue and forward markets.</li> <li>• Know the concepts of Options, strategies, and its pricing models.</li> <li>• Aware of types of swaps in reducing risk.</li> </ul>					
<b>UNIT – I</b>		Lecture Hrs: 8			
<b>Introduction to Derivatives :</b> Development and Growth of Derivative Markets, Functions of Derivative markets - Types of Derivatives – Participants in Derivatives Markets - Financial Vs Derivative markets - Fundamental linkages between spot & Derivative Markets, Role of Derivatives Market in India, uses and misuses of derivatives.					
<b>UNIT – II</b>		Lecture Hrs: 12			
<b>Future and Forward Market:</b> Meaning of Forwards and Futures, Mechanics of Buying & Selling Future: Order flows – setting a futures position – Initial Margins – types of orders; Hedging Strategies Using futures: Short – Long – Basis Risk – Hedge Ratio.					
<b>UNIT - III</b>		Lecture Hrs:12			
<b>Options:</b> Introduction to Options - Distinguish between Options and Futures – Participants in Options Market - Structure of Options Market, Types of Options, Principles of Option Pricing, Option Pricing Models: The Binomial Model, The Black Scholes Merton Model - Factors affecting Option prices – Maximum & Minimum Option Price.					
<b>UNIT – IV</b>		Lecture Hrs:12			
<b>Options Hedging Strategies :</b> Types of Option hedging strategies: Protective Puts & Calls, Converted Calls, Spreads, Combinations – Delta Hedging. - Advanced Option strategies: Stock Index options – Currency Options – Interest Rate Options(Theory only).					
<b>UNIT – V</b>		Lecture Hrs:12			
<b>Swaps:</b> Introduction - Types of Swaps –Interest Rate Swaps –Currency Swaps –Commodity Swaps – Credit Risk in Swaps (Theory only).					
<b>Textbooks:</b>					
<ol style="list-style-type: none"> <li>1. Risk Management Insurance and Derivatives, Dr. G. Kotreshwaar, HPH.</li> <li>2. Financial Derivatives, Gupta, 1<sup>st</sup> Edition, PHI.</li> <li>3. Fundamentals of futures and options market, John C Hull: Pearson Education.</li> </ol>					
<b>Reference Books:</b>					
<ul style="list-style-type: none"> <li>• Financial Derivatives and Risk Management, OP Agarwal, HPH</li> <li>• Commodities and Financial Derivatives, Kevin, PHI</li> </ul>					



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**COMMON COURSE STRUCTURE & SYLLABI**

- Fundamentals of Financial Derivatives, Swain.P.K, HPH
- Financial Derivatives, Mishra: Excel.
- Risk Management & Derivatives, Stulz, Cengage.
- Derivatives and Risk Management, Jayanth Rama Varma: TMH.
- Risk Management Insurance and Derivatives, G. Koteswar: Himalaya

**Online Learning Resources:**

<https://www.udemy.com/course/financial-derivatives>  
[https://onlinecourses.nptel.ac.in/noc21\\_mg84/preview](https://onlinecourses.nptel.ac.in/noc21_mg84/preview)

<https://swayam.in/FinancialDerivatives>  
<https://www.academia.edu>



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**COMMON COURSE STRUCTURE**

Course Code	Specialization Elective – V	L	T	P	C
21E00401b	Services Marketing	4	0	0	4
<b>Semester</b>		<b>IV</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To give an understanding on Service Marketing, features, classification of services.</li> <li>• To make clear about customer expectations of service, types , factors influencing and issues in customer expectations of service.</li> <li>• Explain pricing and promotion strategies for services.</li> <li>• To describe and discuss service promotion strategies, implications and marketing communication mix in modern economy.</li> <li>• To impart knowledge on marketing plans for services.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Understand service Marketing, features, classification of services.</li> <li>• Learn the concept of customer expectations of service, types , factors influencing and identifies issues in customer expectations of service.</li> <li>• Know and setup monetary pricing objectives, pricing strategies into practice</li> <li>• Acquire knowledge on service promotion, strategies, implications and marketing communication mix in modern economy.</li> <li>• Formulate marketing plans, and understands planning process, allocation of resources and monitoring marketing planning.</li> </ul>					
<b>UNIT – I</b>		Lecture Hrs: 8			
<b>Understanding services marketing:</b> Introduction, Characteristics of services marketing mix, services in the modern economy, Classification of services, marketing services Vs. Physical services					
<b>UNIT – II</b>		Lecture Hrs: 12			
<b>Customer Expectations of service:</b> Service expectations, types of expectations, factors that influence customer expectations of service. Issues in involving customers service expectations, Customer defined service standards					
<b>UNIT - III</b>		Lecture Hrs:12			
<b>Pricing &amp; Promotion strategies for services:</b> Service pricing, establishing monetary pricing objectives, foundations of pricing, pricing and demand, putting service pricing strategies into practice.					
<b>UNIT – IV</b>		Lecture Hrs:12			
<b>Service promotion:</b> The role of marketing communication. Implication for communication strategies,, marketing communication mix.					
<b>UNIT – V</b>		Lecture Hrs:12			
<b>Marketing plans for services:</b> The marketing planning process, strategic context, situation review marketing strategy formulation, resource allocations and monitory marketing planning and services.					
<b>Textbooks:</b>					
<ol style="list-style-type: none"> <li>1. Services Marketing – Text and Cases, Rajendra Nargundkar, TMH.</li> <li>2. Services Marketing—Integrating Customer Focus Across the Firm, Valarie A. Zeithaml &amp; Mary Jo-Bitner: TMH.</li> </ol>					
<b>Reference Books:</b>					
<ul style="list-style-type: none"> <li>• Services Marketing People, Technology, Strategy, Christopher Lovelock, Wirtz, Chatterjee, Pearson.</li> <li>• Services Marketing – Concepts planning and implementation, Bhattacharjee, excel, 2009</li> </ul>					



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**COMMON COURSE STRUCTURE & SYLLABI**

- Services Marketing, Srinivasan, PHI.
- Services – Marketing, Operations and Management, Jauhari, Dutta, Oxford.
- Marketing of Services, Hoffman, Bateson, Cengage.
- Service sector Management, C. Bhattacharjee, Jaico.

**Online Learning Resources:**

<https://www.swayam.gov.in/explorer?category= ServicesMarketing>  
[https://onlinecourses.nptel.ac.in/noc20\\_mg12/preview](https://onlinecourses.nptel.ac.in/noc20_mg12/preview)  
<https://www.studocu.com/.../services-marketing>



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Course Code	Specialization Elective – V	L	T	P	C
21E00401c	Organization Development	4	0	0	4
<b>Semester</b>		<b>IV</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To introduce concept of Organization Development (OD), beliefs in OD and ethical issues in OD.</li> <li>• To Explain foundations of OD.</li> <li>• To make them clear on Action Research - OD.</li> <li>• To impart knowledge on interventions, classification of interventions .</li> <li>• To discuss power politics in OD and future of OD.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Understand concepts of Organization Development (OD).</li> <li>• Know foundations of OD.</li> <li>• Acquire knowledge on Action Research and OD.</li> <li>• Classify interventions at intergroup, third party level, and also structural interventions and comprehensive interventions.</li> <li>• Understand power politics in OD and the future of OD.</li> </ul>					
<b>UNIT – I</b>		Lecture Hrs: 8			
<b>Organization Development</b> –Definition – Characteristics - Contributory Stems, Values, Assumptions, Beliefs in OD - Ethical issues in OD.					
<b>UNIT – II</b>		Lecture Hrs: 12			
<b>Foundations of OD-</b> Systems Outlook- Third Wave Management and Organization Transformati					
<b>UNIT - III</b>		Lecture Hrs:12			
<b>Diagnostic Process and Areas of Diagnosis</b> –Action Research- As a Process and Approach- OD					
<b>UNIT – IV</b>		Lecture Hrs:12			
<b>Interventions classification</b> – Team Interventions – Intergroup Interventions- Third party peace making intervention, Structural Interventions- Comprehensive Interventions and Training Experience, Other Interventions- T- Groups, Behavior Modelling, Life and Career Planning.					
<b>UNIT – V</b>		Lecture Hrs:12			
<b>Consultant Issues</b> – System Ramifications – Power politics in OD – Future of OD.					
<b>Textbooks:</b>					
<ol style="list-style-type: none"> <li>1. Organisation Development and Transformation, French, Bell &amp; Zawacki, TMH.</li> <li>2. Organization Development,French &amp; Bell,Pearson</li> </ol>					
<b>Reference Books:</b>					
<ul style="list-style-type: none"> <li>• Organisation Change and Development, Kavita Singh: Excel.</li> <li>• Organization Development, Daniel Robey &amp; Steven Actman,Macmillan.</li> <li>• Organisation Development Change, Cummins &amp; Worley, Thomson/Cengage.</li> <li>• Organisation Development Interventions&amp; Strategics, S. Ramnarayan, T.v Rao &amp; kuldeep singh, Response.</li> </ul>					
<b>Online Learning Resources:</b>					





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**MASTER OF BUSINESS ADMINISTRATION**  
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**COMMON COURSE STRUCTURE & SYLLABI**

<https://mooc.es/course/organization-development>  
[https://onlinecourses.nptel.ac.in/noc20\\_mg56/preview](https://onlinecourses.nptel.ac.in/noc20_mg56/preview)  
<https://swayam.in/OrganizationalDevelopment>



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**COMMON COURSE STRUCTURE**

Course Code	Specialization Elective - V	L	T	P	C
21E00401d	<b>Data Communication And Network Analysis</b>	4	0	0	4
<b>Semester</b>		<b>IV</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To Impart knowledge on concepts of Data Communication and Network Analysis, network security, privacy and data encryption.</li> <li>• To introduce concepts of Network, general structure of Networks , types of analysis , layers, digital transmission.</li> <li>• To explain and analyze different layers in Network focusing on Transportation layer, Session layer, presentation layer and application layers in data communication and network.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Understand concepts of Data Communication and Network Analysis, network security, privacy and data encryption.</li> <li>• Gain knowledge on general structure of Networks , types of analysis , layers, digital transmission.</li> <li>• To explain and analyses different layers in Network focusing on Transportation layer, Session layer, presentation layer and application layers.</li> </ul>					
<b>UNIT – I</b>					Lecture Hrs: 8
<b>Introduction</b> – General structure of Networks – ISO, OSI Reference Model. Hierarchical Network, connectivity analysis – delay analysis – local access Network design. Physical layer: transmission and multiplexing – digital transmission – circuit switching packet switching – terminal handling – error correction and error correcting codes.					
<b>UNIT – II</b>					Lecture Hrs: 12
<b>Data – link layer:</b> simple protocols. Unrestricted stop and wait sliding window protocols. Network layer: virtual circuits and data grams, centralize hierarchical and broadcasting algorithms.					
<b>UNIT - III</b>					Lecture Hrs:12
<b>Transportation layer and Session layer:</b> transport service – addressing and connection establishment – flow control and buffering – synchronization – crash recovery gate way– internet work fragmentation – session layer.					
<b>UNIT – IV</b>					Lecture Hrs:12
<b>Presentation layer:</b> network security and privacy – data encryption – key distribution authentication and digital signatures – virtual terminal protocols – file transfer protocols					
<b>UNIT – V</b>					Lecture Hrs:12
<b>Application layer</b> – distribution systems ISDN – Service & History, TCP/IP and Net Working and Internet working Derives.					
<b>Textbooks:</b>					
<ol style="list-style-type: none"> <li>1. Understanding Data Communications &amp; Networks, William A. Shay, Vikas.</li> <li>2. Data Communications and Net Working, Behrouz A. Forouzan, TMH</li> </ol>					
<b>Reference Books:</b>					
<ul style="list-style-type: none"> <li>• Data Communication and Computer Networks, Duck&amp; Read, Person.</li> <li>• Data Networks, Bertsekas &amp; Gallages, PHI</li> <li>• Computer Communications and Networking Technologies, Michael A. Gallo, Cengage</li> </ul>					
<b>Online Learning Resources:</b>					



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**COMMON COURSE STRUCTURE & SYLLABI**

<https://swayam.gov.in/DataCommunicationandNetwork>

[https://www.tutorialspoint.com/data\\_communication](https://www.tutorialspoint.com/data_communication)

<https://onlinecourses.nptel.ac.in/DataCommunication>



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**COMMON COURSE STRUCTURE**

Course Code	Specialization Elective – VI	L	T	P	C
21E00402a	International Financial Management	4	0	0	4
<b>Semester</b>		<b>IV</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To present an overview of International Financial Management , nature , scope and importance.</li> <li>• To impart knowledge on Foreign Exchange Market, functions and structure , transaction and settlement mechanism.</li> <li>• To explain meaning of foreign exchange exposure , types of exposure and risk involved.</li> <li>• To discuss cross-border investment decisions , project evaluation techniques and risk involved in cross-border investment decisions.</li> <li>• To explicate financing decisions of MNCs and working capital management.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Understand an overview of International Financial Management , nature , scope and importance.</li> <li>• Acquire knowledge on Foreign Exchange Market, functions and structure , transaction and settlement mechanism.</li> <li>• Identify different types of foreign exchange exposure and risk involved.</li> <li>• Evaluate cross-border investment decisions using various project evaluation techniques and risk involved in cross-border investment decisions.</li> <li>• Know evaluation of financing decisions and factors influencing financing decisions.</li> <li>• Take decision on effective utilization of components of working capital.</li> </ul>					
<b>UNIT – I</b>		Lecture Hrs: 8			
<b>Introduction to International Financial management:</b> IFM meaning, Difference between FM & IFM, Nature, Scope, Importance.					
<b>UNIT – II</b>		Lecture Hrs: 12			
<b>Foreign Exchange Market:</b> Functions and Structure of the Forex markets, major participants, types of transactions and settlements, Foreign exchange quotations, .					
<b>UNIT - III</b>		Lecture Hrs:12			
<b>Management of foreign exchange exposure and risk:</b> Types of Exposure, Economic Exposure, Transaction Exposure, Operating Exposure.					
<b>UNIT – IV</b>		Lecture Hrs:12			
<b>Cross-border Investment Decisions:</b> Capital budgeting, Approaches to Project Evaluation, Risk in Cross-border Investment Decisions.					
<b>UNIT – V</b>		Lecture Hrs:12			
<b>Financing Decisions of MNC`s &amp; Working Capital Management:</b> Introduction, the cost of capital, capital structure, Cash management, management of receivables, Inventory management					
<b>Textbooks:</b>					
<ol style="list-style-type: none"> <li>1. International Financial Management, V.K.Bhalla ,S.Chand</li> <li>2. International Financial Managemen, Ephriam Clark , Cengage.</li> </ol>					
<b>Reference Books:</b>					
<ul style="list-style-type: none"> <li>• International Finance , Prakash .G.Apte, TMH</li> <li>• International Financial Management, T. Siddaiah: Pearson.</li> <li>• International Financial Management ,M.K.Rastogi</li> <li>• International Financial Management, S. Eun Choel and Risnick Bruce: TMH.</li> </ul>					



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**COMMON COURSE STRUCTURE & SYLLABI**

- International Financial Management, Machi Raju, HPH.
- international finance management, Jeff Madura, Cengage.

**Online Learning Resources:**

[https://online-degree.swayam.gov.in/dyp20\\_d02\\_s3\\_fm04/preview](https://online-degree.swayam.gov.in/dyp20_d02_s3_fm04/preview)

<https://www.iimb.ac.in/InternationalFinacialManagement>

<https://nptel.ac.in/InternationalFinaincialManagement>



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**COMMON COURSE STRUCTURE**

Course Code	Specialization Elective – VI International Marketing	L	T	P	C
21E00402b			4	0	0
<b>Semester</b>		<b>IV</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To present an overview of International Marketing , nature , scope and importance.</li> <li>• To discuss comparison of Domestic Vs International Marketing and the macro environmental factors of International Marketing.</li> <li>• To impart knowledge different strategies to enter in International Market.</li> <li>• To explain international product management with regard to new products, culture, brands at international levels.</li> <li>• To discuss international marketing channels and physical distribution of goods and grey market goods.</li> <li>• To explicate export policy decisions of a firm and EXIM policy of India, procedures involved in Exports and assistance and incentives from governments.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Understand an overview of International Marketing , nature , scope and importance.</li> <li>• Differentiate Domestic and International Marketing and the international environmental factors for Marketing.</li> <li>• Learn and know international product management with regard to new products, culture, brands at international market.</li> <li>• Identify international marketing channels and physical distribution of goods and grey market goods.</li> <li>• Know export policy decisions of a firm and EXIM policy of India, procedures involved in Exports and assistance and incentives from governments to enter in international market.</li> </ul>					
<b>UNIT – I</b>		Lecture Hrs: 8			
<b>International Marketing:</b> Scope and Significance of International Marketing, The importance of international marketing, Differences between international and domestic marketing, legal environment and regulatory environment of international marketing.					
<b>UNIT – II</b>		Lecture Hrs: 12			
<b>International Market Entry Strategies:</b> Indirect Exporting, , Direct Exporting, Foreign Manufacturing Strategies with Direct Investment. Entry Strategies of Indian Firms.					
<b>UNIT - III</b>		Lecture Hrs:12			
<b>International product management:</b> International product positioning, Product saturation Levels in global Market, New products in International Market, Products and culture, brands in International Market.					
<b>UNIT – IV</b>		Lecture Hrs:12			
<b>International Marketing Channels:</b> Distribution Structures, Distribution Patterns, Factors effecting Choice of Channels, the Challenges in Managing an international Distribution Strategy, Selecting Foreign Country Market intermediaries. The management of physical distribution of goods, Grey Market goods.					
<b>UNIT – V</b>		Lecture Hrs:12			
<b>Export Marketing:</b> Introduction to Export Marketing, Export Policy Decisions of a firm, EXIM policy of India. Export costing and pricing, Export procedures and export documentation. Export assistance and incentives in India.					
<b>Textbooks:</b>					



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**COMMON COURSE STRUCTURE & SYLLABI**

1. International Marketing, Michael R.Czinkota, Likka A Ronkainen, Cengage .
2. Global marketing Management , Keegan, Green, 4/e, Pearson

**Reference Books:**

- International Marketing Analysis and Strategy, Sak Onkvisit, John J. Shaw, PHI.
- International Marketing, Philip R. Cateora, John L. Graham, Prasanth Salwan, TMH.
- International Marketing, Vasudeva PK, excel.
- Global Marketing, Management, Lee, Carter, Oxford.
- International Marketing and Export management, Albaum , Pearson Education.
- Global Marketing, Johansson, TMH.
- Integrated Marketing Management – Text and Cases, Mathur, Sage.

**Online Learning Resources:**

[https://onlinecourses.nptel.ac.in/noc22\\_mg50/preview](https://onlinecourses.nptel.ac.in/noc22_mg50/preview)  
<https://www.iimb.ac.in/InternationalMarketing>  
<https://www.swayam.gov.in/InternationalMarketing>



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**COMMON COURSE STRUCTURE**

Course Code	Specialization Elective – VI	L	T	P	C
21E00402c	<b>Global Human Resource Management</b>	4	0	0	4
<b>Semester</b>		<b>IV</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To explain concept of Global Human Resource Management (GHRM) and issues &amp; Challenges involved in GHRM.</li> <li>• To discuss comparison of HRM Vs GHRM and the global environmental factors of GHRM and cross cultural research methodologies.</li> <li>• To impart knowledge on global staffing and compensation practices and differences in HCNs, PCNs and TCNs.</li> <li>• To discuss appraisal, training &amp; development at Global perspective level.</li> <li>• To elucidate global industrial relations and people management globally.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Understand an overview of concept of Global Human Resource Management (GHRM) and issues &amp; Challenges involved in GHRM.</li> <li>• Differentiation on HRM Vs GHRM and the global environmental factors of GHRM and cross cultural research methodologies.</li> <li>• Learn concept of global staffing and compensation practices and differences in HCNs, PCNs and TCNs.</li> <li>• Know appraisal, training &amp; development methods at Global perspective level.</li> <li>• Gain knowledge on global industrial relations and people management globally.</li> </ul>					
<b>UNIT – I</b>					Lecture Hrs: 8
<b>Global Human Resource Management concept</b> , expanding role – Global issues and challenges, Differences between Domestic HRM and GHRM.					
<b>UNIT – II</b>					Lecture Hrs: 12
<b>Social and Cultural Variables in Global Organizations</b> – Cross Cultural Differences – Cross Cultural Research Methodologies – Hofetede’s Hermes Study, Cultural Issues.					
<b>UNIT - III</b>					Lecture Hrs:12
<b>Global staffing and Compensation Practices</b> – Nature, Sources, Policies – Human Resource Planning – Recruitment and Selection for global Assignment, Selection process- Expatriate and Repatriate. – Compensation- International Compensation structure, Differentiating HCNs, PCNs and TCNs.					
<b>UNIT – IV</b>					Lecture Hrs:12
<b>Appraisal and Training and development in the Global Perspective-</b> Programs and Agencies– Performance management, Appraisal system – Training and development need, cross cultural training, Areas of international training and development.					
<b>UNIT – V</b>					Lecture Hrs:12
<b>Global Industrial Relations and People Management</b> – Trade Unions, Collective bargaining, Disputes/Conflicts, Quality Circles and Participative Management.- USA – European Countries, Asian Countries and Middle East.					
<b>Textbooks:</b>					
<ol style="list-style-type: none"> <li>1. International Human Resource Management, Aswathappa, TMH.</li> <li>2. International Dimension of Human Resource Management, Dowling P.J, Thomson/Cengage</li> </ol>					





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**COMMON COURSE STRUCTURE & SYLLABI**

**Reference Books:**

- International Human Resource Management, Tony Edwards & Chris Rees, Pearson.
- Internal Human Resource Management, Rao P.L, Excel.
- International Human Resource Management, Subba Rao P, Himalaya.
- International Dimensions of Organizational Behaviour, Adler N.J, Kent.

**Online Learning Resources:**

[https://onlinecourses.nptel.ac.in/noc22\\_mg50/preview](https://onlinecourses.nptel.ac.in/noc22_mg50/preview)  
<https://www.swayam.gov.in/HumanResourceDevelopment>  
<https://www.coursera.org/courses?query=human resource management>  
  
[https://www.tutorialspoint.com/human\\_resource\\_management](https://www.tutorialspoint.com/human_resource_management)



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**COMMON COURSE STRUCTURE**

Course Code	Specialization Elective – VI	L	T	P	C
21E00402d	Corporate Information Management	4	0	0	4
<b>Semester</b>		<b>IV</b>			
<b>Course Objectives:</b>					
<ul style="list-style-type: none"> <li>• To provide a broad outline of Information Technology and its application at corporate business units and to understand all the issues related to the IT management.</li> <li>• To explain IT planning and strategy analytical tools applied in corporate companies.</li> <li>• To impart knowledge on ways for extending the enterprise and designing hybrid governance models and business models .</li> <li>• To elucidate the IT alignments for managing it services, components of internet working infrastructure with new service models.</li> <li>• To discuss IT outsourcing in various dimensions and managing risk using outsourcing.</li> <li>• To provide knowledge on project management, new technological developments, technology cycle and the role of R&amp;D technology development in employee creativity.</li> </ul>					
<b>Course Outcomes (CO):</b> Student will be able to					
<ul style="list-style-type: none"> <li>• Understand broad outline of Information Technology and its application at corporate business units and the issues related to the IT management.</li> <li>• Learn IT planning and strategy analytical tools applied in corporate companies.</li> <li>• Identity the ways for extending the enterprise and designing hybrid governance models and business models .</li> <li>• Gain knowledge on IT alignments for managing it services, components of internet working infrastructure with new service models.</li> <li>• Know IT outsourcing in various dimensions and managing risk using outsourcing.</li> <li>• Acquire knowledge on project management, new technological developments, technology cycle and the role of R&amp;D technology development in employee creativity.</li> </ul>					
<b>UNIT – I</b>		Lecture Hrs: 8			
<b>IT planning and strategy tools:</b> Strategy analysis – environment analysis- Conducting strategy audit- Assessing opportunities and risks- Company –technology analysis – Industry –technology analysis Trajectories of technology.					
<b>UNIT – II</b>		Lecture Hrs: 12			
<b>Extending the enterprise:</b> Organising for innovation –Collaboration- Understanding business networks: differentiation interdependence and ownership – Designing hybrid governance models- Building collaborative community- Emerging network business models.					
<b>UNIT - III</b>		Lecture Hrs:12			
<b>IT Alignments :</b> Building the case for IT- leveraging infrastructure and creating options- Components of internet working infrastructures –Rise of internet working – business implications, Managing IT services : Availability facilities- uninterruptible power – Delivery- climate control – security – New service models.					
<b>UNIT – IV</b>		Lecture Hrs:12			
<b>IT outsourcing</b> - Managing risk through incremental outsourcing- Outsourcing advantages and disadvantages- Outsourcing opportunities- Managing relationships with outsourcing agencies, Coordination and control of IT : Development stages of IT in organising- Nolans’ model- Distributed data processing - Centralisation vs decentralisation- drivers toward user dominance- Drivers towards centralised policy- Coordination and location IT policy.					
<b>UNIT – V</b>		Lecture Hrs:12			



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**Project management:** Project categories- Project management: stage in project – planning and controlling tools-Problems – Towards effective project management, Technology and innovation: Understanding technological developments- Technology cycles-. Creative idea generation- Employee creativity – R&D- Role in technology development.

**Textbooks:**

1. C,S,G,,Krishnamcaharyulu and Lalitha R. *Management of Technology*, Himalaya
2. Lynda M.Applegate, Robert D.Ausitn and F. Warren McFarlan, *Corporate Information strategy and Management*, TMH

**Reference Books:**

- Sanjiva Shnkar Dubey, IT strategy and Management, PHI.
- Parag Kulkarni IT strategy for Business, Oxford.
- V.K.Narayan, Managing Technology and Innovation for competitive Advantage, Pearson.
- C.K. Prahlad, The New Age of Innovation. TMH.

**Online Learning Resources:**

<https://www.udemy.com/course/corporateInformationManagement>

<https://www.studocu.com/CorporateInformationManagement>

[https://onlinecourses.nptel.ac.in/noc22\\_mg50/preview](https://onlinecourses.nptel.ac.in/noc22_mg50/preview)

[https://www.academia.edu/12011522/Corporate\\_Information\\_Strategy\\_and\\_Management](https://www.academia.edu/12011522/Corporate_Information_Strategy_and_Management)



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**COMMON COURSE STRUCTURE**

Course Code	PROJECT WORK	L	T	P	C
21E00403		0	0	20	10
<b>Semester</b>		<b>IV</b>			
<p>Students are required to take up a project work, in which the student can choose any specific problem of Industry or Industry based project work. Alternatively it can be secondary source based or Field based project work. Before the commencement of the project work each student is required to submit a synopsis indicating the objectives, Methodology, Framework for analysis, Action plan with milestones in order to have clarity for the subsequent work. The project should have an internal faculty as guide. The student shall initiate project work immediately after II semester and evaluation shall take place in IV semester.</p>					
<b>Reference Books:</b>					
<ul style="list-style-type: none"> <li>• Business Essentials: <i>Research Project</i>, Viva.</li> <li>• Paul Oliver: <i>Writing Your Thesis</i>, Sage.</li> <li>• M.K.Rampal &amp; S.L.Gupta: <i>Project Report Writing</i>, Paragon International.</li> <li>• Michael Jay Polonsky: <i>David S Waller: Designing and Managing a Research Project</i>, Sage.</li> <li>• Surendra Kumar: <i>An Aid to Project Work</i>, Paragon International.</li> </ul>					