I SEMESTER

KAKATIYA INSTITUTE OF TECHNOLOGY & SCIENCE, WARANGAL - 15 (An Autonomous Institute under Kakatiya University, Warangal) DEPARTMENT OF MANAGEMENT

SCHEME OF INSTRUCTIONS & EVALUATION FOR 2 YEAR MBA DEGREE PROGRAMME

SEMESTER : FIRST

		Periods		ds		Evaluation Scheme					
S. No.	Course Code	Course Name				Credits (C)	CIE				Total
			L	Т	P	,				ESE	Marks
							TA	MSE	Total		
1	P14MB101	Management and Organization Theory	4	-	-	4	15	25	40	60	100
2	P14MB102	Business Environment	4	_	-	4	15	25	40	60	100
3	P14MB103	Managerial Economics	4	-	-	4	15	25	40	60	100
4	P14MB104	Accounting for Managers	4	-	1	4	15	25	40	60	100
5	P14MB105	Creativity and Innovation	4	-	-	4	15	25	40	60	100
6	P14MB106	Statistics for Management	4	-	l	4	15	25	40	60	100
7	P14MB107	Information Technology for Managers	4	-	2	5	15	25	40	60	100
8	P14MB108	English for Communication	2		2	3	15	25	40	60	100
9	P14MB109	Seminar	-	-	-	2	100	-	100	-	100
		Total	30	1	02	34	220	200	420	480	900

Note: L – Lectures; T- Tutorials; P – Practicals; CIE – Continuous Internal Evaluation; TA – Teachers Assessment; MSE – Mid Semester Examination; ESE – End Semester Examination;

Student Contact Hours/Week: 30 (periods/week)

Total Credits (C): 33 Credits

MANAGEMENT AND ORGANISATION THEORY

Class: MBA I Semester

Teaching Scheme:

L	T	P	С
4	-	-	4

Examination Scheme:

Continuous Internal Evaluation	40 marks	
End Semester Exam	:	60 marks

Course Learning Objectives (LOs):

The course will develop student's knowledge in/on

LO1: fundamentals of organization and management

LO2: planning and decision making in an organization

LO3: organization and organizing

LO4: leadership and controlling at organization

LO5: contemporary issues faced in international management

Unit I: Introduction to Organisation and Management (10)

Organisation: - Definition and nature of organisations - characteristics- Types of organisations: Formal and informal - Management: Definition and Characteristics. Management as an Art, Science and Profession. Concept of efficiency and effectiveness - Functions of Management: Planning, Organizing, Staffing, Leading, and controlling - Approaches: An Overview of Classical, Human Relations and Systems Approaches- Fayol's Principles of Management.

Unit II: Planning and Decision Making: (10)

Types of Plans - MBO - Decision Making: Decision Making Process, Types of Decisions - Decision Making Models: Classical, Administrative and Political - Group Decision Making Techniques: Brain Storming, Delphi, Nominal Group Technique, Lotus Blossom Technique.

Unit III: Organizing: (10)

Departmentation: Product, Functional, Matrix and other bases for Departmentation, Team based, Virtual, Boundary-less and Learning Organization - Authority and Responsibility: Bases for authority, power and responsibility, distinctions - Delegation and Decentralization: Concept, Barriers and Overcoming barriers to delegation, factors pointing to decentralization - Span of Management: Factors influencing Span, Span and Organisation Structure - Line and Staff: Concepts and conflicts, resolution of conflicts.

Unit IV: Leadership and Controlling: (10)

Direction: Elements - Motivation: Nature of Motivation, motivators, financial and non-financial.- Leadership: Nature, Trait and Charismatic approach, leadership styles, Ohio and Michigan studies, Managerial Grid - Communication: Process, types and barriers. - Coordination: Nature, methods and techniques. - Controlling: Control process, types-Problems, Requisites of Good Control System.

Unit V: International Management: (08)

International Management: Challenges of present day management - Factors influencing International Management-International Organisational design: Organisational structures in international organisations. - Leadership in international organisations: Leadership traits and preferences in international organisations. - Communication in international organisations: Communication in International Organisations.

Text Books:

- 1. Weihrich Heinz, Cannice V Mark and Koontz Harold, 2008, Management: A Global and Entrepreneurial Perspective, Tata McGraw Hill Publishing Company Limited, New Delhi.
- 2. Cullen B John and Praveen K Parboteeah, 2005, International Management: A Strategic Perspective, Cengage Learning India Private Limited, New Delhi.

Reference Books:

- 1. Daft L.Richard, 2006, The New Era of Management, Thomson Corporation, New Delhi.
- 2. Robbins P Stephen and Decenzo A David, 2006, Fundamental of Management: Essential Concepts and Applications, Pearson Education, New Delhi, p 53.
- 3. Sridhara Bhat, 2005, Management and Behavioural Process: Text and Cases, Himalaya Publishing House, Hyderabad.
- 4. Satya Raju, R and Parthasarathy, A, 2005, Management: Text and Cases, Prentice Hall of India Private Limited, New Delhi.
- 5. Hill W L Charles and McShane L Steven, 2008, Principles of Management, Tata McGraw Hill Company Limited, New Delhi.

Course Learning Outcomes: (COs)

After completion of the course, the student will be able to

CO1: demonstrate an ability to apply general management know-how in practical business situations

CO2: integrate planning for effective decision- making

CO3: demonstrate knowledge in various concepts of organising

CO4: analyse, apply leadership and controlling theories

CO5: understand the concepts of contemporary international management issues

CO/PO		Progr	amme Outco	Programme Specific Outcomes				
20/10	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	-	Ī	-	-	-	1	2
CO2	2	-	Ī	-	-	-	1	1
CO3	1	-	Ī	-	-	-	1	3
CO4	2	-	2	-	-	-	-	-
CO5	2	-	3	2	2	-	-	-
P14MB101	2	-	2.5	2	2	-	1	2

Class: MBA I Semester

BUSINESS ENVIRONMENT

Teaching Scheme:

L	T	P	С
4	-	-	4

Examination Scheme:

Continuous Internal Evaluation	40 marks	
End Semester Exam	:	60 marks

Course Learning Objectives (LOs):

The course will develop student's knowledge in/on

LO1: concept of the business organization operating with the parameters of the internal and external environment

LO2: Various economic systems and present economic principles

LO3: The dynamics of a specific industry

LO4: Political, social and cultural aspects of business

LO5: Implications of the emerging technologies on business

Unit I - Introduction (8)

Concept of Business Environment - Characteristics of Business Environment - Significance - Environmental Scanning - Process - Techniques of Environmental Scanning - Practices of Environmental Scanning.

Unit II - Economic Environment (10)

Economic Systems – Nature, Growth and Role of Public Sector – Privatization – Nature and Objectives – Privatisation Routes – Disinvestment – Globalization – Nature and Rationale – Multinational Corporations – India & WTO – Fiscal and Monetary Policy – Foreign Direct Investment – Mergers and Acquisitions – Business Process Outsourcing – Competition Policy.

Unit III - Industry Analysis (9)

Industry Analysis - Economic Reforms and Competitive Environment - Business Environment and Current Issues -Airlines Industry, Mobile Services, Software Industry, Steel Industry, Cement Industry, Passenger Cars, Two -wheelers, Pharmaceutical Industry, Organised Retailing, Express Services Industry

Unit IV - Political, Social & Cultural Environment (10)

Political Institutions – Legislature, Executive, Judiciary and Judicial Activism – Culture and Business Ethics – Social Responsibility of Business – Nature, Models and Strategies – Corporate Governance & Corporate Social Responsibility – Social Audit – Ecology and Business – Nature of Physical Environment – Impact on Business.

Unit V - Technological Environment (8)

Technological Environment – Features and Impact on Technology – Technology and Society – Restraints on Technological Growth – Status of Technology in India – Technology Policy.

Textbooks

- 1. Aswathappa: Essentials of Business Environment, Himalaya Publishing House.
- 2. Justin Paul: Business Environment-Text and Cases, The McGrawHill.

Reference Books:

- 1. Misra & Puri: Economic Environment of Business, Himalaya Publishing House.
- 2. Mathew: Business Environment, RBSA Publications.
- 3. Adhikary: Economic Environment of Business, RBSA Publications.
- 4. Sengupta: Government and Business, Vikas Publishing House, New Delhi.

Course Learning Outcomes (COs):

At the completion the student will be able to

CO1: understand concept of the business organization operating with the parameters of the internal and external environment

CO2: analyze various economic systems and present economic principles

CO3: relate the dynamics of a specific industry

CO4: comprehend political, social and cultural aspects of business

CO5: follow the implications of the emerging technologies on business

CO/DO		Programme Outcomes					Programme Specific Outcomes		
CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	
CO1	3	-	ı	2	2	-	1	-	
CO2	-	2	-	3	1	-	1	2	
CO3	1	-	1	2	3	-	3	1	
CO4	1	1	ı	3	1	-	-	1	
CO5	-	-	-	1	3	3	1	-	
P14MB102	1.6	1.5	1	2.2	2	3	1.5	1.3	

MANAGERIAL ECONOMICS

Class: MBA I Semester

Teaching Scheme:

L	T	P	С
4	-	-	4

Examination Scheme:

Continuous Internal Evaluation :	40 marks	
End Semester Exam	:	60 marks

Course Learning Objectives (LOs):

The course will develop student's knowledge in/on

LO1: significance of managerial economics in decision making

LO2: demand and supply, forecasting techniques

LO3: production and cost functions

LO4: market structures in competitive markets

LO5: profit analysis in decision making

Unit I-Introduction (8)

Nature, Scope and Significance of Managerial Economics- Tools and Techniques of Analysis- Theory of Firm- Alternatives- Objectives of Firm- Functions of Managerial Economist in Business Firm-Impact of Information Technology on Managerial Economics- Economic factors influencing and decision making.

Unit II- Demand Analysis (10)

Demand Analysis- Significance- Demand Functions- Law of Demand- Elasticity of Demand- Supply Analysis, Supply function, Elasticity of Supply- Significance of Elasticity Demand in Pricing Decision-Demand Forecasting- Techniques of Demand Forecasting, Supply Function, Elasticity of Supply, Significance of Supply Elasticity. (Simple Problems).

Unit III- Cost and Production Analysis (10)

Cost Analysis- Types of Costs and their impact on Management- Behaviour of Short run Average Cost Curves (SAC)- Behaviour of Long run Average Cost Curve (LAC)- Cost - Production function-Types of Production Function, Linear, Quadratic, Cubic, Power and Cobb-Douglas- Managerial uses of Cost and Production function.

Unit IV- Market Analysis (11)

Structure of Competition- Features of Perfect Competition- Types of Imperfect Competition- Features of Monopoly- Negative consequences of Monopoly- Oligopoly Competition- Monopolistic Competition- Price and Output in different competitive situations-Pricing Method Dual Pricing-Administered Price-Subsidies- Trend towards Monopolistic Competition.

Unit V- Profit Analysis(6)

Profit Analysis- Nature, Significance and Theories of Profits- Functions of Profit- -Profit-earning Vs Profiteering- Profits for Control- Profit Performance Chart- Du Pont Control Chart-Profit Policies-Business Cycle.

- 1. Varshney & Maheshwari, "Managerial Economics", Sultan Chand & Sons, New Delhi.
- 2. P.L. Mehta, "Managerial Economics", Sultan Chand & Sons, New Delhi.

Reference Books:

- 1. D. M Mithani, "Managerial Economics", Himalaya Publishing House.
- 2. Joel Dean, "Managerial Economics", Prentice Hall, New Delhi.
- 3. Mote, Paul & Gupta, "Managerial Economics- Concepts and Cases", McGraw Hill, New Delhi.

Course Learning Outcomes:

After completion of the course, the student will be able to...

CO1: understand the need of managerial economics in cost control

CO2: apply demand and supply equations

CO3: use isoquants in decisions related to production analysis CO4: interpret pricing decisions in different market structures CO5: analyse profit control across industries using Dupont Chart

CO/PO	Program	me Outco	omes		Programme Specific Outcomes			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	1	1	2	3	2	2	1
CO2	2	1	-	3	1	1	2	1
CO3	2	-	2	3	1	-	2	1
CO4	2	-	1	2	3	2	1	1
CO5	2	1	-	3	1	1	1	1
P14MB103	2.2	1	1.3	2.6	1.8	1.5	1.6	1

P18MB104

Class: MBA I Semester

ACCOUNTING FOR MANAGERS

Teaching Scheme:

L	T	P	С
4	ı	i	4

Examination Scheme:

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

Course Learning Objectives (LOs):

The course will develop student's knowledge in/on

LO1: basic understanding of accounting process

LO2: preparation of financial statements

LO3: accounting for inventories LO4: accounting for fixed assets LO5: analysis of financial statements

Unit I: Introduction (12)

Accounting and Economic Decisions- processing transactions- basic Accounting Concepts and Conventions; Accounting Cycle-Journal- Ledger-Trial Balance; Accounting for Merchandising Transactions- Internal Control Systems relating to Cash and Receivables. (Chapter 2 and 10 of Text 1)

Unit II: Preparation of Financial Statements (8)

Preparation of Financial Statements- Profit and Loss Account- Balance Sheet- Measuring Business Income-Completing Accounting Cycle- Corporate Financial Reporting.

Unit III: Accounting for Inventories (6)

Accounting for Inventories- Inventory Valuation- Pricing the Inventory-Specific Identification Method-First in First Out Method- Last In First Out Method- Weighted Average Method-Accounting for Manufacturing Costs-Direct Costing and Absorption Costing.

Unit IV: Accounting for Fixed Assets (10)

Accounting for Fixed Assets- Determining Cost of Acquisition- Accounting for Depreciation-Methods of Depreciation: The Straight Line Method- Accelerated Methods- Written Down Method- Sum of the Years Digits Method- Annuity Method- Production Units- Method of Revaluation of Fixed Assets, Special Problems in Depreciation Accounting- Capital and Revenue Expenditure.

<u>Unit V : Financial Statement Analysis (11)</u>

Financial Statements Analysis- Objectives- Using Financial Ratios- Liquidity, Solvency, Profitability and Turnover Ratios- Funds Flow and Cash Flow Analysis.

Text Books

- 1. Maheshwari S.N., "Introduction to Financial Accounting", Sultan Chand Publishers.
- 2. Ashish K.Bhattacharya, "Essentials of Financial Accounting", Prentice Hall of India, New Delhi, 2008.

Reference Books

- 1. Jain and Narang, "Accounting, Part-I",, Kalyani Publishers, Ludhiana.
- 2. Meigs and Johnson, "Intermediate Accounting", Prentice Hall.
- 3. Dryden and Bhattacharya, "Accounting for Management", Prentice Hall of India.
- 4. Ashok Banerjee, "Financial Accounting- A Managerial Emphasis", Excel Books.
- 5. S.Jayapandian, "Accounting for Managers- Effective Techniques for Decision Making", Ane Books.
- 6. P.Periaswamy, "A Text Book of Financial, Cost and Management Accounting", Himalaya Publishing House,
- 7. Arulanandam, "Advanced Accounting", Himalaya Publishing House.

Course Learning Outcomes:

After completion of the course the student will be able to:

CO1: understand the basics of accounting information System.

CO2: prepare financial statements from basic information

CO3: understand the different inventory valuation methods and differentiate between capital and revenue expenditure

CO4: apply the various methods of depreciation for fixed assets CO5: interpret the published financial statements intelligently

CO/PO	Programme Outcomes					Program	me Specific C	Outcomes
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	1	3	-	1	-	-	-	1
CO2	1	2	-	3	-	-	-	1
CO3	2	3	-	2	-	-	-	2
CO4	2	2	-	3	-	-	-	3
CO5	1	2	-	3	-	2	-	2
P14MB104	1.4	2.4	-	2.4	-	2	-	1.8

P18MB105

Class: MBA I Semester

CREATIVITY AND INNOVATION

Teaching Scheme:

L	T	P	С
4	ı	i	4

Examination Scheme:

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

Course Learning Objectives (LOs):

The course will develop student's knowledge in/on...

LO1: creative potential by strengthening various mental abilities.

LO2: creative problem solving exercises by developing integrative intelligence.

LO3: becoming thoughtful managers by understanding workplace creativity.

LO4: creative ways of harnessing for organizational excellence.

LO5: building the technological innovation

Unit I Realms of Creativity- (10)

Creativity-Concept-Convergent and Divergent Thinking-Creativity Intelligence-Enhancing Creativity Intelligence-Determinants of Creativity-Creativity Process-Roots of Human Creativity-Biological, Mental, Spiritual and Social-Forms of Creativity-Essence, Elaborative and Expressive-Existential, Entrepreneurial and Exponential.

Unit II Creative Personality- (08)

Traits Congenial to Creativity- Motivation and Creativity-Strategies for changing Motivation-Creativogenic Environment- Formative Environment and Creativity- Adult Environment-Environmental Stimulants-Blocks to Creativity-Strategies for unblocking Creativity.

Unit III Corporate Creativity- (10)

Creative Manager-Techniques of Creative Problem Solving- Creative Encounters and Creative Teams- Perpetual Creative Organisations-Creative Management Practices-Human Resource Management, Marketing Management, Management of Operations, Management of Product Design and Growth Strategies.

Unit IV Creative Organisation- (10)

Issues and Approaches to the Design of Creative Organisations-Policy frameworks-Organisational Design for Sustained Creativity-Mechanism stimulating Organisational Creativity-Creative Diagnosing-Creative Societies-Necessity-Model of a Creative Society.

Unit V Management of Innovation- (08)

Nature of Innovation-Technological Innovations and their Management-Inter-Organisational and Network Innovations- Design of a Successful Innovative Organisation-Training for Innovation-Management of Innovation-Agents of Innovation-Skills for Sponsoring Innovation.

Textbooks

- 1. Pradip Khandwalla- Lifelong Creativity- An Unending Quest, Tata McGraw Hill, 2006.
- 2. Pradip Khandwalla- The Corporate Creativity- The Winning Edge, Tata McGraw Hill, New Delhi

Reference Books

- 1. Pradip Khandwalla- The Fourth Eye, Wheeler Publishing, New Delhi.
- 2. Rastogi, P.N, Managing Creativity for Corporate Excellence, Macmillan, New Delhi.
- 3. Jone Ceserani, Peter Greatwood- Innovation and Creativity, Crest Publishing House, New Delhi.
- 4. Clayton, Christensen- Innovation and the General Manager, McGraw Hill.
- 5. Margaret, A. White & Gary D. Bruton- The Management of Technology Innovation- A Strategic Approach
- 6. Praveen Gupta-Business Innovations in the 21st Century, S.Chand, 2008.
- 7. CSG Krishnama Charyulu & R.Lalitha- Innovation Management, Himalaya Publishing House, 2007.

Course Learning Outcomes: (Cos)

After completion of the course students will be able to

CO1: understand realms of Creativity. CO2: understand Creative personality.

CO3: analyse corporate and Creative organization.

CO4: stimulate creative mechanism. CO5: learn management of Innovation.

CO/DO	Program Outcome					Program	Program specific Outcomes		
CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	
CO1	3	2	-	3	3	1	2	2	
CO2	3	2	-	-	2	-	2	-	
CO3	2	1	2	2	2	2	2	3	
CO4	1	2	3	2	1	1	2	3	
CO5	2	2	1	1	1	2	1	2	
P14MB105	2.2	1.8	1.2	1.6	1.8	2	3	3	

STATISTICS FOR MANAGEMENT

Class: MBA I Semester

P18MB106

Teaching Scheme:

L	T	P	С
4	-	-	4

Examination Scheme:

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

Course Learning Objectives (LOs):

The course will develop student's knowledge in/on

LO1: familiarize the students in various statistical techniques

LO2: analyzing the concepts of probability techniques LO3: selecting the right sample for the right product

LO4: identifying differences of parametric and non-parametric tests.

LO5: knowing the variance between the products

Unit I- Introduction (09)

Statistics: Meaning and Salient Features of Statistics-Statistical Techniques- Role of Statistical Techniques in Management Decision Making- Techniques of Business Forecasting: Correlation and Regression Analysis with two variables. (Problems).

Unit II- Probability Distributions (10)

Probability: Concepts of Probability-Additive and Multiplicative Laws-Baye's Decision Rule-Probability Distributions: Binomial, Poisson and Normal Distribution.

Unit III- Sampling Theory and Tests of Significance (10)

Sampling: Concept of Sampling- Reasons for Sampling- Types of Samples-Estimation-Hypothesis Testing -Type I and Type-II Errors- Large Sample Tests: Mean Test-Difference between Two Means- Difference between Two Standard Deviations-Small Sample Tests: Mean Test- Difference between Means of Two Independent Samples-Difference between Two Dependent Samples or Paired Observations.

Unit IV- Non-Parametric Tests (10)

Meaning-Advantages and Limitations of Non-Parametric Tests-The Sign Tests: One Sample Sign Test- The Two Sample Sign Test for paired and independent observations- The Runs Tests: One Sample Runs Test- Test of Randomness using Runs above and below the Median- Rank Sum Tests: The Mann Whitney U Test- The Kruskal Wallis Test- The Wilcoxon Signed Rank Test- Chi Square Test for Goodness of fit.

Unit V- Analysis of Variance (ANOVA) (8)

Meaning- Assumptions-Procedure for Analysis of Variance-General form of ANOVA-One- way Classification-Two-Way Classification-Computation of Variance.

Text Books

- 1. Amir D.Aczel & Jayavel Sounderpandian, "Complete Statistics" 6th edn., Tata McGraw Hill.
- 2. GC Beri, "Business Statistics", Tata McGraw Hill.

Reference Books:

- 1. Anderson R, David Sweeney J, Dennis & Williams A Thomas, "Statistics for Business and Economics", 9th edn., Thomson.
- 2. ND Vohra, "Management Decisions," New Age Publications.
- 3. SP Gupta, "Statistical Methods", Sultan Chand & Sons.
- 4. Levin R.L.Rubin S. David, "Statistics for Management", 7th edn., Pearson/Prentice Hall of India.

Course Learning Outcomes: (CO's)

After completion of the course, the student will be able to

CO1: apply correlation and regression in practical business situations.

CO2: integrate the effective use of probability decision- making.

CO3: gain the knowledge in various concepts of samples and the chances of error percentage.

CO4: digest the differences of parametric and non-parametric tests.

CO5: analyse failure and success rate of the products by using chi-square and ANOVA techniques

CO/DO		Pro	Program Specific Outcomes					
CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	3	-	-	1	-	1	2
CO2	1	3	-	2	-	-	1	2
CO3	2	3	-	-	-	-	-	-
CO4	2	3	-	-	-	-	2	2
CO5	2	3	-	-	-	1	2	2
P14MB106	1.8	3	-	2	1	1	1.5	2

INFORMATION TECHNOLOGY FOR MANAGERS

Class: MBA I Semester

Teaching Scheme:

L	T	P	С
4	-	2	5

Examination Scheme:

Continuous Internal Evaluation	40 marks		
End Semester Exam	:		60 marks

Course Learning Objectives:

This course will develop students knowledge in/on...

LO1: basic concepts of Information Technology.

LO2: important tools of data communication.

LO3: fundamentals of Data Base Management System and its application.

LO4: MS-Word and MS-Excel in documenting and analyzing the data.

LO5: MS-Power point and MS-Access in creating and presentation of reports.

Unit I - Introduction (8)

Information Technology - Development and Trends-Managerial Issues in IT Planning-Information Technology Economics- Cost-Benefit Analysis of IT- Role of Computers in Management-MIS-Concept and applications-Decision Making Process-Programmed and Non-Programmed Decisions.

Unit II-Data Communication (9)

Data Communication and Management - Computer Networks-Network Topology-Security in Data Communication-Internet and World Wide Web- E-Commerce and E-Business-Concepts.

Unit III- Database Management (8)

Database Management Systems - Database Models-Creating and Managing Databases-Data Warehousing and Data Mining-Concepts and Applications.

Unit IV-MS Office I (10)

Working with Office Productivity Software-I- MS-Office-Document Creation and Management through MS Word-Mail Merge-Spread Sheet Applications- MS Excel- Creation and Applications of Spread Sheets-Data Analysis and Management through Spread Sheets-Use of functions and diagrams. (Theory -8 hours and Practicals-10 Hours)

Unit V-MS Office II (8)

Working with Office Productivity Software-II Presentation Graphics through MS Power Point-Creation and Organisation of Slides-Organising presentation through Multi-media Files and Slides-Data anagement through MS-Access-Database Creation-Table creation-Establishing relationships-Creation of forms and reports.

INFORMATION TECHNOLOGY FOR MANAGERS LABORATORY

{Teacher Assessment (TA) is done through Computer Lab}

- 1. MS-Word-Creation of Document- Format Document-Text editing and saving-Organising information with tables and outlines-Mail merge-Publishing documents on Web.
- 2. MS Excel-Creating and editing worksheets-Cell formatting-Creating and using formulas and functions-Use of Macros –Sorting and querying data-Working with graphs and charts.
- 3. Data Analysis with Statistical Tools-Use of Financial Tools-Use of other functions in Excel for data analysis.
- 4. MS Power Point-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, People etc.,
- 5. MS Access-Create Databases, Tables, Relationships- Create forms to enter data-filter data-use of queries in data manipulation-Generating reports.

Text Books:

- 1. Turban, McLean, Wetherbe, "Information Technology for Management", 4the Edn., Wiley India, 2007.
- 2. Peter Norton, "Introduction to Computers", 6th Edn., Tata McGraw Hill, 2007
- 3. Brian K.Williams, Stacey C.Sawyer, "Using Information Technology-A Practical Introduction to Computers and Communications" 6th Edn., Tata McGraw Hill, 2007.
- 4. V.Rajaraman, "Introduction to Information Technology", Prentice Hall India, 2008.

Reference Books:

- 1. Cox et al., "2007 Microsoft Office System Step-by- Step", 1st Edn., Prentice Hall India, 2007.
- 2. Winston, "Microsoft Office Excel 2007 Data Analysis and Business Modeling", 1st Edn., Prentice Hall India, 2007.
- 3. Lambet, Lambert III & Prepernau, "Microsoft Office Access 2007 Step-by-Step", 1st Edn., Prentice Hall India, 2007.
- 4. David Whigam, "Business Data Analysis Using Excel", 1st Edn., Oxford University Press, 2007.

Course Learning Outcomes: (CO's)

After completion of the course, the student will be able to

CO1: apply basic concepts of Information Technology.

CO2: integrate the importance of Data communication and their impact on Business Management.

CO3: gain the knowledge on the use of DBMS in Business decisions

CO4: use MS word and Excel tools effectively.

CO5: use MS power point and MS access

	Progra	mme Ou	tcomes			Programmes	Specific Object	pecific Objectives		
CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3		
CO1	2	2	2	=	3	3	-	2		
CO2	3	2	-	1	3	3	3	2		
CO3	2	3	1	2	3	3	-	2		
CO4	2	3	-	-	3	3	-	1		
CO5	3	2	-	-	3	3	-	1		
P14MB107	2.4	2.4	1.5	1.5	5	5	3	1.6		

ENGLISH FOR COMMUNICATION

Class: MBA II Semester

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I Cuc.	 		

L	T	P	С
4	-	-	4

Examination Scheme:

Continuous Internal Evaluation :	40 marks	
End Semester Exam :		60 marks

Course Learning Objectives (LOs):

This course will develop student's knowledge in/on....

LO1: grammatical awareness and sentence structures

LO2: synthesis and analysis of sentences by simplifying and expanding

LO3: corresponding through proper communication

LO4: reporting and writing a project

LO5: oral presentations and interview skills

<u>UNIT-I</u> (6)

Grammar and Vocabulary

- 1. Articles
- 2. Prepositions
- 3. Verbs and Phrasal Verbs
- 4. Idioms

<u>UNIT-II</u> (4)

The Sentence

- 1. Clause and Clause Structures
- 2. Reported Speech

UNIT-III (4)

Concord

<u>UNIT-IV</u> (6)

Writing Devices

- Letter Writing
- Cover Letter and Curriculum-Vitae
- Report Writing
- Project Writing

UNIT-V (4)

Presentation Skills

- **1.** Group Discussion
- **2.** Interview Techniques

English Language Lab:

{Teacher Assessment (TA) is done through English Language Lab}

Listening Skills (6x2)

Students are exposed to expert speaker on different topics (Guest Lectures)

Presentation Skills (6x2)

a. Effective Public Speaking

b. "How do you sell yourself"? (Students have to prepare a written presentation and present it through power point presentation in the Presentation Skills Lab).

Text Books:

- 1. Damodar G., Surender Kumar M. & Ramadevi P "English for Communication", KGA Publications, Warangal.
- 2. Krishna Swamy N., "Modern English Grammar", MacMillan India Ltd.

Reference Book:

- 1. Sanjay Kumar & Pushp Lata, "Communicative Skills". OUP
- 2. Thomson Martinet "Practical English Grammar" Oxford University Press.

Course Learning Outcomes:

After completion of the course, the student will be able to...

CO1: produce grammatically acceptable sentences

CO2: precise or expand any text in reported speech

CO3: correspond in proper communication

CO4: design or write conclusive reports to help the reader in decision making

CO5: exhibit good spoken skills and enable themselves to be successful in interviews

Note:

СО/РО	CO/PO Programme Outcomes				Programmes Specific Outcomes			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	-	-	-	-	-	-	-	-
CO2	-	-	-	-	-	-	-	-
CO3	-	3	-	3	-	3	3	3
CO4	3	3	3	-	-	-	-	-
CO5	2	-	-	2	3	3	3	-
P14MB108	2.5	3	3	2.5	3	3	3	3

SEMINAR

Class: MBA I Semester

Teaching Scheme:

L	T	P	С
-	-	-	2

Examination Scheme:

Continuous Internal Evaluation :	100marks	
End Semester Exam	:	

II SEMESTER

KAKATIYA INSTITUTE OF TECHNOLOGY & SCIENCE, WARANGAL - 15

(An Autonomous Institute under Kakatiya University, Warangal)
DEPARTMENT OF MANAGEMENT

SCHEME OF INSTRUCTIONS & EVALUATION FOR 2 YEAR MBA DEGREE PROGRAMME

SEMESTER : SECOND

							Evaluation Scheme					
S.	Course	Course Name	Periods			Credits	CIE				Total	
No.	Code		L T P		P	(C)				ESE	Marks	
							TA	MSE	Total			
1	P14MB201	Human Resource Management	4	ı	ı	4	15	25	40	60	100	
2	P14MB202	Marketing Management	4	1		4	15	25	40	60	100	
3	P14MB203	Financial Management	4	ı	1	4	15	25	40	60	100	
4	P14MB204	Management Accounting	4	ı	-	4	15	25	40	60	100	
5	P14MB205	Managerial Communication	4	i	1	4	15	25	40	60	100	
6	P14MB206	Operations Research	4	ı	-	4	15	25	40	60	100	
7	P14MB207	Business Research Methods	4	1	1	4	15	25	40	60	100	
8	P14MB208	Comprehensive Viva-Voce		1		2	-	-	-	100	100	
9	P14MB209	Soft Skills	1	-	-	1	100	100 - 100		_	100	
		Total	29	-	-	31	205	175	380	520	900	

Note: L – Lectures; T- Tutorials; P – Practicals; CIE – Continuous Internal Evaluation; TA – Teachers Assessment;

MSE - Mid Semester Examination; ESE - End Semester Examination;

Student Contact Hours / Week : 28 (periods / week)
Total Credits (C) : 30 Credits

HUMAN RESOURCE ANAGEMENT

Class: MBA II Semester

Teaching Scheme:

L	T	P	C
4	-	-	4

Examination Scheme:

Continuous Internal Evalua	ation :	40 marks
End Semester Exam	:	60 marks

Course Learning Objectives (LOs):

The course will develop student's knowledge in/on

LO1: human Resource planning

LO2: various functions of Human Resource Management

LO3: workforce socialization and implementation of performance appraisal

LO4: implications of industrial relations in organizational efficiency

LO5: contemplation of contemporary advancements and issues in HRM.

Unit I: Introduction Human Resource Management: (8)

Meaning nature, scope and significance of human resource management (HRM) – HRM and related concepts (Personal Management, HRD, Human Capital Management, Knowledge Management, Talent Management) HRM Model – Functions of human resource management, Qualities of HR Manager, Role and Responsibility of HR Managers, HRM environment in India – Changing role of HRM – e- HRM.

Unit II: Human Resource Planning: (10)

Human Resource Planning: Nature and Process, Forecasting Demand and Supply of HR – Job Analysis: Nature, Importance, Tools for Analysis – Job Description: Job Specification, Role Analysis – Job Design: Factors and Approaches – Job Enrichment: Nature, Process and Problems. Recruitment: Factors influencing, Process and Sources, e Recruitment and Job Portals – Selection: Nature and Process – Testing: Objectives, Administration, Advantages and Problems of Selection Tests – Types of Selection Tests, Physical Skills and Psychological Testing – Pseudo Scientific Methods of selection - e- selection.

Unit III: Socialization and Performance Appraisal: (8)

Induction: Placement - Induction Programmes - Training: Nature and Process - Techniques: On the Job and Off the Job Training, Evaluation -- Development-Management Development- Executive Development - Career Planning and Development - Performance Appraisal: Nature, Uses and Process Appraisal - Techniques: Traditional and Modern Methods - Limitations - Effective Performance Appraisal Criteria.

Unit IV Employer Employee Relations: (8)

Industrial Relations - Concept - Importance - Evaluation of Industrial Relations system - Industrial disputes - Machinery for Settlement of disputes - Trade Union - Strengths and Weakness of trade unions in India -Workers participation in management- Employee Grievance handling and Discipline.

Unit V: Contemporary Issues in HRM: (10)

Contemporary Issues: HRIS – HR Account - HR Audit, Balance Score Card, Competency Mapping, Employer's Brand, Benchmarking – HR Outsourcing: Temping, Talent Management, Managing HR in BPO and Call Centres, Attrition, Exit Interviews – Strategic HRM and International HRM-Concept and Issues – Growing Importance of HRM in Globalization.

Text Books:

- 6. Mondy R Wayne and Noe M Robert, 2006, Human Resource Management, 9th Edition, Pearson Education, New Delhi.
- 7. Subba Rao P, 2008, Essentials of Human Resource Management and Industrial Relations: Text, Cases and Games, Himalaya Publishing House, Mumbai.

Reference Books:

- 3. Aswathappa K, 2008, Human Resource Management: Text and Cases, 5th Edition, Tata McGraw Hill Publishing Company Limited, New Delhi.
- 4. V S P Rao, 2007, Human Resource Management: Text and Cases, 2nd Edition, Excel Books, New Delhi.
- 5. Ivancevich M John, 2001, Human Resource Management, 8th Edition, McGraw Hill Irwin, Boston.
- 6. Pattanayak Biswajeet, 2002, Prentice Hall of India Private Limited, New Delhi.
- 7. Bhattacharyya K Dipak, 2008, Human Resource Management, 2nd Edition, Excel Books, New Delhi.

Course Learning Outcomes:

After completion of the course the students will able to

CO1: explain basic Human Resource concepts.

CO2: identify the sources and methods of recruitment and selection and Job design concepts.

CO3: assess Learning and development methods of Human resource.

CO4: suggest employee retention strategies and significance of employee welfare and grievances handling procedures.

CO5: describe contemporary issues and advancements in Human Resource management .

CO/PO		Prog	ramme Ou	Programme Specific Outcomes				
CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	-	-	2	1	1	-	3
CO2	3	1	-	-	2	1	-	3
CO3	1	2	2	-	2	-	-	3
CO4	3	-	1	2	1	-	-	3
CO5	2	3	1	2	3	3	2	3
P14MB201	2.2	2	1.3	2	1.8	1.6	2	3

MARKETING MANAGEMENT

Class: MBA II Semester

P18MB202

Teaching Scheme:

L	T	P	С
4	-	-	4

Examination Scheme:

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

Course Learning Objectives (LOs):

This course will develop student's knowledge in/on

LO1: concepts of marketing.

LO2: developing marketing strategies

LO3: identifying and analyzing business markets

LO4: product, branding and price.

LO5: Designing and managing integrated communication

Unit-I (10)

Marketing: Definition - Importance - Scope - Marketing Management: Tasks and Trends - Company orientations towards marketplace: Production Concept - Product Concept - Selling Concept - Marketing Concept - Holistic Marketing Concept - Building customer value, satisfaction and loyalty - Customer Relationship Management(CRM) - Analyzing marketing environment: Demographic, Economic, Political and Legal environment - An overview of Indian marketing environment.- Marketing mix: concept and components.

Unit - II (08)

Developing marketing strategies and Plans: Corporate and Division Strategic Planning – Business Unit Strategic Planning –Concept of Marketing Plan – Dealing with Competition: Identifying and Analyzing Competitors – Competitive Strategies for Market Leaders, market challengers, market followers and market niches.

Identifying Market Segments and Targets: Levels of Market Segmentation – Bases for segmenting consumer markets – Bases for segmenting business markets – Targeting, Positioning: Concept – Developing and communicating positioning strategies.

Unit - III(10)

Marketing Information: Components of modern marketing information system - Analysing consumer markets: A brief discussion about factors influencing consumer behaviour - Consumer buying decision process.

Analyzing Business Markets: Buying situations – Participants in buying process – Purchasing process – Stages in buying process Designing and managing services: Meaning – Nature and characteristics of services.

Unit - IV(08)

Product: Concept, levels, classification, differentiation and hierarchy – Product systems and mixes – Products line analysis – Product life cycle and marketing strategies – New product development process – Branding: Meaning, role and scope of brands – Brand Equity. Packaging, labelling, warranties and guarantees.

Price: Concept - Steps in setting the price - Adapting the price - Initiating and responding to price changes.

Unit - V(10)

Designing and managing integrated marketing communications: Integrated marketing communications – Marketing communication mix. Developing and managing an Advertising Programme: Deciding on media – Measuring effectiveness- Sales promotion: Objectives – Major decisions - Events and experiences: Objectives – Major decisions- Marketing Public Relations: Major decisions in marketing public relations- Direct Marketing: Channels used for direct marketing – Interactive marketing.

Personal Selling - Principles of personal selling - An Overview of sales force management decisions.

Designing and managing marketing channels: Concept of Channels and value Networks – Role of marketing channels – Channel design, Management and integration decisions – Channel conflict, cooperation and competition. Marketing logistics: Objectives – Decisions.

Text Book:

5. Philip Kotler, Kevin Lane Keller, Abraharm Koshy and Mithileshwar Jha, "Marketing Management - A South Asain Perspective" 13th Edn., Pearson Education Inc., New Delhi. 24

Reference Books:

- 3. Philip Kotler, Kevin Keller, "Marketing Management" 13th Edn., Prentice Hall of India, New Delhi, 2008
- 4. Tapan K. Panda, "Marketing Management (200 Text and Cases (Indian context)" Excel Books, New Delhi.
- 5. Michael.J.Etzel Brance J.Walker, "Marketing: Concepts and Cases", McGraw Hill Education, New Delhi, 2005
- 6. William D. perreanlt J.R., "Essentials of Marketing: A Global Management and Approach" McGraw Hill (International Edn.)

Course Learning Outcomes: (Cos):

After completion of the course, the student will be able to:

CO1: Demonstrate the concepts of marketing.

CO2: learn about developing marketing strategies.

CO3: Analyze marketing information, consumer& business markets.

CO4: comprehend products, brand& price.

CO5: design and manage integrated marketing communication.

CO/PO		Program	Program Outcome			Program Specific		
						Outcome		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	-	-	-	1	2	2	3
CO2	3	2	3	2	3	-	3	3
CO3	2	1	1	1	2	2	1	1
CO4	1	2	2	2	2	1	2	1
CO5	2	1	1	1	1	1	2	2
P14MB202	2.2	1.2	1.4	1.2	1.8	2	3	3

FINANCIAL MANAGEMENT

P18MB203

Class: MBA II Semester

Teaching Scheme:

L	T	P	С
4	-	1	4

Examination Scheme:

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

Course Learning Objectives (LOs):

This course will develop student's knowledge in/on...

LO1: concept, functions and objectives of financial management

LO2: financing decisions, capital structure, cost of capital and leverages.

LO3: capital budgeting decisions and risk analysis in capital budgeting.

LO4: forecasting of working capital requirements.

LO5: dividends, types, policies and decisions.

Unit I -Introduction (8)

Introduction – Concept, Scope and Functions of Financial Management – Profit Maximization Vs. Wealth Maximization – Financial Planning: Concept, Types and Estimation of Financial Requirements – Time value of money.

Unit II-Capital Structure (12)

Financing Decision - Concept of capital structure - Capital Structure determinants - Sources of financing: Cost of Capital - theories of capital structure; NI, NOI Traditional and MM approach - Operating and Financial leverage - EBIT and EPS analysis (Problems)

Unit III-Investment Decision Making (10)

Investment Decision - Nature of Capital budgeting decision - investment evaluation criterion - Traditional Vs Discounted cash flow techniques - Risk analysis in capital budgeting: Measurement of Risk and return - Risk evaluation approaches - Probability distribution approach - Sensitivity and Decisions Tree Approach (Problems).

Unit IV-Working Capital Management (10)

Working Capital Decision - Concept - Components - of working Capital - Operating cycle - working capital determinants - forecasting working capital requirements (Problems) Management of inventory, Receivable and Cash - Financing Current assets (theory only).

Unit V-Dividend Analysis (6)

Dividend Decision – types of dividend – dividend Vs. Profit Retention decision – Dividend policies – Factors influencing dividend policy – dividend theories: Relevance and irrelevance of dividends – Walter and Gordon's models – MM approach (Problems)

Test Books:

- 3. Khan and Jain, "Financial Management", Tata McGraw Hill
- 4. IM Pandey, "Financial Management", Vikas Publications

Reference Books:

- 8. James C vanhorne, "Financial Management and Policy", Prentice Hall of India
- 9. Prasanna Chandra, "Fundamentals of Financial Management" Tata McGraw Hill
- 10. SN.Maheswari, "Financial Management: Principles and practice", Sultan Chand
- 11. John J. Hampton, "Financial Decision Making" Prentice Hall of India

Course Learning Outcomes:

After completion of the course, the student will be able to:

CO1: understand the basic concepts, functions and objectives of financial management.

CO2: identify the different sources of financing and optimise capital structure

CO3: make long term investment decisions and its risk analysis

CO4: forecast the working capital requirement.

CO5: understand the types of dividends, policies and take decisions

CO/DO		Progra	mme Ou	tcomes	Programme Specific Outcomes			
CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	1	-	-	3	1	-	-	3
CO2	-	2	-	-	1	-	-	2
CO3	3	3	-	2	-	-	-	2
CO4	-	3	-	3	-	-	-	3
CO5	3	3	-	2	-	-	-	3
P14MB203	2.3	2.75	-	2.5	1	-	-	2.6

MANAGEMENT ACCOUNTING

Class: MBA II Semester

P18MB204

Teaching Scheme:

L	T	P	С
4	-	-	4

Examination Scheme:

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

Course Learning Objectives (LOs):

This course will develop student's knowledge in/on

LO1:significance of management control systems

LO2:marginal cost techniques in decision making

LO3: standard costing and budgetary control systems

LO4: activity based costing methods

LO5: responsibility centres and transfer pricing

Unit I: Introduction to Management Accounting: (8)

Management accounting: Definition – Scope – Importance – Nature and Characteristics of Management Control System – Role of Management Accountant – Cost Behaviour and Decision Making: Fixed and variable costs – Relevant and Opportunity Costs.

Unit II: Cost Analysis for Decision Making: (9)

Cost-volume- Profit Analysis: Concept of Break-Even Point – Assumptions – Profit-Volume Graph – Equation Approach – Margin of Safety – Profit Planning – Managerial Uses for Decision Making – optimization of product mix – Make or Buy – Capacity Utilisation – Plant shutdown - Add or Drop – Equipment Replacement – Key factor analysis.

Unit III: Management Accounting for Control: (15)

Standard Costing: Meaning – Purpose of standards – Types of standards – Standard Setting – Variance Analysis – Controllability of Variances – Advantages of Standard Costing – Budgetary Control: Meaning and Purpose – component of effective budgeting programme – Performance Budgeting – Zero-based Budgeting – Concept – Importance and Relevance – Balanced Score Card – Linking Balanced Score Card to Organisation Strategy

Unit IV: Activity Based Costing: (7)

Activity Based Costing systems – Tracing costs from activities to products and services – Activity-Based Management – Activity cost drivers – Activity based costing vs. traditional costing.

Unit-V: Responsibility Accounting: (6)

Responsibility Centres' - Need for Divisionalisation - Types of Responsibility centre's - Performance Reports - Responsibility Accounting and Behavioural aspects - Segmented Performance evaluation - Transfer Pricing.

Text Books

- 3. Hansen & Mown, "Cost Management Accounting and Control", 4th Edn., Thomson South-Western.
- 4. Ronald W. Hilton, "Managerial Accounting Creating Value in a Dynamic Business Environment", 6th Edn., Tata Mc Graw Hill

Reference Books

- 8. Charles T. Horngren Gary L. Sundem Willam O Stratton "Introduction to Management Accounting", 13th Edn., Perason Publications
- 9. Maheswari S.N., "Management Accounting" Sultan Chand and Sons, New Delhi
- 10. Shashi K. gupta and R.K. Gupta "Management Accounting Principle and Practices", Kalyani publication, New Delhi.
- 11. Chatterles B.K., "Cost and Management Accounting for Managers" Jaico publishing House, New Delhi.
- 12. Khan and Jain, "Management Accounting" Tata McGraw Hill, New Delhi.

Course Learning Outcomes:(Cos)

After completion of the course, the student will be able to...

CO1: understand the importance of management control system in decision making

CO2: use marginal costing techniques in business decisions

CO3: apply budgetary control and standard costing systems

CO4: identify cost drivers in cost controlling

CO5: prepare performance reports for responsibility check

CO/PO	Progra	mme O	utcomes		Programme Specific Objectives			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
C01	3	1	1	2	3	2	2	1
C02	2	1	-	3	1	2	2	1
C03	-	1	2	1	1	2	2	1
CO4	2	1	1	2	3	1	1	1
CO5	2	1	2	2	2	1	2	1
P14MB204	2.25	1	1.5	2	2	1.6	1.8	1

MANAGERIAL COMMUNICATION

Class: MBA II Semester

Teaching Scheme:

L	T	P	C
4	-	ı	4

Examination Scheme:

Continuous Internal Evaluation:	40 marks
End Semester Exam :	60 marks

Course Learning Objectives (LOs):

The course will develop student's knowledge in/on

LO1: concepts of communication in technology context

LO2: various oral communication strategies

LO3: preparation and presentation of written communication

LO4: communication perspectives and external communication

LO5: concept of conflict and improvement of organizational efficiency using communication

Unit I: Communication in Business (10)

Importance and benefits, components – concepts and problems- nonverbal communication – The seven Cs of effective communication: Completeness, Conciseness, consideration, concreteness, clarity, courtesy and correctness – Business Communication in the Global Context: Background to inter-cultural communication, national cultural variables, individual cultural variables – Business Communication and the Technology Context – Managing information within organization-E-mail and other communication technologies – managing information outside organization.

Unit II: Oral Communication (8)

Strategies for improving oral presentation, listening skills – Informative and persuasive speaking kinds, audience analysis , organization supports – interpersonal communication: Dyadic Communication – interviewing – Telephoning – dictating-meetings – kinds of meetings – solving problems in meetings – leadership responsibilities and participant responsibilities in meetings.

Unit III: Written Communication (10)

The process of preparing effective business messages – planning steps, organizational plans, beginning and ending of meetings, Appearance and Design of Business Messages – Business letters, memorandums, time saving – message media – Reports – Types of Preparation of Reports.

Unit IV: Organizational Communication (10)

Perspectives on communication – Classical, human, integrative and contemporary perspectives – structural issues affecting communication – communication networks – External Communication – environmental scanning – the management of external communication.

Unit V: Communication for organizational Effectiveness (8)

Communication for organizational Effectiveness - sources and effects of conflict - Ladden Communication - Approaches to managing conflict communications - Communication and role conflict - Communication for improving organizational efficiency and effectiveness.

Text Books:

- 1. Herta A Murphy, Herbert W Hildebrandt and Jane P Thomas" Effective Business Communication", Tata McGraw Hill Publishing Company Limited, New Delhi 1997
- 2. Dalmar Fisher "Communication in Organizations", Jaico Publhsing House, Mumbi, 1999

Reference Books:

- 1. Lesikar, Pettit & Flatley. Lesikar's Basic Business Communication, Tata McGraw Hill.
- 2. Chappan and Reed: Business Communication.
- 3. N.H. Arthereya: Writeen Communication and Results.
- 4 Kaul: Effective Business Communication.

Course Learning Outcomes: (COs)

After completion of the course, the student will be able to

CO1: demonstrate an ability to communicate in the technological context

CO2: use oral communication strategies appropriately

CO3: prepare and present written communication

CO4: demonstrate knowledge on various perspectives of communication and external communication

CO5: resolve, handle conflict and improve efficiency of organisations

Course		Prog	ramme (Outcome	S	Programme Specific Outcomes			
Outcomes- Programme Outcomes (CO- PO) matrix/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	
CO1	3		2	-	1	-	1	1	
CO2	1	-	1	-	-	-	2	1	
CO3	-	-	1	1	-	-	3	2	
CO4	3	-	2	-	-	-	2	-	
CO5	3		2		1		-	-	
P14MB205	2.5	-	1.6	1	1	-	2	1	

P18MB205 OPERATIONS RESEARCH

Class: MBA II Semester

Teaching Scheme:

L	T	P	С
4	-	-	4

Examination Scheme:

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

Course Learning Objectives (LOs):

The course will develop student's knowledge in/on...

LO1: comprehend decisions at various levels

LO2: decision making at critical situations

LO3: identifying minimum transportation costs

LO4: knowing the use of queuing system in the business organizations

LO5: controlling technique in Inventory

Unit I- Decision Theory (10)

Anatomy of Decision Theory- Decision Models: Probabilistic Decision Models: Maximum Likelihood Rule- Expected Payoff Criterion- Competitive Decision Models: Maximin, Minimax, Savage, Hurwicz, Laplace Decision Models- Game Theory: Two Person-Zero-Sum Game-Saddle Point- Value of Game- Dominating Strategy- Mixed Strategy.

Unit II- Linear programming problem (LPP) (10)

Meaning ,Assumptions, and characteristics of LPP - Business Applications of Linear Programming Technique - Formulation of LPP - Solution by Graphic Method - Simplex Method...

Unit III- Transportation and Assignment Problems (10)

Transportation Models: Problem statement – Loops in Transportation Table- Steps in Transportation Methods: North – West Corner Method – Least Cost Method – Vogel's Approximation Method (VAM) – Modified Distribution ((MODI) Method.

Assignment Problems: Meaning - Presentation of Assignment Problem- Steps in Assignment Problem - Hungarian Assignment Method (HAM)

Unit IV- Queuing Theory (8)

General Structure of a Queuing System – Arrival Process – Service System – Queue Structure – Operating Characteristics of Queuing System – Basic Concepts in Queuing Theory Queuing Models: Poisson Exponential Single Server Model Infinite Population - Poisson-Exponential Single Server Model Finite Population- Poisson Exponential Multi Server Model – Erlang's Method

Unit V-Sequential decision Making (8)

Meaning - Need and Importance - Steps in Sequential decision making - Applications of Sequential decision making to different situations: Traveling salesman's problem - Pricing problem - Production scheduling and Inventory problem.

Text Books:

- 1. C.R.Kothari, "Introduction to Operational Research", Vikas Publishing House
- 2. N.D.Vohra, "Quantitative Techniques in Management", Tata McGraw Hil

Reference Books:

- 1. Shenoy G.V., Srivastava U.K., and Sharma S.C., "Operations Research for Management", New Age Publications
- 2. Hamdya Taha, "Operations Research An Introduction", Tata McGraw Hill
- 3. Richard Bronson, Govindasami Nadimuthu, "Operations Research", Schaum Series, TataMcGraw Hill
- 4. Ravindran, Phillips, Solberg, "Operations Research- Principles and Practice", John Wiley & Sons

Course Learning Outcomes: (COs)

After completion of the course, the student will be able to

CO1: apply the different decisions in practical business situations

CO2: integrate critical thinking in typical situations by using graphic and simplex methods

CO3: demonstrate knowledge in various transportation models

CO4: analyse different queuing models

CO5: digest the different controlling techniques of inventory

CO/PO		Progra	mme Out	Programme Specific Outcomes				
CO/FO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	3	3	-	-	2	-	2	3
CO2	3	3	-	-	1	-	2	3
CO3	2	3	-	-	2	1	2	3
CO4	3	3	-	-	2	1	2	3
CO5	3	3	-	-	2	1	2	3
P18MB205	2.8	3	-	-	1.8	1	2	3

P18MB207 BUSINESS RESEARCH METHODS

Class: MBA II Semester

Teaching Scheme:

L	T	P	C
4	1	1	4

Examination Scheme:

Continuous Internal Evaluation :	40 marks		
End Semester Exam :	60 marks		

Course Learning Objectives (LOs):

The course will develop student's knowledge in/on...

LO1: concepts of research methodology LO2: systematic research procedures LO3: designing of a research problem

LO4: data collection methods and the tools for research analysis

LO5: interpretation and presentation of data analysis in report writing

Unit-I: Introduction (8)

Business Research: Definition-Types of Business Research. Theory and Models. 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 Ethics in Business Research: Ethical Treatment of Participants-Informed Consent, Rights to Privacy, Confidentiality.

Unit-II: The Research Process (8)

Problem Identification: Broad Problem Area-Preliminary Data Gathering. Literature Survey - Online Data Bases Useful for Business Research - Problem Definition- Theoretical Framework - Components of Theoretical Framework - Hypothesis Development - Statement of Hypothesis-Procedure for Testing of Hypothesis

<u>Unit-III: The Research Design (9)</u>

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- Content Validity, Criterion Related Validity and Construct Validity. Sampling: Types of Samples.

Unit-IV: Collection and Analysis of Data (10)

Sources of Data-Primary Sources of Data-Secondary Sources of Data - Data Collection Methods-Interviews: Structured Interviews and Unstructured Interviews-Face to face and Telephone Interviews- Observational Surveys- Questionnaire Construction: Organizing Questions-Structured and Unstructured Questionnaires - Guidelines for Construction of Questionnaires. Data Analysis: An overview of Descriptive, Associational and Inferential Statistical Measures.

Unit-V: The Research Report (9)

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-Deciding on the Content-Visual Aids-The Presenter-The Presentation and Handling Questions

Text Books

- 1. Uma Sekaran, "Research Methods for Business-A Skill Building Approach", John Wiley & Sons (Asia) Pte.Ltd, Singapore, 2003.
- 2. Donald R Cooper and Pamela S Schindler, "Business Research Methods", Tata McGraw-Hill Publishing Company Limited, New Delhi, 2007
- 3. Kothari C.R., "Research Methodology methods & Techniques", Vishwa prakashan, New Delhi.

Reference Books

- 1. William G. Zikmund, "Business Research Methods", Thomson Business Information India Pvt. Limited, Banglore, 2005.
- 2. Wilkinson & Bhandarkar, "Methodology and Techniques of Social Science Research", Himalaya Publishing House.
- 3. Speegal, M.R., "An Introduction to Management for Business Analysis", McGraw Hill.
- 4. Michael, V.P., "Research Methodology in Management", Himalaya Publishing House.

Course Learning Outcomes:

After completion of the course, the student will be able to...

CO1: understand the basic concepts of research

CO2: identify the research process for problem solving

CO3: structure a research design

CO4: choose appropriate data collection methods, tools for analysis

CO5: interpret the analysis and present final report

Course	Programme Outcomes					Programme Specific Outcomes			
Outcomes- Programme Outcomes (CO- PO) matrix/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	
CO1	1	2	-	-	3	1	1	2	
CO2	-	1	-	1	3	-	-	1	
CO3	1	2	-	-	2	1	-	1	
CO4	1	3	-	-	3	-	-	1	
CO5	-	1	2	1	3	-	2	2	
P14MB207	1	1.8	2	1	2.8	1	1.5	1.4	

P14MB208

COMPREHENSIVE VIVA-VOCE

Class: MBA II Semester

Teaching Scheme:

L	T	P	C
-	-	ı	2

Examination Scheme:

Continuous Internal Evaluat	ion:	
End Semester Exam	:	100 marks

P14MB209

SOFT SKILLS

Class: MBA II Semester

Teaching Scheme:

L	T	P	C
1	-	-	1

Examination Scheme:

Continuous Internal Evalua	ation :	100 Marks
End Semester Exam	:	

Course Learning Objectives: The course is tailored to get benefit in following skills

- Students enable to know Strengths, Weakness, Opportunities and Treats. (SWOT).
- To build confidence and able to create opportunities.
- To work for excellence.
- To get awareness on industry expectations and prepare according to.

 $To\ gain\ Employability\ Skills.$

UNIT-I (02)

- Team Interaction
- Just a Minute Round

UNIT-II (02)

- Body Language
- Email & Telephone Etiquettes

UNIT-III (02)

- Resume Building 1
- Resume Building individual assessment

UNIT-IV (03)

- My Dream Company
- Goal Setting SWOT
- Presentation Skills -PPT
- Group Discussion
- Role Plays
- Interview Skills

Reference: (helpful websites to get success in interviews)

- 1. www.indiabix.com
- 2. www.freshersworld.com
- 3. www.slideshare.com
- 4. www.ted.com

Course Learning Outcomes:

After completion of the course, student able to;

- Improve their communication skills and non verbal skills.
- *Improve positive thinking.*
- Work for excellence in their career.
- Will be ready for industry with their competencies.

Note:

Teacher Assessment : 50 marks
Mock Interviews (Post Assessment) : 50 marks
Total : 100 marks

III SEMESTER

KAKATIYA INSTITUTE OF TECHNOLOGY & SCIENCE, WARANGAL - 15

(An Autonomous Institute under Kakatiya University, Warangal)
DEPARTMENT OF MANAGEMENT

$\frac{\text{SCHEME OF INSTRUCTIONS \& EVALUATION FOR 2 YEAR MBA DEGREE}}{\text{PROGRAMME}}$

SEMESTER: THIRD

			Periods				Evaluation Scheme					
s.	Course	Course Name		erio	ds	Credits						
No.	Code	Course Nume	L	Т	P	(C)		CIE		ESE	Total Marks	
			~	•	•		TA	MSE	Total			
1	P14MB301	Organizational Behaviour	4	1	-	4	15	25	40	60	100	
2	P14MB302	Operations Management	4	1	1	4	15	25	40	60	100	
3	P14MB303	Strategic Management	4	-	-	4	15	25	40	60	100	
4	P14MB304	E-Business	4	-	-	4	15	25	40	60	100	
Opti	onals: AS Pl	ER THE SPECIALISATI	ON	s								
5	P14MB305	H /305M /305F/305S	4	1	-	4	15	25	40	60	100	
6	P14MB306	H /306M /306F/306S	4	-	-	4	15	25	40	60	100	
7	P14MB307	H / 307M / 307F / 307S	4	1	-	4	15	25	40	60	100	
8	8 P14MB308H/308M/308F/308S		4	1	ı	4	15	25	40	60	100	
9	P14MB309	Seminar on Project*	-	-	-	4	100	-	100	1	100	
		Total	32	-	-	36	220	200	420	480	900	

Note: L – Lectures; T- Tutorials; P – Practicals; CIE – Continuous Internal Evaluation; TA – Teachers Assessment; *on respective Specialisation Opted by the student. MSE – Mid Semester Examination; ESE – End Semester Examination;

Student Contact Hours / Week: 32 (periods / week) **Total Credits (C)**: 36 Credits

SPECIALISATIONS:

s.	HUMAN RESOURCE SPECIALISATION		MARKETING SPECIALISATION			ANCE LISATION	SYSTEMS SPECIALISATION	
N o.	Course Code	Course Name	Course Code	Course Name	Course Code	Course Name	Course Code	Course Name
1	P14MB30 5H	Human Resource Developm ent	P14MB30 5M	Consumer Behavior and CRM	P14MB3 05F	Security Analysis	P14MB30 5S	Relational Data base Managem ent Systems
2	P14MB30 6H	Labour Laws	P14MB30 6M	Advertisi ng Managem ent	P14MB3 06F	Financial Markets and Institution s	P14MB30 6S	Managem ent of Software Projects
3	P14MB30 7H	Organizati on Developm ent	P14MB30 7M	Sales & Distributi on Managem ent	P14MB3 07F	Internatio nal Financial Managem ent	P14MB30 7S	Enterprise Resource Planning
4	P14MB30 8H	Internatio nal Human Resource Managem ent	P14MB30 8M	Product & Brand Managem ent	P14MB3 08F	Corporate Taxation and Planning	P14MB30 8S	Systems Analysis & Design

P14MB301 ORGANIZATIONAL BEHAVIOUR

Class: MBA III Semester

Teaching Scheme:

L	T	P	С
4	-	-	4

Examination Scheme:

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

Course Learning Objectives (LO):

This Course will develop students' knowledge in/on....

LO1: fundamental principles of organizational behavior from managerial perspective

LO2: motivation of individuals

LO3: group, team cohesiveness and strategic conflicts in groups

LO4: group dynamics, leadership and managerial effectiveness to ethical action

LO5: organization change in stress and coping strategies

UNIT-I (10)

Introduction: Foundations of organizational behavior, Concept, Importance, Cognitive approach, Reinforcement approach, Psycho-analytic approach, Factors influencing organizational behavior, Challenges and opportunities for organization behavior, Managerial perspective.

UNIT-II (10)

Individual Behavior: Individual in the organization, Individual, Nature of man, Models of man, Personality, Stages of development of personality, Determinants of Perception, Factors influencing perception, Learning, Theories of Learning, Attitudes, Formation of attitudes. Personality and emotions, Managing emotions and stress in organizations, Individual decision making, Motivation theories, Application of motivation.

UNIT-III(10)

Group decision making: Groups in organization, Basic group concepts, Formation, Types, Group decision making, Group cohesiveness, Dissonance, Small group behavior, Groups vs. Teams, Understanding work teams, Types of teams, Creating effective teams, Conflicts, Types of conflicts, Strategies for resolution of conflicts in groups.

UNIT- IV (10)

Group dynamics: Group dynamics, Communication, Hindrances in achieving effective communication, Leadership and managerial effectiveness, Trust and leadership, Power and politics, Basis of power, Organizational politics.

UNIT-V (8)

Organization structure: Organizational systems, Organization structure, Size and design, Organizational culture, Creativity and innovation, Organizational change, Resistance to change, Introducing change in large organizations, Organizational stress, Factors contribute to stress, Coping strategies, Stress and performance. Organizational effectiveness, Quality of work life, International organizational behavior, New options, Virtual organization, Technology and organization.

Course Learning Outcomes (CO):

Upon Completion of this course, students will be able to....

CO1: describe applications of fundamental principles in organizational behavior

CO2: apply innovative knowledge about individual learning and attitude behavior

CO3: discuss the functioning of group cohesiveness

CO4: demonstrate effective communication and leadership

CO5: analyze about organizational effectiveness

Text Books:

1. Dipak Kumar Bhattacharyya, "Organizational Behaviour" *Oxford Press*, New Delhi, 2/e, 2009.

References:

- 1. Ashwatappa, "Organizational Behaviour", Himalaya Publishing House, 3/e, 2011.
- 2. Subba Rao,P., " Management and Organisational Behaviour", *Himalaya Publishing House*, 2/e, 2012.
- 3. Robbins, "Essentials of Organizational Behaviour", Pearson Education, 6/e 2008.

CO/PO	Programme Outcomes					Programme Specific Outcomes			
CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	
CO1	2	2	2	1	1	-	1	-	
CO2	1	1	-	-	2	-	1	-	
CO3	1	-	3	-		-	1	-	
CO4	3	-	3	-	2	-	2	1	
CO5	1	-	2	-	1	-	-	1	
P14MB301	1.6	1.5	2.5	1	1.5	-	1.25	1	

P14MB302 OPERATIONS MANAGEMENT

Class: MBA III Semester

Teaching Scheme:

L	T	P	С
4	-	1	4

Examination Scheme:

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

Course Learning Objectives (LO):

This Course will develop students' knowledge in/on....

LO1: operations management in an organization, its strategies and priorities

LO2: product design, various layouts and work study techniques used in operations

LO3: various process technologies including, project, job shop, batch, assembly line and continuous flow

LO4: inventory control, statistical quality control and total quality management

LO5: concepts of project, project maintenance and feasibility report

UNIT-I (10)

Introduction: Evolution, Concept, Definition, Scope, Systems perspectives, Challenges, Priorities, Special features of goods and services, Operations strategy, Strategy formulation, Operational excellence, Role of Operations Management, World class manufacturing & services.

UNIT-II (10)

Designing operations: Product design, Process design, Facilities location, Steps in facilities location, Factors influencing facilities location

Plant Layout: Factors influencing plant layout, Process and Product system, Group and Static Product Layout, Plant capacity and Line balancing, Capacity planning

Work Study: Techniques of work study- Method study, Work measurement, Methods of work measurement.

UNIT-III (10)

Production planning and control: Scope, Classification, Functions, Factors determining Production Planning and Control, Production cycle

Characteristics of Process Technologies: Project, Job Shop, Batch, Assembly and continuous, Interrelationship between product life cycle and process life cycle, Elements and issues in JIT.

<u>UNIT- IV</u> (10)

Inventory planning and quality control: Purchasing system, Inventory planning, Inventory control techniques, Quality control, Standards and specifications, Quality assurance and quality circles, Statistical quality control, Control charts for average, range, fraction defectives ,Total Quality Management

UNIT-V (08)

Project Management: Concept of Project, Types of Projects, Feasibility report, Detailed Project Report, Project management techniques PERT and CPM.

Maintenance Management: Equipment cycle, Requirements for effective maintenance management.

Course Learning Outcomes (CO):

Upon Completion of this course, students will be able to....

CO1: outline operations management in an organization, its strategies, and priorities

CO2: appraise approaches to designing products, process, plant layout and improving processes

CO3: differentiate between the various process technologies

CO4: recognize and apply basic appropriate analytical techniques related to decision making in quality CO5: prepare a detailed project report, differentiate between the various projects and identify the need for maintenance management.

Text Books:

- 1. Aswathappa, K & Shridhara Bhat, K. "Production and Operations Management", *Himalaya Publishing House Mumbai*, 2/e, 2009 (UNIT I,II, III & IV)
- 2. B. Mahadevan, "Operations Management-Theory and Practice", *Pearson Education*, 2/e, 2008 (UNIT IV&V)

References:

1. Chunawalla & Patel, "Production and Operations Management", Himalaya Publishing House, Mumbai, 2009.

CO/PO	Programme Outcomes					Programme Specific Outcomes		
CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	1	-	1	-	-	-	1
CO2	2	-	-	1	1	-	-	1
CO3	-	-	-	-	3	-	-	1
CO4	-	3	-	-	2	-	1	1
CO5	-	-	-	2	-	-	-	3
P14MB302	2	2	-	1.3	1.2	-	1	1.4

P14MB303:STRATEGIC MANAGEMENT

Class: MBA III Semester

Teaching Scheme:

L	T	P	С
4	-	-	4

Examination Scheme:

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

Course Learning Objectives (LO):

This course will develop students' knowledge in/on...

LO1: strategic management including the formulations, implementation, evaluation and control of

strategic plans

LO2: functional areas of strategic management LO3: unique strategic issues of organizations LO4: strategic Analysis, choice and implementation

LO5: strategic evaluation and control

UNIT I (10)

Introduction to Strategic Management: Concept of strategy, Levels, Strategic decision making, Strategic management, Elements, Process, Model, Vision, Mission, Business definition-Goals and Objectives, Balanced scorecard approach to objectives-setting, Key performance indicators.

UNIT II (10)

Environmental and Organizational Appraisal: Appraising the environment, Factors affecting environmental appraisal, Internal environment, Organisational resources, Synergistic effects, Competencies, Organisational capability factors, Methods and techniques used for organisational appraisal, Preparing the organisational capability profile.

<u>UNIT III</u> (10)

Corporate Level Strategies: Expansion, Stability, Retrenchment, Combination, Concentration, Integration, Diversification, Internationalization strategies, Merger and acquisition strategies, Stability, Retrenchment, Turnaround, Combination Strategies.

UNIT IV (10)

Strategic Analysis, Choice and Implementation: Process of strategic choice, Strategic analysis, Factors in strategic choice, Strategy implementation, Project implementation, Procedural implementation, Resource allocation, Structural implementation, Functional strategies.

UNIT V (8)

Strategic Evaluation and Control: An overview of strategic evaluation and control, Strategic control, Operational control, Techniques of strategic evaluation and control, Role of organizational systems in evaluation.

Course learning outcomes (CO):

Upon completion of this course, students will be able to.....

CO1: design assessment and development of companies' starting or current business model and strategy

CO2: define analysis of companies' internal resources and capabilities

CO3: measure analysis of companies' external environment including value chain, competitors, industries and markets

CO4: measure assessment of strategic options

CO5: prepare recommendation of company strategy

Text Books:

1. Azhar Kazmi "Strategic Management and Business Policy" *Tata McGraw Hill*, 3/e, 2008.

References:

- 1. R.M.Srivastava "Management Policy and Strategic Management Concepts, Skills and Practices" *Himalaya Publishing House*. 2/e, 2008.
- 2. V.S. Ramaswamy, "Strategic Planning- Formulation of Corporate Strategy Text& Cases the Indian Concept "Macmillan *Business Books. 2/e 2008*

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CO/PO		Program C	Program Outcome				Program Specific Outcome		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	
CO1	3	-	-	3	1	-	2	-	
CO2	1	-	-	-	2	-	-	3	
CO3	3	-	-	3	3	2	1	-	
CO4	2	1	1	2	-	1	2	-	
CO5	2	2	3	1	2	2	-	2	
P14MB303	2.2	1.5	2	2.25	2	1.6	1.6	2.5	

P14MB304 E-BUSINESS

Class: MBA III Semester

Teaching Scheme:

L	T	Р	С
4	ı	ı	4

Examination Scheme:

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

Course Learning Objectives (LO):

This course will develop students' knowledge in/on...

LO1: E-Business trends and practices

LO2: E-Business in fracture LO3: E-business applications LO4: E-security features

LO5: E-business opportunities in world wide web

UNIT I (10)

E-Business: Meaning, Significance, Opportunities and risks.

E-Business models: B2B, Meaning and implementation, B2C, Meaning and implementation, B2G, Meaning and implementation and C2B,

Meaning and implementation, Advantages and limitations. **Mobile commerce:** Meaning, Framework and models.

E-Business Trade: Bookshops, Grocery, Software, Newspaper, Banking auction, Share dealing.

UNIT II (10)

Internet: Meaning, Issues, Problems and prospects, ISP.

Intranets: Trends, Growth and applications.

Extranet: Applications.

VPN - EDI: Definitions and benefits, Technology and implementation, Portals.

UNIT III (10)

E-Business strategy: Definition, Objectives, Analysis and implementation, E-Marketing-

Meaning, Areas, Planning, Strategy and implementation, Internet advertising,

E-CRM: Meaning, Technology for CRM and application. **E-Procurement:** Meaning, Drivers, Risks and implementation,

E-SCM: Meaning, Focus and implementation,

E-Payment systems: Meaning, Pre and post paid payments systems, E-Cash.

UNIT -IV (10)

E-Security: Meaning, Attacking methods, SET and SSL

Hacking security tools: Cryptology and encryption, Password,

Authentication: Keys and Kerberos, Digital signatures, Security protocols, Firewall security,

E-Commerce Law: Information Technology Act 2000, Government policy and recommendations.

UNIT V (8)

E-Business Web Technologies: Web site meaning, Types, Planning and organizing, Web page designing, Essentials in designing good web site, Web page development tools, Testing and evaluating web site.

Creating web site using MS Front Page: Using wizard, Viewing and closing web sites.

HTML: Basics, Syntax, HTML Editors.

Multimedia: Graphics, Web image formats, VRML.

Course Learning Outcomes (CO):

Upon completion of the course, the student will be able to...

CO1: describe E-Business trends and practices

CO2: identify the E-Business in fracture

CO3: design E-business applications

CO4: analyze E-security features

CO5: recognize E-business opportunities in World Wide Web

Text Books:

- 1. Albert Napier H, Rivers N Ollie, Wagner W Stuart and Napier JB (2008), E- usiness Creating a Winning, 2nd Edition, New Delhi, Cengage learning India Private Limited.
- 2. Murthy C S V (2009), E-Commerce Concepts, Models, Strategies, Mumbai, Himalaya Publishing House.

Reference Books:

- 1. Schneider, E-Commerce, Cengage Learning.
- 2. Rayudu C S (2008), E-Commerce E-Business, Mumbai, Himalaya Publishing House
- 3. Bharat Bhasker (2009), **Electronic Commerce Framework, Technologies and Applications**, 3rd Edition, New Delhi, Tata McGraw Hill Publishing Company Limited.
- 4. Chaffey Dave (2009), **E-Business and E-Commerce Management**, 3rd Edition, New Delhi, Pearson Education.
- 5. Kamlesh K Bajaj and Debjani Nag (2005), **E-Commerce The Cutting Edge of Business**, 2nd Edition, New Delhi, Tata McGraw Hill Publishing Company Limited.
- 6. David Whiteley (2009), E-Commerce Strategy, Technologies and Applications, New Delhi, Tata McGraw Hill Publishing Company Limited.
- 7. Parag Diwan and Sunil Sharma (2005), E-Commerce, New Delhi, Excel Books.
- 8. Henry Chan, Raymand Lec, Tharam Dillon, Eligabeth Chang, E-Commerce, Fundamentals & Applications John Wiley & Sons.

CO/PO		Progra	Programme Outcomes Programme Specific Outcomes			Programme Specific Outcomes			
CO/PO F	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	
CO1	2	2	2	3	2	2	2	2	
CO2	0	1	0	1	3	3	2	2	
CO3	2	2	1	2	2	3	2	2	
CO4	1	1	1	2	2	3	1	0	
CO5	1	2	2	2	2	3	2	1	
P14MB304	1.5	1.6	1.5	2	2.2	2.8	1.8	1.75	

P14MB305H HUMAN RESOURCE DEVELOPMENT

Class: MBA III Semester

Teaching Scheme:

L	Т	Р	С
4	-	-	4

Examination Scheme:

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

Course Learning Objectives(LO):

This Course will develop students' knowledge in/on....

LO1: foundation of HRD LO2: frame work of HRD LO3: HRD Applications LO4: competency development

LO5: HRD in India

UNIT-I (10)

Evolution of HRD: The Relationship between HRM and HRD, HRD functions, Role and competencies of HRD, Professional challenges to organization and to HRD Professionals, A framework for HRD, Learning and instruction, Maximizing learning, Learning strategies and styles.

UNIT- II (10)

Assessing HRD needs: Strategic organizational analysis, Task analysis, Personal analysis, Prioritizing HRD needs, The HRD Process model debate, Designing effective HRD programmes, Deciding the objectives of HRD interventions, Implementing HRD Programmes, Evaluation of HRD Programmes, Purpose, models and Ethical issues in evaluation , Assessing the Impact of HRD Programmes in financial terms.

UNIT-III (10)

Career Management: Defining career concepts, Stages of life and career development, Models and process of career management, Issues in career development, Designing effective management development programmes, Organisational Development and Change, Concepts, Theories and models, Types of interventions, Adopting to labour market changes, HRD programmes for Cross-cultural employees.

<u>UNIT-IV</u> (10)

Basic Workplace Competencies: Programmes for professional development and education, Maintaining affective performance encouraging superior performance skills, employee coaching and wellness services, Issues in employee counseling, Employee assistance programmes, Stress management interventions, Employee wellness and health promotion programmes.

UNIT-V (8)

HRD Audit in leading organizations: Structuring of HRD, HRD Movement in India, HRD challenges for India in building world class organizations, Suggestions to make HRD effective in Indian organizations, HRD climate development measures, Constraints on HRD, HRD Vision of India, Knowledge base of HRD in India, Resource requirement for making HRD work in India.

Course Learning Outcomes (CO):

Upon Completion of this course, students will be able to....

CO1: differentiate between HRD and HRM

CO2: design HRD Needs

CO3: formulate Career Management

CO4: formulating competency development

CO5: forecast HRD vision of India

Text Books:

- 1. Randy L, Jan M.Werner & David M.Hariis, "Human resource development" *Thomson Asia Pvt.Ltd*, 2/e, 2002. (UNIT-I,II,III & IV)
- 2. T.V. Rao,"Human Resource Development Experiences Interventions Strategies", Sage Publication, New Delhi, 2/e, 2006. (UNIT-V)

References:

- 1. Kalgani Mohanty, "Human Resource Development , Organizational effectiveness" *Excel Books-* 1/e, 2009.
- 2. Topomay Deh, "Human Resource Management Theory & Practice" Ane Books India-2006
- 3. R. Krishnaveni "Human Resource Development a Researcher's perspective", Excel Books- 2009.

CO/DO	Programme Outcomes					Programme Specific Outcomes			
CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	
CO1	2	1	-	-	-	-	-	2	
CO2	-	2	-	1	2	1	-	1	
CO3	-	1	-	2	1	-	-	1	
CO4	-	1	-	1	2	-	1	1	
CO5	-	-	1	2	3	1	1	1	
P14MB305H	2	1.25	1	1.5	2	1	1	1.2	

P14MB306H LABOUR LAWS

Class: MBA III Semester

Teaching Scheme:

L	T	Р	С
4	-	-	4

Examination Scheme:

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

Course Learning Objectives (LO):

This course will develop student's knowledge in/on....

LO1: laws & labor management principles

LO2: Indian Factories Act-1948 and other Acts

LO3: industrial relations and Trade Unions Act-1928

LO4: minimum wages, payment of bonus Acts

LO5: workmen's Compensation Act-1923, Gratuity and ESI

UNIT-I (10)

Introduction: Origin, Objectives and classification of labour, Impact of labour laws on HR Management, Industrial Relations, Labour Laws, Indian Constitution and International Labour Organisation (I.L.O.)

UNIT-II (10)

Laws Related To Working Conditions: Indian Factories Act, 1948, Shops and Establishment Act, Child Labour Act 1986.

<u>UNIT - III</u> (10)

Industrial Relation Laws: Trade Unions Act 1928, Industrial Disputes Act 1947.

UNIT-IV (10)

Laws on Wages: Minimum Wages Act 1948, Payment of Wages Act 1938, Payment of Bonus Act 1965.

UNIT-V (8)

Laws on Labour Welfare: Workmen's Compensation Act 1923, Payment of Gratuity Act-1972, Employee State Insurance Act- 1948.

Course Learning Outcomes (CO):

Upon completion of this course, students will be able to....

CO1: demonstrate knowledge about labour laws and management principles

CO2: extrapolates application of factories act, shops and establishment act and child labour acts

CO3: describe labour and trade union acts

CO4: recognize the use of minimum wages, payment and bonus acts

CO5: apply the various labour welfare Acts

Text Books:

- 1. P.L. Malik, "Industrial Law", Estron Book Comp-Luknow, 2012, (UNIT I&II)
- 2. B.D. Singh, "Industrial Relations and Labour Laws", EXCEL Books N.Delhi, 2/e, 2010 (UNIT III)
- 3. Tulsian, "Business Law", Tata McGraw Hill, 2/e,2008, (UNIT IV &V)

Reference Books:

- 1. Pathak Legal Aspects of Business Tata McGraw Hill, 2007.
- 2. Malik P.L.-Industrial Dispute Act 1947 (Annotated) Estron Book Company, Lucknow, 2010.
- 3. Sinha Labour Laws, Pearson Education., 2011

 $4. \quad A.M. \ Sharma, "Industrial \ Relations \ and \ Labour \ Laws", \ \textit{Himalaya Publishing House,} 2/e \ , \ 2013$

CO /DO	Programme Outcomes					Programme Specific Outcomes			
CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	
CO1	2	-	3	2	-	-	1	2	
CO2	1	-	-	-	1	-	1	2	
CO3	1	-	2	-	1	-	-	2	
CO4	2	-	1	-	-	-	-	1	
CO5	2	-	2	-	-	-	-	2	
P14MB306H	1.6	-	2	2	1	_	1	1.8	

P14MB307H ORGANISATION DEVELOPMENT

Class: MBA III Semester

Teaching Scheme:

L	T	P	С
4	-	-	4

Examination Scheme:

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

Course Learning Objectives (LO):

This course will develop students' knowledge in/on...

LO1: integral role of organizational development and the various stems

LO2: theories of planned change and interventions used in OD

LO3: issues and considerations in OD like consultant, client and contracting issues

LO4: power of teams and politics in OD

LO5: changing environment, future and agenda of OD

UNIT-I (10)

The field of OD: Definition, Evolution, Different stems - The laboratory training stem, The survey research and Feedback stem, The action research stem, The socio technical and socio clinical stem, Second generation OD, Values assumptions and belief in O.D, Implications of O.D

UNIT-II (10)

Foundations and interventions of O.D: Models and theories of planned change, Participation and empowerment, Parallel learning structures, Normative, Re-educative strategy of changing, Action research, Managing the OD process, OD interventions, Evaluation of O.D. interventions, Teams and work groups, Process consultation interventions, A gestalt approach to team building, Techniques and exercises used in team building, Large scale change and high performance systems, Trans organizational development, Structural interventions and the applicability of O.D.

<u>UNIT-III</u> (10)

Key considerations and issues: Issues in consultant , Client relationships, Defining the client system, Entry and contracting, The issue of 'Trust', Expertise, Diagnosis, Appropriateness and depth of interventions , The consultant team as a model and microcosm , Ethical standards in O.D

<u>UNIT-IV</u> (10)

Power, politics and O.D: Team work for analyzing power and politics, Importance in the planned change and practice of O.D, Organization development practitioner, Competencies of an effective O.D practitioner, Professional values and ethics, Managing in turbulent times, Organizational deconstruction, Distributed intelligence, Technological connectivity, Creative destruction, Disruptive innovation, Clash of culture and implications of O.D – Incorporating future in to the present.

<u>UNIT-V</u> (8)

The future and O.D: Fundamental strengths of O.D and changing environment, Diffusion of techniques, Integrative practice, The search for high performance community, Organization transformation for large scale paradigm shift, The O.D value cycle, O.D interventions for special situations like turnaround situations, Managing discontinuities, The New Agenda for O.D.

COURSE LEARNING OUTCOMES (CO):

Upon completion of this course, students will be able to....

CO1: associate the role of OD and the various stems

CO2: summarize the various theories, strategies and interventions used in bringing planned change

CO3: identify issues and considerations in OD like consultant, client and contracting issues

CO4: infer the power of teams and politics in OD

CO5: explore the future trends of OD and establish new agenda

Text Books:

- 1. Wendell L. French Cecil H. Bell Jr. "Organization Development and Transformation Managing Effective Change", *Prentice Hall of India*, 5/e, 2011 (UNIT I,II &III)
- 2. Cummings Worley, 'Organization Development & Change', Cengage Learning India Pvt. Ltd. New Delhi, 8/e, 2011. (UNIT IV&V)

References:

- 1. Wendell L. French Cecil H. Bell Jr., Veena Vohra, "Organization Development", *Pearson Education*, 6/e, 2006.
- 2. K. Hari Gopal, "Management of Organizational Change Learning Transformation" *Response Books*, 2001.

СО/РО	Progr	Programme Outcomes					Programme Specific Outcomes			
	PO1	PO2	PO3	PSO1	PSO2	PSO3				
C01	-	-	2	3	-	-	2	-		
C02	2	-	2	-	-	-	-	1		
C03	-	-	-	3	-	-	-	2		
C04	1	-	2	-	-	-	2	2		
C05	1	-	-	2	-	-	-	2		
P14MB307H	1.33	-	2	2.67	-	-	2	1.75		

P14MB308H INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Class: MBA III Semester

Teaching Scheme:

L	Т	P	С
4	-	-	4

Examination Scheme:

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

Course Learning Objectives (LO):

This course will develop students' knowledge in/on...

LO1: basics of IHRM

LO2: functional aspects of IHRM

LO3: IHRM practices in selected countries

LO4: IHRM model of India LO5: special IHRM issues

UNIT-I (10)

Basics of IHRM: Importance, Definition, Nature, Scope and components of IHRM Strategy, Functions, Objectives, Problems, IHRM compared with domestic HRM, Growing interest in IHRM, Three dimensions of IHRM activities, Functional positioning and organizational context of IHRM, Approaches to the study of employment policy across countries.

UNIT-II (10)

The Functional Aspects of IHRM: Process in IHRM-Staffing patterns of the international Managers, Approaches to multinational staffing Decisions, Selection criteria and technologies, Competencies needed for global Mangers , Transfer policies, Expatriate failures, Cultural awareness programmes, Objectives and key components of International compensation, Emerging Issues in global compensation management, Performance management of expatriates, Study of different models .

UNIT-III (10)

IHRM Practices in Selected Countries: The American model of HR management, Recent trends in HR development in USA, The British model of HR management, Training & development within a total model from learning to knowledge, Japanese style of HR management, Implications for managers, Reward system access cultures, Motivational system across culture, German model of HR Management , The main features of the work values in Germany , Chinese model of HR management, The two way classification of workers and cadres , Chinese work values.

<u>UNIT-IV</u> (10)

IHRM Model of India: Culture and Indian managers, Indian managers, Responses to HR practices across the world, Implication for multinationals, MNCs skill based approach and staff training and development priority, The global managers and future organizations, India's Response to universalization of HR Principles, Policies and practices, Cross-convergence.

UNIT-V (8)

Special Issues in IHRM: Challenges of globalization and implications of Managing people and leveraging human resources for competitive advantage ,Impact of information technology on human resource management, Human side of technology-,The new knowledge economy, IT and HR- out sourcing HR-globalization, Quality of work life and productivity, Reorienting work force through HR interventions , Women expatriates and their problems , Exit policy and

practices, Impact on participative management and quality circles.

Course Learning Outcomes (Co):

Upon completion of this course, students will be able to....

CO1: elucidate the basics of IHRM

CO2: analyze the functional aspects of IHRM

CO3: discuss IHRM practices in selected countries

CO4: identify IHRM model of India CO5: comprehend special IHRM issues

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Text Books:

- 1. P.L. Rao "International Human Resource Management –Text and Cases" *Excel Books, New Delhi-* 1/e, 2008.(UNIT-I, II & III)
- 2. P. Subba Rao "International Human Resource Management", *Himalaya Publishing House*, 1/e2011 (UNIT-IV)
- 3. K.Aswathappa, Sadhna Dash- International Human Resource Management, Text and Cases, Tata Mc Graw Hill Publishing Company Ltd.-second edition, 2/e 2008.(UNIT-V)

References:

- 1. Dr.Nilanjan Sengupta " International Human Resource Management " ,Excel Books, New Delhi, 2008.
- 2. Edwards "International HRM", Pearson Education, 2008.

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CO/PO	Program	Outcomes				Program	Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	
CO1	2	-	-	2	2	1	1	2	
CO2	1	-	2	2	-	2	1	-	
CO3	1	-	-	1	1	2	1	1	
CO4	1	-	-	2	-	-	2	-	
CO5	-	-	-	2	1	2	2	1	
P14MB308H	1.25	-	2	1.8	1.3	1.75	1.4	1.3	

P14MB305M CONSUMER BEHAVIOUR & CRM

Class: MBA III Semester

Teaching Scheme:

L	T	Р	С
4	-	-	4

Examination Scheme:

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

Course Learning Objectives (LO):

This Course will develop students' knowledge in/on....

LO1: concepts of consumer behaviour

LO2: internal determinants of consumer behaviour LO3: external determinants of consumer behaviour

LO4: consumer decision making process LO5: CRM concept and components

UNIT-I (10)

Consumer Behaviour: Concept, Types of consumers, Current trends in consumer behaviour, Approaches to studying Consumer behaviour, Interdisciplinary analysis, Consumer behaviour applications in designing marketing strategies, Problems in studying Consumer behaviour

UNIT- II (10)

Internal Determinants of Consumer Behaviour: Motivation, Learning, Perception, Attitude, personality and life style.

<u>UNIT-III</u> (10)

External Determinants of Consumer Behaviour: Family social class, Reference group and Opinion leader, Diffusion of innovations, Culture and subculture.

UNIT- IV (10)

Consumer Decision Making: Process, Consumer decision making models-Howard Sheth Model, EKB model.

Organisational Buyer Behavior: Influences on organisational buyer behavior, Consumer dissonance.

<u>UNIT-V</u> (8)

CRM concept and components: Evolution and development, Challenges in implementing CRM, Organization for CRM, CRM Strategy cycle, CRM programme measurement and Tools, CRM practices in Banking, Insurance and Retail.

Course Learning Outcomes (CO):

Upon Completion of this course, students will be able to....

CO1: summarise the concepts of consumer behaviour

CO2: relate the internal determinants of consumer behaviour

CO3: relate the external determinants of consumer behaviour

CO4: design consumer decision making models CO5: identify challenges in implementing CRM

Text Books:

- 1. Suja R.Nair, "Consumer Behaviour in Indian Perspective", *Himalaya Publishing House*. 2/e, 2014 (UNIT-I, II, III & IV).
- 2. S. Shanmuka Sundaram: Customer Relationship management, Modern Trends and

Perspective, Prentice Hall of India 1/e, 2008 (UNIT-V).

References:

- 1. Schiffman, Leon, G and Kannuk, Leslie Lazar," Consumer Behaviour" *Prentice Hall of India*.
- 2. David L.Loudon & Albert J. Della Bitta" Consumer Behaviour", Mc Graw Hill.
- 3. Dr. Rajeev Kumara, "Consumer Behaviour" Himalaya Publishing.
- 4. Roger J.Baran, Robart J. Galka, Deniel P. Strunk "Customer Relationship Management" South West Cengage Lerning
- 5. Peelan "Customer Relationship Management", Pearson Education.

CO/PO	Program	Outcomes				Program	Program Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	
CO1	3	-	-	-	2	-	-	2	
CO2	-	-	2	-	-	-	-	2	
CO3	2	-	-	3	3	2	-	1	
CO4	3	-	-	1	2	-	2	1	
CO5	2	-	-	1	-	1	3	2	
P14MB305M	2.5	-	2	1.6	2.3	1.5	2.5	1.6	

P14MB306M ADVERTISING MANAGEMENT

Class: MBA III Semester

Teaching Scheme:

L	T	Р	С
4	-	-	4

Examination Scheme:

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

Course Learning Objectives (LO):

This Course will develop students' knowledge in/on....

LO1: integrate marketing communication in delivering a strong brand identity

LO2: importance and types of advertising copy

LO3: advertising media used for promotion

LO4: planning advertising budgets and measuring communication effectiveness

LO5: advertising agencies their functioning and regulations governing them

UNIT -I (10)

Integrated Marketing Communication: Meaning, Definition, The Promotion mix, IMC planning process.

Introduction to Advertising: Scope, Objectives, DAGMAR, 5Ms of Advertising, Functions and importance, Socio-cultural and ethical dimensions of advertising, Recent trends in advertising, advertising for social causes.

<u>UNIT - II (10)</u>

Advertising copy: Meaning, Essentials of good advertising copy, Message strategy, Copy writing, Art direction and production, Advertising copy for print media, Advertising copy for electronic media, T.V, Radio and Internet, Creativity in advertising.

<u>UNIT -III</u> (10)

Advertising Media: Planning and strategy, Types of media, Electronic media, Outdoor media, Media scheduling decisions, Media mix decisions, Overview of media scenario in India.

UNIT -IV (10)

Advertising Budgets: Planning for advertising budgets, Methods of determining advertising budgets, Advertising effectiveness, Need and problems, Tools and techniques of measuring communication effectiveness, Sales effectiveness of advertising.

UNIT-V (8)

Advertising Agency and Industry and Regulations: Structure of Indian advertising industry, Advertising agencies, Media companies and supporting organizations, Recent trends in Indian advertising, Advertising agencies, Functions, Selecting and compensation to advertising agencies, Advertising agencies in India, Legislation affecting advertising, Self regulating code of advertising, Regulations governing different types of advertising, Advertising council of India.

Course Learning Outcomes (CO):

Upon Completion of this course, students will be able to....

CO1: assess the need for implementing new trends in advertising to enhance brand identity

CO2: categorize the different types of advertising copies

CO3: appraise the effectiveness of media in promotion

CO4: plan advertising budgets and measure the effectiveness of advertising

CO5: outline various advertising agencies their functioning and regulations governing them

Text Books:

- 1. David A Aakar & John Myer, "Advertising Management", Prentice Hall of India, 5/e, 1998 (UNIT I. II & III).
- 2. Chunawala S.A. and K.C. Sethiya, "Fundamentals of Advertising Theory and Practice", *Himalaya Publishing House*, 7/e, 2009 (UNIT IV & V)

References:

- 1. Sirgy, Rahtz, "Integrated Marketing Communications A Strategic Approach", Cengage Learning, 1/e, 2001.
- 2. SHH.Kazmi, Sathish K Batra, "Advertising & Sales Promotion", Excel Books, 3/e,2008

CO/PO		Progra	mme Out	comes		Programme :	Specific Outcomes		
CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	
CO1	2	-	-	2	2	_	-	2	
CO2	-	-	-		2	_	2	2	
CO3	-	-	-	2	-	_	-	3	
CO4	-	2	-	-	2	2	-	2	
CO5	-	-	-	2	-	-	-	2	
P14MB306M	2	2	-	2	2	2	2	2.2	

P14MB307M SALES AND DISTRIBUTION MANAGEMENT

Class: MBA III SEMESTER

Teaching Scheme:

	0		
L	T	P	С
4	-	-	4

Examination Scheme:

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

Course Learning Objectives (LO)

This course will develop students' knowledge in/on....

LO1: concepts of sales and distribution

LO2: personal selling

LO3: sales force recruitment and selection process

LO4: various channels of distribution

LO5: supply chain management

UNIT -I (10)

Introduction to Sales and Distribution Management: Sales management concept, Nature and scope, Growth and evolution of sales management, Contemporary issues in sales management, Distribution management concept, Scope, Differences between channels of distribution and physical distribution, Linking of sales and distribution management.

<u>UNIT -II</u> (10)

Personal Selling: Personal selling, Qualities of salesmanship, Theories of selling , Steps in selling process, Personal selling and sales promotion, Selling function, Different steps in buying decision process, Buying situations, Sales organization, Sales department, Functions, Sales forecasting and control, Sales budgets, Sales quotas and budgets.

UNIT -III (10)

Sales Force Management Decisions: Recruitment, Selection, Training, Motivating, Compensating and controlling of sales force.

<u>UNIT -IV</u> (10)

Managing Channels of Distribution: Distribution management, Need for distribution channels, Marketing channels, Selecting channels of distribution, Channel policies, Motivating channel members, Channel dynamics, Channel cooperation, Channel conflict, Channel competition.

UNIT -V (8)

Logistics And Supply Chain Management: Definition, Scope, Origin, Key logistic activities, Order process, Inventory, Transportation and storage, Developing logistics strategies, Extension into supply chain management, International sales and distribution.

Course Learning Outcomes (CO):

Upon completion of the course, the student will be able to...

CO1: infer the concept of sales and distribution

CO2: identify the personal selling avenues

CO3: recognize the recruitment and selection process of sales force personnel

CO4: outline various channels of distribution CO5: use logistics in supply chain management

Text Books:

- 1. Krishna K. Havaldar and Others "Sales and Distribution Management", *Tata McGraw-Hill Co.* 6/e, 2009 (UNIT I, II & III).
- 2. S.A. Chunawala, "Sales and Distribution Management", *Himalaya Publishing House*, 3/e, 2009 (UNIT IV & V).

Reference Books:

- 1. Mark W Johns tan and Others. "Sales Force Management", *Tata McGraw Hill Co.*, 5/e, 2012.
- 2. Spiro-Stanton Rich "Management of Sales Force", TATA McGraw-Hill Co., 4/e, 2009.
- 3. Joseph Fhar & others –" Sales Management", Cengage publications, 2010.

CO/PO		Progr	amme Outo	omes		Programn	Programme Specific Outcomes			
CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3		
CO1	-	-	-	2	1	-	-	2		
CO2	2	2	-	1	1	-	-	2		
CO3	-	2	1	1	1	-	1	2		
CO4	2	2	-	1	1	1	1	2		
CO5	2	2	-	-	1	1	1	2		
P14MB307M	2	2	1	1.25	1	1	1	2		

P14MB3O8M PRODUCT & BRAND MANAGEMENT

Class: MBA III Semester

Teaching Scheme:

L	T	P	С
4	-	-	4

Examination Scheme:

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

Course Learning Objectives (LO):

This course will develop students' knowledge in/on...

LO1: product management

LO2: competitive strategy for products

LO3: product development LO4: concept of brand LO5: brand equity

<u>UNIT I</u> (10)

Product Management: Concept, Need and importance, Evolution of product management, Product management process, Role of products, Levels of products, Buy Grid analysis, Product Customization, Product focused organizations, Role of product manager in modern marketing.

UNIT II (10)

Competitive Strategy for Products: Market mapping, Category **a**nalysis, Competitor analysis, Customer analysis, Product portfolio, BCG Matrix, Shell's Policy Matrix, Product mix and line decisions, Managing line extensions, Product positioning strategies.

<u>UNIT III</u> (10)

Product Development: Product Innovation, Product development **process**, Factors affecting success or failures of new products, Product Life Cycle, Management of Product Life Cycle, Managing different stages of PLC, Product revival strategies, Product elimination decisions.

UNIT IV (10)

Concept of Brand: Brand and firm, Brands and consumers, Brand Identity, Brand Image, Protecting brand, Brand perspectives, Brand level, Brand evolution.

<u>UNIT V (8)</u>

Brand Equity: Brand loyalty and Brand equity, Brand personality, Building brands, Brand extension strategies, Brand positioning, 3 Cs of Positioning, Competitive positioning.

Course Learning Outcomes (CO):

Upon completion of this course, students will be able to...

CO1: demonstrate the product management

CO2: adopt competitive strategy for product

CO3: design product development

CO4: summarize the concept of brand

CO5: measure brand equity

Text Books:

- 1. Ramanuj Mazumdar, "Product Management in India", PHI Learning- New Delhi, 2009 (UNIT-I)
- 2. Donald R Lehman, "Product Management", Tata McGraw Hill Pvt. Ltd New Delhi, 2005(UNIT-II)
- 3. Michael Baker and Susan Hart, "Product Strategy and Management", Pearson Education
 -New Delhi, 2009 (UNIT-III)
- 4. Harsh V Verma, "Brand Management Text and Cases", Excel Books New Delhi, 2008 (UNIT-IV)
- 5. S.A.Chunawalla, "Compendium of Brand Management", Himalaya Publishing House New Delhi, 2009 (UNIT-V)

References:

- 1. S.A.Chunawalla, "Product Management", Himalaya Publishing House New Delhi, 2009
- 2. U C Mathur, " Product and Brand Management ", Excel Books New Delhi, 2007

CO/PO CO1 CO2 CO3 CO4	Programme Outcomes					Programme Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	-	2	-	1	1	-	2	3
CO2	2	2	-	2	2	-	-	2
CO3	2	2	-	2	2	1	2	2
CO4	-	-	-	2	-	-		2
CO5	-	2	-	1	-	-	-	2
P14MB308M	2	2	-	1.6	1.6	1	2	2.2

P14MB305F SECURITY ANALYSIS

Class: MBA III Semester

Teaching Scheme:

L	T	P	С
4	-	-	4

Examination Scheme:

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

Course Learning Objective (LO):

This course will develop students' knowledge in/on...

CO1: overview of stock Market CO2: concept of risk and return CO3: valuation of securities CO4: common stock analysis

CO5: technical analysis and efficient market hypothesis

UNIT I (10)

Investment Setting: Investments, Definition, Speculation and gambling, Objectives of investment, Investment process, Investment environment, Investment alternatives and their evaluation. Security markets, Markets and their functions and Participants.

Stock Markets: Primary and Secondary Markets, Trading and Settlement Systems, Stock Market Quotations and Indices (Construction), Latest Developments in Stock Market Operations. (Problems on Stock Index Construction).

UNIT II (10)

Risk and Return: Concept and measurement, Historical (Ex-post) Return and Expected (Ex-ante) Return, Total Return and Holding Period Return , Arithmetic and Geometric Return, Nominal and Real return.

Return relatives: Risk-Concept, Sources, Classification, Systematic and Unsystematic Risk, Risk in a traditional sense and in contemporary mode, Measurement of Historical Risk and Expected Risk, Measures of Risk, Standard deviation and Variance (Problems on Measurement of Return and Risk on different securities in various situations).

<u>UNIT III</u> (10)

Bond Valuation: Common stock valuation, Balance sheet valuation, Dividend Capitalization Model, free Cash Flow Model, Earnings Multiplier Approach, Earnings-Price Ratio, Expected Growth and Growth, Other valuation ratios, Bond valuation, Bond characteristics, Bond prices and yields, Risk in bonds and duration, Analysis and Valuation of Straight and Convertible Bonds. (Problems on Valuation of Common Stocks and Debt Securities in different situations and Bond Yields and Duration).

UNIT IV (10)

Equity Valuation: Equity Analysis, Objectives, Approaches, Fundamental analysis, Economic analysis, Global economy, Government Policy and Macro Economy, Industry analysis, Industry classification, Key characteristics, Industry life-Cycle Analysis, Company analysis, Strategy analysis, Accounting analysis, Financial analysis, Intrinsic value estimation, Equity research in India. (Problems on Intrinsic Value Estimation).

UNIT V (8)

Technical Analysis and Efficient Market Hypothesis: Technical Analysis, Meaning, Fundamental and Technical Analysis, Market/Technical indicators, Charting techniques, Testing

of trading rules, Evaluation of technical analysis, Elliot wave theory , Efficient market hypothesis, Forms of efficiency, Random walk theory and Efficient market hypothesis, Empirical tests, Implications of Investment analysis.

Course Learning Outcomes (CO):

Upon completion of the course, the student will be able to:

CO1: differentiate primary and secondary market.

CO2: explain the relation of risk and return on securities

CO3: calculate value of securities and bonds CO4: calculate the intrinsic value of equity.

CO5: evaluate technical analysis

Text Books:

- 1. V.K.Bhalla, "Investment Management" Sultan Chand Publications, 14/e, 2010. (UNIT I,II &V)
- 2. Prasanna Chandra, "Investment Analysis and Portfolio Management", *Tata McGraw Hill*, 2008. (UNIT III& IV)

Reference Books:

- 1. Reilly and Brown, "Investment Analysis and Portfolio Management", Cengage Learning, New Delhi, 8/e, 2009.
- 2. Kevin S, "Security Analysis and Portfolio Management", PHI Learning., 2012
- 3. Sharma, Shashi K. Gupta ,"Security Analysis and Portfolio Management", *Kalyani Publishers*., 5/e. 2012.

CO/PO	Progr	ramme	Outcom	ies		Programme Specific Outco		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	-	-	2	3	-	-	2	-
C02		-	-	2	-	-	-	1
C03	1	3	-	-	-	-	2	-
C03	-	-	2	-	-	-	2	-
C05	-	-	-	2	2	-	-	2
P14MB305F	1	3	2	2.33	2	-	2	1.5

P14MB306F FINANCIAL MARKETS AND INSTITUTIONS

Class: MBA III Semester

Teaching Scheme:

L	Т	Р	С
4	-	-	4

Examination Scheme:

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

Course Learning Objectives (LO):

This Course will develop students' knowledge in/on....

LO1: financial system and its effect on economic development

LO2 money market and its instruments

LO3: primary market and its transitions

LO4: secondary market operations

LO5: regulatory frame work of RBI and SEBI

UNIT-I (10)

Financial Markets: Financial System, Overview, Structure of financial system, Components, Markets, Institutions, Instruments, Services, Functions of financial system, Role of Financial system in Economic Development.

UNIT -II (10)

Money Market: Functions, benefits, money market instruments, Treasury Bills market, Call/notice money market, commercial papers, certificate of deposits, commercial bills market discount markets.

<u>UNIT-III</u> (10)

Primary Market: Primary Markets, Initial Public Offer (IPO), Follow on Public Offering (FPO), Rights Issue, Private Placements, Preference Issues, Book Building, American Depository Receipts (ADRs), Global Depository Receipts (GDRs), Foreign Currency Convertible Bonds (FCCBs).

UNIT-IV (10)

Secondary Market: Stock Exchange, Organization, management & membership, functions, listing, trading and settlement. Bond market: Significance, functions, participants, Depositories and Custodians, National Securities Depository Ltd. (NSDL), Central Depository Services (India) Ltd (CDSL), The Stock Holding Corporation of India Ltd (SHCIL).

<u>UNIT - V</u> (8)

Regulatory Framework: RBI, Functions and Role, Monetary Policy, SEBI, Objectives, Powers and functions, SEBI Regulations relating to Capital Markets, Investors' Protection.

Course Learning Outcomes (CO):

Upon Completion of this course, students will be able to....

CO1: describe Indian financial system

CO2: demonstrate different products offered by money market

CO3: analyze the primary market

CO4: identify the use of secondary market

CO5: infer about regulatory system

Text books:

- 1. Vasant Desai, "The Indian Financial System and Development", *Himalaya Publishing House, Mumbai*, 1/e, 2009. (UNIT-I)
- 2. Bhole L.M. & Jitendra Mahakud, "Financial Institutions and markets", *Tata McGraw-Hill Education Private Ltd.*, 4/e, 2009. (UNIT-II,III,IV&V)

References:

- 1. V. Pathak, "The Indian Financial System markets, Institutions and Services", *Pearson Education Pvt. Ltd., New Delhi*, 3/e, 2008.
- **2.** Srivastava R.M. & Divya Nigam, "Management of Indian Financial Institutions", *Himalaya Publishing House, Delhi,* 8/e, 2009.

со/Ро		Progra	mme Out	Programme Specific Outcomes				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	-	2	-	2	1	-	-	2
CO2	-	1	-	1	-	-	-	2
CO3	2	-	-	2	-	-	-	2
CO4	2	1	-	2	-	-	-	2
CO5	-	1	-	3	-	-	-	3
14MB306F	2	1.25	-	2	1	-	-	2.2

P14MB307F INTERNATIONAL FINANCIAL MANAGEMENT

Class: MBA III Semester

Teaching Scheme:

L	T	Р	С
4	-	-	4

Examination Scheme:

Continuous Internal Evaluation	40 marks
End Semester Examination	60 marks

Course Learning Objectives (LO):

This course will develop students' knowledge in/on...

LO1: international financial system & its environment

LO2: foreign exchange market operations

LO3: foreign exchange risk management strategies

LO4: international monetary system and foreign exchange management

LO5: MNC's budgeting, taxation & accounting implications

UNIT-I (10)

International Financial System: Meaning, Scope and significance of International Finance, International Financial System, Components and environment, Finance functions in global context, International Monetary System, Fixed and floating systems, Balance of Payments (BOP).

International Financial Institutions: World Bank, IMF, ADB.

<u>UNIT-II</u> (10)

Foreign Exchange Market: Players and components, Functions, Foreign Exchange Rates, Spot, Forward and Cross Rates, Theories of determining foreign exchange rate, International Parity condition, Indian foreign currency market, Foreign Exchange Management Act (FEMA), Recent developments (Problems).

UNIT-III (10)

Management of Foreign Exchange Risk: Meaning and types of risk, Management of Translation, Transaction and Economic exposure, Tools, Techniques and Hedging strategies for foreign exchange risk management (Problems).

<u>UNIT-IV</u> (10)

International Monetary System: Forwards, Swaps, and interest rate futures, European monetary markets, Asian currency markets, GDRs, ADRs, Blocked accounts, Dealing position, Speculation and leveraged arbitrage (Problems).

UNIT-V (8)

Financial Management of Multinational Firm: Foreign Capital Budgeting Decisions, Cash Flow Management, Tax and Accounting implications of International activities (Simple Problems).

Course Learning Outcomes (CO):

Upon completion of this course, students will be able to....

CO1: differentiate domestic and international financial system

CO2: determine foreign exchange rate mechanism

CO3: compute foreign exchange risk

CO4: elucidate international monetary system

CO5: acquaint with financial management of multinational firm

Text books:

- 1. APTE P.G., "International Financial Management Text & Cases", Tata McGraw-Hill, 6/e, 2014.
- 2. Madhu Vij, "International Financial Management", Excel Books, New Delhi, 3/e, 2003.
- 3. Jeff Madura, "International Financial Management," *Cengage Learning, Indian edition*, 2/e, 2008.

Reference Books:

- 1. Alan C. Shapiro, "Multinational Financial Management," Wiley India Pvt. Ltd., New Delhi.
- 2. Ephraim Clark, "International Financial Management," Cengage Publications, Delhi, 2/e 2002
- 3. Cheol S. Eun & Bruce G. Resnick, "International Financial Management", *Tata McGraw-Hill*, New Delhi.
- 4. Eiteman, "Multinational Business Finance", Pearson Education, 9/e 2001.

со/Ро		Programme Outcomes				Programme Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	2	-	-	2	-	-	3
CO2	1	2	-	3	1	-	-	1
CO3	2	3	-	2	1	-	-	2
CO4	1	1	-	3	2	-	-	2
CO5	1	2	-	2	1	-	-	2
P14MB307F	1.4	2	-	2	1.4	-	-	2

P14MB308F CORPORATE TAXATION AND PLANNING

Class: MBA III Semester

Teaching Scheme:

L	T	Р	С
4	1	1	4

Examination Scheme:

Continuous Internal Evaluation	40 marks	
End Semester Exam	60 marks	

Course Learning Objectives (LO):

This Course will develop students' knowledge in/on....

LO1: direct and indirect taxes LO2: computation of income

LO3: wealth tax

LO4: tax planning and tax management

LO5: tax planning in respect of mergers and amalgamations

<u>UNIT- I(</u> 10)

Direct and Indirect Taxes: Significance of corporate taxation, Basic concepts and definitions, Residential status and scope of total income of a company, Classification of companies for tax purpose, Incomes exempt from tax applicable to company.

<u>UNIT - II</u> (10)

Computation of Income: Income from House Property, Income from Business, Capital Gains, Other Sources (Problems), Set-off and Carry forward of losses, Deductions from GTI u/s.80 applicable to companies, Computation of Total Income and Tax Liability (problems), New Provisions of MAT.

<u>UNIT - III</u> (10)

Wealth tax: Scheme of wealth tax, Valuation Date, Net Wealth, Assets for wealth tax purpose, Deemed Assets, Exempted Assets applicable to companies, Computation of wealth tax liability of Corporate Assessee.

UNIT - IV (10)

Tax planning: Meaning and Scope of Tax Planning and Tax Management, Tax Evasion vs. Tax Avoidance, Special Provisions relating to avoidance of Tax, Tax Planning with reference to Financial Management Decisions, Capital Structure decision, Dividend, Bonus shares, Personnel compensation plans.

<u>UNIT-V</u> (8)

Tax planning in respect of mergers and amalgamations: Tax consideration in setting up new Industrial Undertaking, Tax planning in respect of Export Promotion, Capital Gains Investments, Tax planning and foreign collaborations.

Course Learning Outcomes (CO):

Upon Completion of this course, students will be able to....

CO1: assess incidence of tax for a company

CO2: compute total income

CO3: calculate wealth tax

CO4: illustrate tax planning and management

CO5: analyze tax planning in respect of mergers and acquisitions

Text books:

1. Gaur and Narang," Income Tax Law and Practice", Kalyani Publishers, New Delhi,

Reference book:

1. B.B.Lal & N. Vashisht, "Direct Taxes", Pearson Education, 5/e,2013-14.

CO/PO		Programme Outcomes					Programme Specific Outcomes			
CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3		
CO1	2	2	-	1	-	_	-	2		
CO2	2	2	-	2	-	_	-	1		
CO3	2	2	-	1	-	_	-	1		
CO4	3	3	-	1	1	1	1	1		
CO5	2	3	-	1	1	1	1	1		
P14MB308F	2.2	2.4	-	1.2	1	1	1	1.2		

IV SEMESTER

KAKATIYA INSTITUTE OF TECHNOLOGY & SCIENCE, WARANGAL - 15

(An Autonomous Institute under Kakatiya University, Warangal)
DEPARTMENT OF MANAGEMENT

$\frac{\text{SCHEME OF INSTRUCTIONS \& EVALUATION FOR 2 YEAR MBA DEGREE}}{\text{PROGRAMME}}$

SEMESTER: FOURTH

		Course Name						Evalu	ation S	Schem	e
s.	Course			erio	ds	Credits		CIE			T. (1
No.	Code		L T		P	(C)				ESE	Total Marks
							TA	MSE	Total		
1	P14MB401	International Business	4	-	1	4	15	25	40	60	100
2	P14MB402	Business Law & Ethics	4	-	-	4	15	25	40	60	100
3	P14MB403	Entrepreneurship Development		-	-	4	15	25	40	60	100
4	P14MB404	Management Information System	4	ı	-	4	15	25	40	60	100
Opti	ionals: AS PE	R THE SPECIALISATION	ONS	5							
5	P14MB405	H/405M/405F/405S	4	1	ı	4	15	25	40	60	100
6	P14MB406	H/406M/406F/406S	4	-	ı	4	15	25	40	60	100
7	P14MB407	H/407M/407F/407S	4	-	1	4	15	25	40	60	100
8	P14MB408H/408M/408F/408S			1	1	4	15	25	40	60	100
9	P14MB409*	Project Report Viva- Voce*	-	-	-	4	40	-	40	60	100
3 7. (Total	32			36	160	200	360	540	900

Note: L – Lectures; T- Tutorials; P – Practical's; CIE – Continuous Internal Evaluation; TA – Teachers Assessment; *on respective Specialisation Opted by the student (20 Marks TA+20 Marks DPRGC). MSE – Mid Semester Examination; ESE – End Semester Examination;

Student Contact Hours/Week: 32 (periods/week)

Total Credits (C): 36 Credits

SPECIALISATIONS:

S.	RESC MANA	MAN OURCE GEMENT LISATION	MARKETING MANAGEMENT SPECIALISATION		MANA	ANCE GEMENT LISATION	SYSTEMS MANAGEMENT SPECIALISATION	
N o.	Course Code	Course Name	Course Code	Course Name	Course Code	Course Name	Course Code	Course Name
1	P14MB4 05H	Performan ce Managem ent	P14MB40 5M	Services Marketin g	P14MB4 05F	Portfolio Manageme nt	P14MB4 05S	Artificial Inteligence
2	P14MB4 06H	Managem ent of Industrial Relations	P14MB40 6M	Global Marketin g	P14MB4 06F	Financial Services Manage ment	P14MB4 06S	Data Communicat ions & Networking
3	P14MB4 07H	Compensa tion Managem ent	P14MB40 7M	Rural Marketin g	P14MB4 07F	Strategic Financial Manage ment	P14MB4 07S	Distributed Computing and Applications
4	P14MB4 08H	Strategic Human Resource Managem ent	P14MB40 8M	Retail Marketin g Manage ment	P14MB4 08F	Financial Derivativ es	P14MB4 08S	Data Mining & Data Warehousin g

P14MB401 INTERNATIONAL BUSINESS

Class: MBA IV Semester

Teaching Scheme:

L	Т	P	С
4	-	-	4

Examination Scheme:

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

Course Learning Objectives (LO):

This course will develop students' knowledge in/on...

LO1: structure and strategy of international business

LO2: managing technology in international operations

LO3: role of multinational enterprises

LO4: international economic institutions, agencies and agreements

LO5: functional operations management

UNIT-I (10)

The Structure and Strategy of International Business: An overview of international business environment, International Business strategies of the firm, Profiting from global expansion. Pressures for cost reductions and local responsiveness, Strategic choices ,The organization of international business, Control systems and incentives, entry strategy and strategic alliances, Theory of global competitiveness alignment, mapping competitiveness shifts.

UNIT-II (10)

Managing Technology and Knowledge in International Operations: Problems of control in an international company, Designing an international control system, Understanding Technology, Technology transfer, Knowledge in Organizations, The Process of knowledge management in International Organizations, Negotiations and Decision making across borders and cultures, Mergers and acquisitions (M&A), Implications for India for the practice of global leadership in business. Ethics and Social responsibilities of International Firms, International ethical codes of conduct, Cross Cultural, Cross religion and cross racial issues.

UNIT-III (10)

Role of Multi National Enterprises (MNEs): MNE's exploit market imperfections, Seeking markets, Efficiency and knowledge, MNE's and life cycle of product, The MNE's and competitive advantage of nations, Regulatory environment of MNE's, Guidelines for Managers of MNE's, Areas of particular concern to MNE's, Multinational bankruptcy, Cross border liability and Trade Disputes, Protection of Intellectual Property, Tradeoffs between business abroad and national security / foreign policy at home, Role of Indian MNE's in International Business, Hidden Values and responsibilities to stake holders.

UNIT-IV (10)

International Economic Institutions Agencies and Agreements: Regional Trading Arrangement, The European Union and NAFTA, Bilateral Trade laws, Multilateral Trade laws, An overview of GATT / WTO, IMF and World Bank Group, UNCTAD, ILO, Regional Economic Integration, Trade Areas and Economic Unions, OPEC, Commercial policy implications of customs union, International Economic Policies, Policy Implications of barriers to trade, Debate on Trade policy i.e. free trade versus protectionism , The China Syndrome , Impact of International Economic Institutions and Agencies.

UNIT-V (8)

Functional Operations Management: International Marketing Strategy, International HR management strategy, International Operations Management Strategy, International Financial Management Strategy, Global Standard Quality Management, Porter's model of competitive advantage, The 10-P model of global strategic management, A Global perspective on corporate

governance mechanisms.

Course Learning Outcomes (CO):

Upon completion of this course, students will be able to.....

CO1: outline international business environment

CO2: investigate problems of control in an international company

CO3: recognize the role of Multinational Companies

CO4: generalize international economic institutions, agencies and agreements

CO5: execute functional operations management

Text Books:

1. P. Subba Rao, "International Business - Text & Cases", Himalaya Publishing House, 2/e, 2009 (UNIT-I,II & III)

- 2. K. Ashwathappa, "International Business", *Tata McGraw Hill*, 2/e, 2006 (UNIT-IV)
- 3. Manab Adhikary, "Global Business Management", McMillan, 2001.(UNIT-V)

References

- 1. Charles W.L. Hill and Arun Kumar Jain, "International Business: Competing in the Global Market Place", McGraw Hill, 2007.
- 2. Aravind V. Phatak, Rabi S. Bhagat & Roser J. Koushikar, "International Management", *Tata McGrawhill*, 2007.
- 3. Anant K. Sundaram & J. Steward Black, "The International Business Environment", *Prentice Hall of India*, 1999.

CO/PO		Program C	Program Outcome			Program Specific Outcome		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	-	-	3	2	1	1	1
CO2	2	-	-	1	3	3	1	1
CO3	-	-	-	2	2	2	-	1
CO4	2	-	2	2	-	2	1	1
CO5	2	-	1	2	1	1	1	1
P14MB401	2	-	1.5	2	2	1.8	1	1

P14MB402 BUSINESS LAW & ETHICS

Class: MBA IV Semester

Teaching Scheme:

L	Т	P	С
4	-	-	4

Examination Scheme:

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

Course Learning Objectives(LO):

This course will develop students' knowledge in/on....

LO1: procedure in formation, formalities and liquidation of companies

LO2: different concepts of contract Act LO3: various Acts applicable to business

LO4: business ethics LO5: corporate governance

<u>UNIT-I</u> (10)

Elements Of Company Law: Indian Companies Act 1956, Formation of a company, General meetings and proceeding, Accounts audit and Dividend, Inspection and Investigation, Inter corporate loans and Investments, The Company Secretary, Duties and powers, Compromise and Arrangement, Winding up of Companies.

UNIT-II (10)

Contract Act: Nature of contracts, Offer, Acceptance, Consideration, Capacity of parties, Free consent, Legality of object and consideration, Contingent contracts, Quasi contracts, Performance of contract, Discharge of contract, Remedies for Breach of contract, Sale of Goods Act, Essentials of contract of sale, Goods and their classification, Price, Conditions and Warranties, Transfer of title, Performance of contract of sale of goods, Unpaid seller and his rights, Negotiable Instruments Act, Types of Negotiable instruments, Holder and Holder in due course, Presentation and Dishonor.

<u>UNIT-III</u> (10)

Miscellaneous Acts:

The Consumer Protection Act 1986: Need, Importance and different consumer council centers The Competition Act: Need, Importance, Role of competition Act in the Business Foreign Exchange Management Act: Need, Importance and procedure of Foreign Trade The Information Technology Act 2000: Need-Importance and Role of IT Act in the Business

<u>UNIT-IV</u> (10)

Business Ethics: Definition, Importance of ethics in business, Distinction between values and ethics, Characteristics of ethical organization, Morality and professional ethics, Ethical dilemmas, Create an ethical working environment, Ethical decision making in business, Role of corporate governance in ensuring ethics in workplace, Indian ethical traditions.

UNIT-V (8)

Creating An Ethical Organization: Role of Corporate Governance, Corporate Culture, Corporate Social Responsibility (CSR) and other influences in creating an Ethical organization, Codes of Conduct, Ethics committee, Ethics training Programmes, Benefits, The relationship between corporate ethics and good governance.

Course Learning Outcomes(CO):

Upon completion of the course, the student will be able to:

CO1: demonstrate formation and liquidation of companies

CO2: evaluate and identify various contracts CO3: recall and remember the various acts

CO4: recognize ethical values in business

CO5: recognize the importance of Corporate Governance and CSR

Text Books

- 1. Maheshwari & Maheswari, "A Manual of Business Laws", *Himalaya Publishing House.*, 3/e 2012,(Unit I,II & III)
- 2. N.D. Kapoor, "Business and Economic Laws", Sulthan chand, (Unit IV & V)

Reference Books:

- 1. S.S.Gulshan "Business Laws" Excel Books, New Delhi., 2010
- 2. Tulsion P.C. "Business Law "Tata MCGraw Hill, New Delhi .,2011
- 3. Sherlekar Ethics in Management Himalaya Publishing House, 2009

CO/PO	Programme Outcomes					Programme Specific Outcomes			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	
CO1	2	2	-	2	-	-	2	-	
CO2	-	-	-	1	-	-	1	-	
CO3	1	-	-	1		-	1	-	
CO4	1	-	-	3	-	-	1	-	
CO5	1	1	-	2	-	-	-	-	
P14MB402	1.25	1.5	-	1.8	-	-	1.25	-	

P14MB403 ENTREPRENEURSHIP DEVELOPMENT

Class: MBA IV Semester

Teaching Scheme

	0		
L	T	P	С
4	-	-	4

Examination Scheme:

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

COURSE LEARNING OBJECTIVES (LO):

This Course will develop students' knowledge in/on....

LO1: entrepreneurship, its culture and behavior

LO2: creativity, problem solving and feasibility reports

LO3: financial, marketing and human resource management of small enterprises

LO4: entrepreneurial strategy in new entry exploration

LO5: emerging issues in EDP development

<u>UNIT-I</u> (10)

Entrepreneurship: Introduction, Entrepreneur, Entrepreneurship & Entrepreneurial Development, Definition and Concept, Characteristics of Entrepreneurs, Traits and Skills, Classification, Entrepreneurial Behaviour and Motivation, Nature and Importance of Entrepreneurs, The Entrepreneurial Culture, Theories of Entrepreneurship, Entrepreneurship Development, Intrapreneurship, Causes, Climate for Intrapreneurship, Institutions involved in fostering Entrepreneurship.

UNIT-II (10)

Creativity and Feasibility Planning: Sources of New Ideas, Methods of generating ideas, Creative Problem Solving, Opportunity Recognition, Feasibility planning, Four-Stage Growth Model, Fundamentals of a feasibility plan, The feasibility plan.

UNIT-III (10)

Management of SMEs: Financial Management, Sources of finance, Working capital management, Venture Capital, Characteristics, Types of Venture Financing, Marketing management, Product development, Pricing, Channels of distribution, Marketing communications, Production management, Materials management, Human resource management in SMEs.

UNIT-IV (10)

Entrepreneurial Strategy: Generation of a New Entry opportunity, Assessing the attractiveness of a New Entry opportunity, Entry strategy for new entry exploitation, Risk reduction strategies for new entry exploitation, Growth Strategies, Economic implication of growth, Implications of growth for the firm.

UNIT-V (8)

Emerging Issues in Entrepreneurial Development: Family Business, Importance, Types, Succession, Strategies for improving the Family Business, Entrepreneurship development Programmes, The Indian EDP Model, Phases, Evaluation of EDP, Women entrepreneurship, Concept, Empowerment, Factors governing Women Entrepreneurship, Rural Entrepreneurship.

Course Learning Outcomes (CO):

Upon Completion of this course, students will be able to....

CO1: outline entrepreneurial traits, skills and culture

CO2: identify methods of generating creative ideas

CO3: infer working of small enterprises

CO4: determine risk reduction strategies of new entry exploitation

CO5: outline entrepreneurial development, women entrepreneurship and rural entrepreneurship

Text Books:

- 1. Vasant Desai, "Dynamics of Entrepreneurial Development and Management", *Himalaya Publishing House*, 4/e, 2007.(Unit-I,II,III&V).
- 2. S.S.Khanka, "Entrepreneurial Development", S.Chand & Company Ltd. New Delhi, 4/e, 2008. (Unit-IV).

Reference Books:

1. S.K.Mohanty, "Fundamentals of Entrepreneurship", Prentice Hall of India 2/e, 2009.

CO/PO	Programme Outcomes					Programme Specific Outcomes		
CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	1	-	1	-	1	-	3	1
CO2	2	-	1	1	2	-	3	-
CO3	2	-	-	-	2	-	3	2
CO4	2	2	-	2	2	-	3	2
CO5	-	-	-	3	-	-	2	-
P14MB403	1.75	2	1	2	1.75	-	2.8	1.6

P14MB404 MANAGEMENT INFORMATION SYSTEM

Class: MBA IV Semester

Teaching Scheme:

L	T	P	С
4	-	ı	4

Examination Scheme:

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

Course Learning Objectives (LO):

This Course will develop students' knowledge in/on....

LO1: evolution and competitive advantage of Management Information System (MIS).

LO2: decision making models including Herbert Simon's decision making model etc.

LO3: application of MIS in various areas of business

LO4: system analysis and design

LO5: trends, ethical, security, and globalization issues in information technology.

UNIT-I (10)

Meaning & Evolution of MIS: Manager's view of Information System, Strategic planning, Management control, Operational control, Information Systems for competitive advantage, Value chain model, Synergies, Core competencies and Network based strategies, Information Technology and Business Process Reengineering.

UNIT-II (10)

Decision Making and Information Systems: Herbert Simon model of decision making process, Criteria for decision making, Behavioral Model of decision making, Optimization Model, Decision support systems and Expert systems, Relevance of decision making concepts for Information Systems.

UNIT-III (10)

Strategic planning of information systems: Techniques of planning, Applications of information systems, Financial information systems, Marketing information systems, Production information systems, Human resources information systems.

<u>UNIT-IV</u> (10)

Systems Analysis and Design: Development strategies, Structured analysis, Prototyping, System Development Life Cycle, Feasibility requirement, Analysis, Design of the system, Development of software, Implementation and evaluation, Systems Project Management.

<u>UNIT-V</u> (8)

Organization of Information System: Centralized, Decentralized and Distributed processing, Role and responsibilities of Information Systems professionals, Security and ethical issues in Information Systems, Risks, Controls and Threats.

COURSE LEARNING OUTCOMES (CO):

Upon Completion of this course, students will be able to...

LO1: demonstrate the evolution and usage of Information Systems for competitive advantage

LO2: illustrate the use of decision support system and other decision making concepts of MIS

LO3: classify the various categories of MIS; like finance, marketing and human resources

LO4: analyze system development & project management principles

LO5: interpret data processing for organizing information, ethical and security issues

Text Books:

- 1. Kenneth C Laudon and Jane P Laudon, "Management Information Systems- Managing the Digital Firm", *Pearson Education*, 2/e, 2009. (UNIT I, II, &V).
- 2. CSV Murthy, "Management Information Systems- Text & Applications", *Himalaya Publishing House*, 3/e, 2011 (UNIT I,III & IV).

References:

- 1. Gordon B. Davis, Magrethe H.Olson, "Management Information Systems, Conceptual Foundations Development", *Tata McGraw Hill*, 2008.
- 2. Satyasekhar. GV," Management Information Systems", Excel Books, 2007.

со/Ро	Programme Outcomes					Programme Specific Outcomes			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	
CO1	2	2	2	2	1	3	2	2	
CO2	2	3	2	2	2	3	2	3	
CO3	2	2	2	2	2	3	2	3	
CO4	1	2	2	2	1	2	3	2	
CO5	1	1	1	1	1	2	1	2	
P14MB404	1.6	2.0	1.8	1.8	1.4	2.6	2.0	2.4	

P14MB405H PERFORMANCE MANAGEMENT

Class: MBA IV Semester

Teaching Scheme:

L	T	P	С
4	-	-	4

Examination Scheme:

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

Course Learning Objectives (LO):

This course will develop student's knowledge in/on....

LO1: performance management

LO2: essential features of effective performance management system

LO3: challenges in performance management

LO4: performance appraisal system for supervisory staff LO5: competitive advantage of performance management

UNIT-I (10)

An overview of Performance Management: Definition , Objectives and process of Performance Management ,Development in the field , The Performance Contract Principles and Limitations , Impact of "Competency Goal" in the Performance Management System.

UNIT-II (10)

Essential Features of Effective Performance Management System: Key Results Areas (KRAs) in Performance Management, Top Management Commitment Component of Performance Management, Recognizing excellence in performance, Consistent reward system, Organizational goal linked Performance Management, Deciding key performance indicators (KPIs), Performance linked Increments and promotions, conditions for the successful outcomes from Performance Management, Assessment of the Organizational effectiveness in Performance Management, Linking rewards to performance Management and Performance Counseling, Performance Management strategy for creating high performance organization.

<u>UNIT - III</u> (10)

Challenges in Nurturing Architecture of P.M: Organization specific PMS, Reward based Performance, Management System and its Significance, Interventions and Drivers, Refinement and Reinforcement of Reward System, Career based Performance Management, Team based Performance Management, Significance, theoretical foundations, culture based Performance Management, Lessons of culture Theories, Internalization of Performance Values, Lessons of Leadership theories. Competence based Performance Management Significance, Leadership based Performance Management, Performance Management practices in Indian Organizations.

<u>UNIT - IV (10)</u>

Performance Appraisal System for Supervisory Staff: Performance appraisal system for supervisory staff, General staff and shop floor worker, Diagnosing Performance Problems, Managing Individual performance in cross functional teams problems, Corporate Performance Management, True value of hiring and retaining top performers.

UNIT - V (8)

Competitive Advantage of P.M.: Competitive advantage through Performance Management, Performance Management and strategic HR Planning and linkage, Planning performance for Role Clarity, Accountability and effectiveness, Implications of Performance Management on Knowledge Management, Role of CEO's in leveraging knowledge through Performance Management.

COURSE LEARNING OUTCOMES (CO):

Upon completion of this course, students will be able to...

CO1: generalize performance management

CO2: discuss essential features of effective performance management system

CO3: analyze challenges in performance management

CO4: infer performance appraisal system for supervisory staff

CO5: design competitive advantage of performance management

Text Books:

1. Srinivas R. Kandula, "Performance Management", Prentice - Hall India, 2/e, 2006

References

- Tapomoy Deb, "Performance Appraisal and Management", Excel Books, 2008
 Dinesh K. Srivastava," Strategies for Performance Management", Excel Books, 2005

CO/DO	Programme Outcomes					Programme Specific Outcomes		
CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	2	-	1	2	-	=	3	-
CO2	2	-	2	-	-	=	-	1
CO3	=	ı	-	2	-	ı	-	2
CO4	1	2	-	-	-	-	2	2
CO5	1	-	-	2	-	-	-	2
P14MB405H	2	2	1.5	2	-	-	2.5	1.75

P14MB406H MANAGEMENT OF INDUSTRIAL RELATIONS

Class: MBA IV Semester

Teaching Scheme:

L	T	P	С
4	-	-	4

Examination Scheme:

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

Course Learning Objectives (LO):

This Course will develop students' knowledge in/on....

LO1: Industrial relations and its various approaches like Dunlop's, pluralist and Weber's Approach.

LO2: trade unions, employee associations and their functions

LO3: various procedures influencing Industrial Relations

LO4: international labor relation in comparison with Indian Scenario

LO5: contemporary issues in Industrial relations

UNIT-I (10)

An Overview of Industrial Relations System: Definition, Objectives of IR, Participants in IR, Functional requirements of successful IR Programs, Industrial Relations perspectives, The system model (Dunlop's approach), The Pluralist approach, Weber's social action approach, Evaluation and growth of Industrial Relations in India, Changing dimensions of Industrial Relations, Government policies and IR.

<u>UNIT-II (10)</u>

Union Management Relations Trade Unions: Definition, Types, Governments role, Structure and management of Trade Unions, Indian Trade Unions, Problems.

Industrial disputes: Causes and consequences of disputes, Methods of settling Industrial Disputes, Adjudication, Arbitration, Dispute settlement machinery for the prevention and settlement of Industrial Disputes, Statutory and Non-statutory machinery, Management of strikes and lockouts, Negotiations for win- win-dispute resolution

UNIT-III (10)

Collective bargaining: Meaning and importance of collective bargaining, Levels, Influencing factors and subject matter of collective bargaining, Problems in collective bargaining in India, Works committee, Joint council of Management, Workers participation in Management , Schemes of workers participation management in India.

Grievance Handling: Employee grievances, Nature & causes of Grievances, Approaches to the Grievance machinery, The Grievance procedure, Discipline, Code of Discipline in Industry, Disciplinary proceedings, Steps involved in the procedure for disciplinary action.

<u>UNIT-IV</u> (10)

International industrial relations: Recognition of Trade Unions practices in foreign countries, Social security schemes abroad, Glimpse into Industrial Policy of East Asia, Industrial Relations in Japan, Labor Relations in China, Industrial Relations system in Great Britain and USA, International Trade Union Organizations.

<u>UNIT-V</u> (8)

Contemporary Issues in Industrial Relations: ILO, Objectives and impact, Difficulties in adoption of ILO conventions and recommendations, Problems of ratifications, Economic reforms and restructuring, Adjustment process and VRS schemes in public sector, Management of sexual Harassment , Management of contract labor, BPO/KPO (call centers) and their employee related matters, Impact of technological change on IR.

Course Learning Outcomes (CO):

Upon Completion of this course, students will be able to....

CO1: distinguish between the various approaches like dunlop's, pluralist and weber's approach.

CO2: estimate the role, functions of trade unions and their problems

CO3: critically reflect upon theoretical approaches and analyze the various procedures influencing IR CO4: compare International labor relation with Indian labor relations

CO5: demonstrate an understanding of various issues and concepts in modern IR.

Text Books:

- 1. Mamoria.C.B, "Dynamics of Industrial Relations", Himalaya Publishing House, 13/e, 2010 (UNIT I, II, III & IV)
- 2. Monal Arora "Industrial Relations" Excel Books', 1/e, 2008 (UNIT IV&V).

References:

- 1. Arun Monappa "Industrial Relations", Tata McGraw Hill Publishing Co.
- 2. Sharma, A.M., "Industrial Relations", Himalaya Publishing House, 9/e, 2009.
- 3. P.R.N. Sinha, Indu Bala Sinha, Seema Priyadarshini Shekar," Industrial Relations, Trade Unions and Labor Legislation", *Pearson Education* 2/e,2008.

CO/PO PO	Programme Outcomes					Programme Specific Outcomes		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	-	2	-	2	-	-	-	1
CO2	1	2	1	1	1	-	-	1
CO3	1	3	1	1	-	-	-	1
CO4	•	1	-	2	3	-	-	1
CO5	•	-	2	1	2	-	-	2
P14MB406H	1	2	1.33	1.4	2	-	-	1.2

P14MB407H COMPENSATION MANAGEMENT

Class: MBA IV Semester

Teaching Scheme

L	T	P	С
4	ı	-	4

Examination Scheme:

Continuous Internal Evaluation :	40 marks
End Semester Exam:	60 marks

Course Learning Objectives (LO):

This Course will develop students' knowledge in/on....

CO1: foundations of compensation system

CO2: pay structure, HR policies

CO3: employee stock ownership plans and broad based option plans. CO4: uses of budget system, balance sheet and local going rate system.

CO5: components of Indian compensation system

UNIT-I (10)

Foundation of compensation management: Definition, Objectives, Principles and Importance, The Pay Model, Compensation objectives, Stake holders, Forms of pay, Cash compensation base, Merit pay, Cost of living adjustments, Incentives, Allowances, Policies on Internal Alignment and External Competitiveness, Strategic perspective of total compensation, Mapping total compensation strategy, Pay Decisions and Organisation Strategy, "Best Fit" Vs. "Best Practices" Dilemma, Issues and models of executive compensation.

UNIT-II (10)

Components of pay structure: Organizational strategy, Work flow, Fairness, Motivation of behaviour, Economic pressures, Government policies, Law and regulations, External stakeholders, Cultures and customers, Organizations of human capital, Organisation work design, Overall HR policies, Internal labour markets, Employee acceptance, Research findings, Equity theory, Tournament theory, Institutional model, Pay structure based on jobs, Employees and competencies, Use of Job analysis and Job evaluation in designing pay structures.

UNIT-III (!0)

Compensation strategy and competitiveness: Influencing factors of external competitiveness, Modifications to the Supply and Demand side, Compensating differentials, Job structure and Pay structure, Grades and Ranges, Broad banding, Determinants of Grades and Ranges of pay, Differences in Quality of Individuals applying for work, Differences in the productivity and value, Differences in the pay mix of competitors, Issues in pay for performance, Employee Stock Ownership Plans (ESOPs), Performance Plans, Broad Based Option Plans (BBOPs), The role of Performance Appraisal in Compensation decisions.

<u>UNIT-IV</u> (10)

International Compensation Systems: Managing Variations in International Pay System, Determinations of International Compensation System, (1) Institutional Factors, (2) Economic Factors Competitive Dynamics/Markets (3) Employee Related (4) Organizational Factors, Components of International Compensation. The Three approaches to International Compensation Management (1) The Budget System (2) The Balance Sheet or Home Net System (3) The Local Going Rate System, The Challenge of Rewarding Excellence.

<u>UNIT-V</u> (8)

Components of pay structure in India: Basic Wage, Dearness Allowance, Flat Rate, Graduated Scale, Cost of Living and Consumer Price Index Number (CPIN), Over time payment, Annual Bonus, General Allowances, Special Allowances, House Rent Allowances, Canteen Allowances etc. Fringe Benefits, Recent Developments, CEO Compensation Package, The Indian Context, Compensation Issues in VRS, The Challenge of Rewarding Excellence.

Course Learning Outcomes (CO):

Upon completion of this Course, students will be able to.....

CO1: describe the total compensation system

CO2: generalize the pay structure, HR policies

CO3: infer employee stock ownership plans and broad based option plans.

CO4: summarize the use of budget system, balance sheet and local going rate system.

CO5: outline the components of Indian compensation system.

Textbook:

- 1. George T Milkovich, Jerry M,Newman & C.S. Venkata Ratnam, "Compensation", *Tata McGra Hill*, 9/e, 2009. (UNIT II,III &V)
- 2. B.D. Singh, "Compensation and Reward Management" Excel Books, New Delhi, 2007. (UNIT I,IV)

CO/PO		Progra	Programme Outcomes				Programme Specific Outcomes		
CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	
CO1	•	•	-	2	1	-	-	2	
CO2	1	1	-	2	1	-	1	2	
CO3	2	3	-	1	1	-	-	1	
CO4	2	2	-	1	1	-	-	2	
CO5	1	-	1	1	1	-	1	1	
P14MB407H	1.5	2	1	1.4	1	-	1	1.6	

P14MB408H STRATEGIC HUMAN RESOURCE MANAGEMENT

Class: MBA IV Semester

Teaching Scheme:

L	Т	P	С
4	-	-	4

Examination Scheme:

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

Course Learning Objectives (LO):

This Course will develop students' knowledge in/on....

CO1: strategic human resource management and HR management strategy

CO2: environmental scanning and management diversity

CO3: human resource strategy formulation in mergers and acquisition

CO4: human resource compensation strategy implementation

CO5: human resource strategy evaluation

<u>UNIT-I</u> (10)

Framework of SHRM: Definition, Importance, components of HRM strategy, Models of strategy, Contribution of HR in formulating and implementation of business strategy, Methods of structuring HR Department in organizations, Linkage between strategic business planning (SBP) and strategic HR development (SHRD), HR contribution to organizational learning, competency mapping, building the core competencies, Avoiding conflicting HR systems in designing the congruent and integrated HR systems. Trade, offs, Knowledge based HR management strategy.

UNIT-II (10)

HR environment scanning: Technology and organizational structure, Environment turbulence, Adaptation, Environmental scanning and competitive intelligence, Influence on HR information system, Management of diversity, Trends in utilization of HR, Relocation of work, Employee leasing, Global sourcing of labour, The influence of organizational purpose, Mission and top management team, The impact of organization design and learning.

UNIT-III (10)

HR strategy formulation: Strategic planning, Multinational Strategies, Strategic alliance, Sustainable global competitive advantage, Assessment of strategic alternatives, Managerial issues in strategic formulation, Importance and methods of forecasting the supply of HR, Key HR activities in Mergers and Acquisition (M & A), Ensuring alignment, Ensuring strategic flexibility for the future, An investment perspective of Human Resources, HR investment consideration.

<u>UNIT-IV</u> (10)

HR Strategy Implementation: Implementation of Human resource and reallocation decisions, Cross training and flexibility in assigning work, Using work teams, Strategically oriented performance measurement system, Strategically oriented compensation systems, Improving the quality of performance measures, Results oriented vs. Process oriented measures, Individual best practices and systems best practices, Universal practices vs. Contingency perspective, Practices for evolution of high performance HR systems.

UNIT-V (8)

HR strategy evaluation: HR evaluation process, Overview, Scope, Strategic impact, Level of analysis, Criteria, Level of constituents, Ethical dimensions, Approaches to evaluation, Audit approach, Analytical approach, Quantitative and Qualitative measures, Outcome process criteria, Balanced score card perspective, Bench marking, Evaluating strategic contribution of traditional areas such as selection, training, compensation, Evaluating strategic contribution in emerging areas such as management of diversity and quality readiness.

COURSE LEARNING OUTCOMES (CO):

Upon Completion of this course, students will be able to....

CO1: associate with the strategic business planning and strategic HR development

CO2: generalize environment turbulence and trends in utilization of HR

CO3: extrapolate HR activities in mergers and acquisitions

CO4: discuss the use of strategically oriented practices for evolution of high performance HR systems

CO5: extend HR Evaluation

TEXT BOOKS:

1. Jeffray A. Mello, "Strategic Human Resource Management," Cengage Learning Indian Pvt. Ltd., New Delhi, 2/e, 2008. (UNIT-I,III,IV)

2. Richard Regis, "Strategic Human Resource Management and Development", Excel Books, New Delhi, 4/e, 2008. (UNIT-II,V)

REFERENCES:

- 1. Charles R. Greer, "Strategic Human Resource Management", Pearson Education Asia, 2/e, 2007.
- 2. Monica. Belcourt and Kenneth J. Mc Bey, Strategic "Human Resource Planning", Cengage Learning India Pvt. Ltd. New Delhi, 2/e, 2008.
- 3. R. Srinivasan, "Strategic Management The Indian Context", Prentice Hall of India Pvt. Ltd., New Delhi, 3/e, 2002.

CO/PO	Programme Outcomes			Programme Specific Outcomes				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
C01	-	-	2	3	-	-	2	-
C02	2	-	2	-	-	-	-	1
C03	-	-	-	3	-	-	-	2
C04	1	-	2	-	-	-	2	2
C05	1	-	-	2	-	-	-	2
P14MB408H	1.33	-	2	2.67	-	-	2	1.75

P14MB405M SERVICES MARKETING

Class: MBA IV Semester

Teaching Scheme:

L	T	P	С
4	-	-	4

Examination Scheme:

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

COURSE LEARNING OBJECTIVES (LO):

This Course will develop students' knowledge in/on....

LO1: services, understanding its characteristics and reasons for its growth

LO2: 7 P's of Services Marketing like 4 P's and 3 P's

LO3: various marketing strategies of service firms

LO4: demand management of services like Tourism, Transport and Hospitality

LO5: strategies implemented by various services including Financial, Banking, Insurance, Telecom and Health

UNIT-I (10)

Introduction to Services Marketing: Meaning and definition of service marketing, Nature, Classification of services, Characteristics of services, Difference between Product and Services, Reasons for growth and development of service marketing, Recent trends in service marketing, Problems and challenges in service marketing.

UNIT-II (10)

Services Marketing Mix: Traditional 4P's, Product, Pricing, Promotion and Physical Distribution, Extended Marketing Mix, 3P's Physical evidence, People and Process.

UNIT-III (10)

Marketing Strategies for Service Firms: Internal marketing, Interactive marketing and Relationship marketing, Differentiation strategy, Service quality, Demand management and productivity, Service strategies, Dimensions, Product support services.

<u>UNIT-IV</u> (10)

Marketing of Tourism and Travel Services: Tourism marketing strategies, Tourism products, Tourism potential in India, Hotel marketing (Hospitality marketing) Products, Marketing of transport services, Airways, Railways, Road ways, Multimode transportation services.

<u>UNIT-V</u> (8)

Marketing Strategies for Financial and other services: Marketing of financial & banking services, Marketing of insurance services, Marketing of telecom services, Marketing of health care services

Course Learning Outcomes (CO):

Upon completion of this course students will be able to.....

CO1: outline the classification and characteristics of services and analyze the reasons of growth

CO2: summarize the relevance of the marketing mix in services

CO3: associate the importance of various marketing strategies used by service firms

CO4: differentiate the various marketing strategies exercised by tourism, transport and hospitality services

CO5: distinguish various marketing strategies used by financial services, telecom and health care services

Text Books:

- 1. S.M.Jha , "Services Marketing", Himalaya Publishing House, 6/e, 2007 (UNIT I, II & III)
- 2. Love Lock Christopher H, "Services Marketing", Prentice Hall of India, 7/e, 2010 (UNIT IV & V).

References:

- 1. Bhattacharjee, "Services Marketing", Excel Books, 1/e, 2006.
- 2. Ziethman & Others," Services Marketing", Pearson Education.

CO /DO		Programme Outcomes					Programme Specific Outcomes		
CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	
CO1	1	-	-	2	1	_	2	2	
CO2	-	-	-	2	1	_	2	2	
CO3	2	-	-	1	1	_	2	2	
CO4	1	-	-	-	2	_	2	2	
CO5	1	-	-	-	2	_	2	2	
P14MB405M	1.25	-	-	1.25	1.6	-	2	2	

P14MB406M GLOBAL MARKETING

Class: MBA IV Semester

Teaching Scheme:

	0		
L	Т	P	С
4	-	-	4

Examination Scheme:

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

Course Learning Objectives (LO):

The course will develop students' knowledge in....

LO1: theoretical foundations and evolution of global marketing

LO2: global marketing environment like economic, political, legal and cultural environments

LO3: global market selection and entry strategies

LO4: marketing and promotion strategies used globally

LO5: promotional strategies used by global business

<u>UNIT -I</u> (10)

Global Marketing Concepts: Key concepts, Evolution of Global Marketing, Drivers towards Globalization, Global Marketing objectives, Theoretical foundations, Country specific advantages, Firm specific advantages, Rivalry between global competitors.

UNIT - II (10)

Global Marketing Environment: Economic environment, Political and Legal environment, Cultural environment, Analyzing Global Marketing environment.

UNIT -III (10)

Global Market Selection and Entry Strategies: Assessing Global Market opportunities, Country attractiveness, Understanding local customers, Multinational market regions, Global segmentation and positioning, Global mature markets, Growth markets, Emerging markets.

<u>UNIT -IV</u> 10)

Global Marketing Strategies: Global products and services, Standardization vs. Localization, Global product lines, Global brand management, Global pricing, Financial issues, Transfer pricing, Counter trade, Global pricing policies.

<u>UNIT-V</u> (8)

Global Promotion Strategies: Promotion as competitive advantage, Pros and Cons of Global advertising, Global advertising decisions, Global sales promotion, Direct marketing, Global personal selling, Global distribution, Rationalizing local channels, Global logistics, Global channel design.

Course Learning Outcomes (CO):

Upon completion of this course students will be able to..

CO1: infer theoretical foundations and evolution of global marketing

CO2: distinguish between the various global environments

CO3: evaluate strategies in market selection and entry into global markets

CO4: relate and assess the various marketing promotion strategies used globally

CO5: recognize the promotional strategies used by global business

Text Books:

- 1. Francis Cherunilam, "International Marketing", *Himalaya Publishing House*,5/e, 2009 (UNIT I,II & III)
- 2. Johnny K. Johansson , "Global Marketing Foreign Entry, Local Marketing and Global Management", *Tata McGraw Hill Pvt. Ltd. New Delhi*, 4/e,2008.(UNIT IV & V)

References:

1. P.K.Vasudeva," International Marketing", Excel Books New Delhi, 2006.

CO/PO		Programme Outcomes				Programme Specific Outcomes		
CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	1	-	-	3	-	_	-	2
CO2	1	-	-	3	-	-	2	2
CO3	2	2	-	2	1	-	3	2
CO4	1	1	-	2	1	-	-	2
CO5	-	-	-	2	-	-	2	2
P14MB406M	1.25	1.5	-	2.4	1	-	2.3	2

P14MB407M RURAL MARKETING

Class: MBA IV Semester

Teaching Scheme:

L	T	P	С
4	-	-	4

Examination Scheme:

Examination Scheme.	
Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

Course Learning Objectives (LO):

The course will develop students' knowledge in....

LO1: development, characteristics, problems and challenges of rural markets

LO2: agricultural marketing inputs, its challenges and opportunities

LO3: defects in agricultural marketing and role of marketing agencies

LO4: rural marketing mix

LO5: rural consumer behavior and innovations in rural marketing

UNIT-I (10)

Introduction to Rural Marketing: Meaning and definition, Stages in development of rural markets, Characteristics of rural markets, Difference between urban and rural markets, Rural marketing environment, Problems and challenges of rural markets

UNIT-II (10)

Agricultural Marketing: Marketing of agricultural input, Features, Seeds, Fertilizers, Pesticides, Tractors, Challenges and opportunities, Overview of Indian agrochemical market, Marketing of agriculture products, Definition and scope, Features of agricultural products, Classification of agricultural markets, Methods of sale, Channels of distribution.

UNIT-III (10)

Agricultural Marketing -II: Defects in agricultural marketing, Steps to improve agricultural marketing, Role of middleman in agricultural marketing, Aims, Objectives, Role and functioning of different agricultural marketing agencies and institutions, Regulated markets, Co-operative marketing institutions, Periodic markets, Rural retail outlets, NAFED, MARKFED, APEDA.

UNIT-IV (8)

Rural Marketing Mix Strategies: Rural product strategies and brand management, Rural pricing strategies, Rural distribution strategies, Rural promotional strategies.

<u>UNIT-V</u> (10)

Rural Consumer Behavior and Innovations in Rural Marketing: Rural consumer behavior, Types and characteristics of rural consumers, Factors influencing rural consumer behavior, Shopping habits of rural consumers, Opinion leaders Rural marketing initiatives by corporate sector, Corporate sector in agri-business, cultivation, processing and retailing.

Course Learning Outcomes (CO):

Upon completion of this course students will be able to...

CO1: summarize characteristics, problems and challenges of rural markets

CO2: recognize the difference between the various agricultural inputs and products

CO3: infer defects in agricultural marketing and role of marketing agencies

CO4: evaluate the various marketing mix strategies used in rural markets

CO5: predict rural consumer behavior and innovations in rural marketing

Text Books:

- 1. RV Badi and NV Badi, "Rural Marketing", Himalaya Publishing House, 1/e, 2009 (UNIT I, II, III & IV)
- 2. Balram Dogra and Karminder Ghuman, "Rural Marketing Concepts and Practices", *Tata McGraw Hill*. 2/e ,2008 (UNIT -V)

References:

- K.S.Habeeb ur Rahman, "Rural Marketing", Himalaya Publishing House, 1/e, 2004.
 CK Prahlad, "The Future of the Bottom of the Pyramid", Pearson Education.

CO/PO	Programme Outcomes					Programme Specific Outcomes		
CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	-	2	-	2	-	_	3	-
CO2	1	-	-	2	-	_	2	-
CO3	-	1	1	-	-	2	-	-
CO4	1	-	-	2	-	1	1	-
CO5	-	-	1	2	-	_	2	-
P14MB407M	1	1.5	1	2	-	1.5	2	-

P14MB408M RETAIL MARKETING MANAGEMENT

Class: MBA IV Semester

Teaching Scheme:

т	т	D	C
L	1	Г	
4	-	-	4

Examination Scheme:

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

Course Learning Objectives (LO):

This course will develop students' knowledge in/on...

LO1: retail marketing management

LO2: retail store selection, store layout and design

LO3: retail merchandise management

LO4: retail human resource and promotion management

LO5: retail customer behaviour and CRM

UNIT-I (10)

Introduction to Retail Marketing Management: Retailing, Meaning, Importance of retailing, Theories of structural changes in retailing, Different formats of retailing, Organized and unorganized retailing, Retailing environment, Retailing in India, Recent trends in retailing, Problems and Challenges of retailing

UNIT-II (10)

Retail Store Selection, Store Layout and Design: Types of store locations, Steps involved in store location, Principles elements of store design, Layout selection, Important considerations in store selection and design

UNIT-III (10)

Retail Merchandise Management: Types of merchandise, Product range, Merchandise procurement, Process of merchandise procurement, Merchandise assortment plan, Category management, Process of category management, Retail pricing, Factors effecting retail pricing, Different approaches of retail pricing

UNIT-IV (10)

Retail Human Resource and Promotion Management: Overview of Human Resource in retail recruitment, Selection training, Motivation and evaluation of performance of personnel need and importance of promotion mix in retailing, Retail promotion mix strategies, Visual display

<u>UNIT-V</u> (8)

Retail Customer Behaviour and CRM: Factors affecting customer buying behaviour, Customer segmentation in retailing, Customer loyalty, Customer relationship management in retailing, Retail customer service.

Course Learning Outcomes (CO):

Upon completion of this course, students will be able to...

CO1: adopt retail marketing management

CO2: design retail store selection, store layout and design

CO3: assemble retail merchandize Management

CO4: summarize retail human resource and promotion management

CO5: measure retail customer behavior and CRM

Text Books:

- 1. Levy, Weitz and Pandit, "Retailing Management", *Tata McGraw Hills*, 6/e, 2008 (UNIT-I,II& III)
- 2. KVS Madan," Fundamentals of Retailing", Tata McGraw Hill, 2009 (UNIT-IV& V)

References:

- 1. Chetan Bajaj, Rajanu\ish Tuli and Nidhi V Srivastava, "Retail Management", Oxford 2009
- 2. Barry Berman and Joel R Evans: "Retail Management A Strategic Approach" *Pearson Education*, 2008

		<u>U</u>		`	/				
CO/PO		Progran	Program Outcome				Program Specific Outcome		
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	
CO1	2	-	2	2	2	1	1	1	
CO2	1	2	1	2	1	1	1	1	
CO3	-	-	2	2	2	2	2	1	
CO4	1	-	2	2	2	1	2	2	
CO5	3	-	2	2	1	1	1	1	
P14MB408M	1.75	2	1.8	2	1.6	1.2	1.4	1.2	

P14MB405F PORTFOLIO MANAGEMENT

Class: MBA IV Semester

Teaching Scheme:

L	T	P	С
4	=	=	4

Examination Scheme:

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

Course Learning Objectives (LO)

This course will develop students' knowledge in/on....

LO1: concepts of portfolio theory

LO2: portfolio analysist LO3: selection of portfolio LO4: capital market theory

LO5: portfolio performance evaluation

UNIT-I (10)

Portfolio Theory: Concept of Portfolio , Basic Principles of Portfolio Theory Process of Portfolio Management, Setting Portfolio Objectives and Identifying Constraints, Investment Policy , Traditional Vs. Modern Portfolio Theory.

UNIT-II (10)

Portfolio Analysis: Traditional Portfolio Analysis, Portfolio Theory, Concept of Diversification, Random and Markowitz Diversification, Effects of Combining Securities, Portfolio Return and Portfolio Risk, Portfolio Beta, Concept and Measurement, Generating Efficient Frontier, Efficient Set Theorem, Markowitz Risk-Return Optimization, Sharpe Single Index Model, Adequate Diversification (Problems on Portfolio Return, Portfolio Risk, Portfolio Beta and Minimum Variance Portfolio)

UNIT-III (10)

Portfolio Selection: Risk and Investor Preferences, Best Portfolio Selection, Markowitz Optimization, Sharpe Optimization, Significance of Beta in the Portfolio Selection, Traditional Portfolio Selection (Problems on Portfolio Selection).

UNIT-IV(10)

Capital Market Theory: Basic Assumptions, Capital Market Line (CML), Security Market Line (SML), Inputs for Applying Capital Asset Pricing Model (CAPM), Empirical Tests of CAPM, Arbitrate Pricing Theory (APT), Principle of Arbitrage, Arbitrage Portfolios, Two Factor and Multi Factor Models, Synthesis of APT and CAPM. (Problems on CAPM and APT).

<u>UNIT-V</u> (8)

Portfolio Performance Evaluation: Performance Evaluation, Measures of Return, Market Indices, Risk Adjusted Measures of Performance, Reward to Variability (Sharpe) Ratio, Reward to Volatility (Treynor) Ratio, Ex-Post Differential Return (Jensen Measure), Comparison and Criticism of Risk-adjusted Performance Measures (Problems on Portfolio Performance Evaluation)

Course Learning Outcomes (CO):

Upon completion of this course, the student will be able to...

CO1: comprehend the concepts of portfolio CO2: summarize an idea on traditional portfolio

CO3: recall the selection of portfolio

CO4: assess the return and risks by different portfolio selection models.

CO5: state portfolio performance evaluation

Text Books:

- 1. William F. Sharpe, Gordon J. Alexander and Jeferray V. Bailey, "Investments", *PHI Learning Private Limited*, 6/e, 2008..(UNIT I & II)
- 2. Fischer and Jordan, "Security Analysis and Portfolio Management", Prentice Hall of New Delhi, 2008, (Unit III&IV)
- 3. V.K.Bhalla, "Investment Management" *Sultan Chand Publications*, 14/e., 2010, (UNIT I,II,&V)

Reference Books:

- 1. Robert A. Strong," Portfolio Construction, Management Theory and Applications", *Mc Graw Hill*,2009.
- 2. Prasanna Chandra, "Investment Analysis and Portfolio Management", *Tata Mc Graw Hill Publishing Co. Pvt. Ltd., New Delhi*, 3/e, 2008.

со/Ро	Programme Outcomes					Programme Specific Outcomes			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	
CO1	-	-	-	2	2	-	-	3	
CO2	2	2	-	2	-	-	-	2	
CO3	1	2	-	1	1	-	-	2	
CO4	1	2	-	2	1	-	-	2	
CO5	1	1	-	2	1	-	-	2	
P14MB405F	1.25	1.75	-	1.8	1.25	-	-	2.2	

P14MB406F FINANCIAL SERVICES MANAGEMENT

Class: MBA IV Semester

Teaching Scheme:

L	T	Р	С
4	-	-	4

Examination Scheme:

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

Course Learning Objectives (LO):

This Course will develop students' knowledge in/on....

LO1: distinctiveness of financial services

LO2: merchant banking

LO3: significance & functions of mutual funds

LO4: concepts of venture capital

LO5: lease financing

UNIT-I (10)

Financial Services an Overview: Meaning and concepts, Scope and features, Classification, Growth and Problems of financial services sector, Distinctiveness of Financial Services, Role of Financial Services in Economic Development.

<u>UNIT-II</u> (10)

Merchant banking: Meaning, Origin, Functions, Services, Problems, Code of conduct, SEBI guidelines, Credit Rating, Objectives, Types, Rating Methodology, Credit Rating Agencies, SEBI guidelines.

<u>UNIT-III</u> (10)

Mutual funds: Concept, Significance, Classification, Merits and Problems, Performance evaluation, SEBI guidelines,

Factoring: Meaning, Types, Functions, Factoring vs. Forfeiting, Securitization.

UNIT-IV (10)

Venture Capital: Concept, Origin, Features of Venture Capital, Scope, Significance of venture capital, venture capital institutions in India, SEBI guidelines.

<u>UNIT-V</u> (8)

Lease financing: Meaning, Features, Types, Merits and demerits, Lease or Buy decision, Hire Purchasing, Concepts, Salient features, Leasing vs. Hire Purchasing, Tax aspects of Hire Purchasing.

COURSE LEARNING OUTCOMES (CO):

Upon Completion of this course, students will be able to....

CO1: outline the distinctiveness of financial services

CO2: infer merchant banking system and credit rating agencies

CO3: identify merits and problems of mutual funds and factoring

CO4: discuss about the different venture capital institutions

CO5: differentiate lease financing and hire purchasing

Text Books:

- 1. Gordon & Natarajan,"Financial Markets and Services", *Himalaya Publishing House, Mumbai2/e,*.2001(UNIT I,II,III &IV)
- 2. Vasant Desai, "Financial Markets and Financial Services", Himalaya Publishing House, Mumbai.3/e, 2007 (UNIT-II)

References:

1. Khan M.Y, "Financial Services", Tata McGraw Hill Education Private Limited, New Delhi. 2/e, 2001.

CO/DO	Programme Outcomes					Programme Specific Outcomes		
CO/PO PO		PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	-	1	-	2	-	-	-	3
CO2	1	-	-	2	1	-	-	2
CO3	1	1	-	2	1	-	-	2
CO4	1	1	-	2	1	-	3	2
CO5	-	2	-	2	-	-	1	2
P14MB406F	1	1.25	-	2	1	-	2	2.2

P14MB407F STRATEGIC FINANCIAL MANAGEMENT

Class: MBA IV Semester

Teaching Scheme:

L	T	Р	С
4	-	-	4

Examination Scheme:

Continuous Internal Evaluation	40 marks
End Semester Examination	60 marks

Course Learning Objectives (LO):

This course will develop students' knowledge in/on...

LO1: strategic financial planning and the raising long term finance

LO2: capital structure analysis LO3: corporate acquisition LO4: corporate valuation

LO5: corporate restructuring and reengineering

UNIT-I (10)

Introduction: Strategic financial planning, Corporate strategy for growth, Regulatory framework, Rights issue, Value of right, Initial public offer, Private placement, Venture capital.

UNIT-II (10)

Capital Structure Planning: Estimating financial requirements, Understanding debt, Debt securitization, Syndicatisation, Debt policy, Pecking theory hypothesis, EBIT-EPS analysis Indifference Point, Levered beta, Un-levered beta (simple problems).

UNIT-III (10)

Corporate Acquisitions: Types of acquisitions, Mergers, Reasons, Merits and demerits, Exchange Ratio, Dilution and Accretion of earnings, Evaluation of Mergers and Takeovers, Consolidated Balance Sheet (simple problems).

UNIT-IV (10)

Corporate Valuation: Corporate valuation approaches, Estimating equity free cash flows, Valuation based on EFCF, DCF (simple problems) Value based management, Economic value added approach.

<u>UNIT-V</u> (8)

Corporate Restructuring and Re-engineering Changing Ownership: Spin-off, Split-off, Leveraged buyout, Financial restructuring, Buy back of shares, Problems in implementing corporate restructuring policies (theory only).

COURSE LEARNING OUTCOMES (CO):

Upon completion of this course, students will be able to....

CO1: define SFM, SFP, corporate strategy, and understand the raising long term finance

CO2: analyze the capital structure planning, understand debt, and its role

 $CO3: compute\ benefit/loss\ through\ merger,\ pre-merger\ and\ post-merger$

CO4: analyze the corporate valuation approaches to measure the value and performance

CO5: identify the forms of corporate restructuring

Text books:

- 4. Prasanna Chandra, "Financial Management", Tata Mc Graw hill, 7/e, 2008 (UNIT-I & IV)
- 5. I. M. Pandey, "Financial Management", Vikas publishing house, 10/e, 2014. (UNIT -II, III, &V)

Reference Books:

- 1. Aswath Damodaran, "Corporate Finance", Wiley India 2/e, 2001.
- 2. J. Fred Weston, Kwang SC Hung, Susan E. Hoag, "Mergers Restructuring and Corporate Control", *Prentice Hall, India*, 2007.
- 3. Jonathan Berk Peter DeMarzo, "Financial Management" Pearson Education, 1/e, 2007.
- 4. R. Srivastava, "Financial Management and Policy," Himalaya Publishing House, 4/e, 2009.
- 5. Sudhindra Bhat, "Financial Management", Excel Books, 2/e, 2008.
- 6. Khan & Jain, "Financial Management", Tata MC Graw-Hill Eduation, 7/e, 2014.

CO/DO		Progra	ımme Out	comes		Programme	omes	
CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	-	1	-	3	1	-	-	3
CO2	3	3	-	2	1	-	-	3
CO3	2	3	-	2	1	-	2	3
CO4	3	2	-	2	1	-	-	2
CO5	2	3	-	2	1	-	1	2
P14MB407F	2.5	2.4	-	2.2	01	-	1.5	2.6

P14MB408F FINANCIAL DERIVATIVES

Class MBA IV Semester

Teaching Scheme:

L	T	P	С
4	-	-	4

Examination Scheme:

Continuous Internal Evaluation	40 marks	
End Semester Exam	60 marks	

Course Learning Objectives (LO):

This course will develop students' knowledge in/on.....

LO1: financial derivatives

LO2: financial derivatives market in India

LO3: forwards and futures contract

LO4: awareness of options

LO5: methods of option valuation

UNIT-I (10)

Introduction: Evolution, Significance, Functions, Types. Financial and Commoditize, Players in Derivatives Market, Trading and types of Orders, Settlement Procedure, Clearing House, Markto-Market, SPAN Margin System.

<u>UNIT-II</u> (10)

Financial Derivative Market In India: Recommendations of L.C. Gupta Committee on derivatives, Trading Mechanism at NSE and BSE, Eligibility of stocks, Regulation of Trading System, J.R. Verma Committee Report on Regulation of derivatives in Indian Stock Market.

UNIT-III (10)

Forward & Future Contracts: Concept, Features, Forward Contract Types, Forward Rate Agreements, Forward Trading Mechanism, Forwards vs. Futures, Future Contracts, Types, Evolution of Futures Market, Players in future market, Functions, Trading Mechanism, Specifications of future contracts, Pricing of futures, Yielding no income, known income, known dividend, Hedging with futures and forwards (Problems)

<u>UNIT-IV</u> (10)

Options: Concepts, Options vs. Futures, Types, Trading with options, Basic principles, Strategies involving options, Hedging with options, Currency options.

<u>UNIT-V</u> (8)

Valuation Of Options: Factors determining option value, Binomial Option Pricing Model, Single period and two periods, Black-Scholes Option Pricing Model, Non dividend and dividend paying strategies, The Greeks of Black Scholes Model.

Course Learning Outcomes (CO):

Upon completion of the course, the student will be able to...

CO1: analyze the general concepts of financial derivatives

CO2: discuss trading mechanism and trading system

CO3: describe the role of forwards and future contracts

CO4: identify the basics of options and their strategies

CO5: calculate the option pricing valuation models by using binomial and black-scholes model

Text Books:

- 1. S.L.Gupta: "Financial Derivatives-Theory, Concepts and Problems", *Prentice-Hall of India Pvt. Ltd.*, 4/e, New Delhi, 2008.(UNIT I,II,III&IV)
- 2. John C. Hull, "Options Futures, and Other Derivatives", *Pearson Publication*, 7/e, 2009. (UNIT I to V)

Reference Books:

- 1. G.Kotreshwar: "Risk Management-Insurance and Derivatives", *Himalaya Publishing House*, Mumbai, 2007.
- 2. Somanathan T.V: "Derivatives", Tata McGraw-Hill Publishing Co.Ltd., 6/e New Delhi,2008.
- 3. S.S.S.Kumar: "Financial Derivatives", PHI Learning Pvt. Ltd., New Delhi, 2008.
- 4. Jayanth Rama Varma: "Derivatives and Risk management", *Tata McGraw-Hill Publishing Company Ltd.*, New Delhi, 2011.

CO/PO	Programme Outcomes				Programme Specific Outcomes			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	1	2	-	1	-	-	1	1
CO2	1	2	-	1	-	-	1	-
CO3	1	2	-	1	-	-	1	-
CO4	1	1	-	-	-	-	-	-
CO5	1	3	-	-	-	-	-	-
P14MB408F	1	2	-	1	_	_	1	1