

# **MBA TWO YEAR DEGREE COURSE**

## **R22 Regulations, Course Structure & Syllabus** (Applicable for the batches admitted from 2022-2023)



**SHRI VISHNU ENGINEERING COLLEGE FOR WOMEN (AUTONOMOUS)**

Approved by AICTE & Affiliated to JNTUK, Kakinada

Accredited with 'A+' Grade by NAAC & NBA

Vishnupur, Bhimavaram, West Godavari Dist., Andhra Pradesh, India, PIN - 534202

Email: [info@svecw.edu.in](mailto:info@svecw.edu.in), Website: [www.svecw.edu.in](http://www.svecw.edu.in)

**SHRI VISHNU ENGINEERING COLLEGE FOR WOMEN :: BHIMAVARAM  
(Autonomous)**



**Vision**

Transform the society through excellence in Education, Community empowerment and sustained Environmental protection.

**Mission**

- To achieve Academic excellence through innovative learning practices
- To instill self confidence among rural students by supplementing with co-curricular and extra-curricular activities
- To inculcate discipline and values among students
- To establish centers for Institute Industry partnership
- To extend financial assistance for the economically weaker sections
- To create self-employment opportunities and skill up gradation
- To support environment friendly Green Practices
- Creating innovation hubs

**SHRI VISHNU ENGINEERING COLLEGE FOR WOMEN :: BHIMAVARAM  
(Autonomous)**

**DEPARTMENT OF MANAGEMENT STUDIES**

**Vision**

Empowerment of women to face the growing challenges in the corporate world in India.

**Mission**

We prepare innovative and ethical leaders who understand the impact of business on the society and create value for the world. Our mission is to educate and empower our students with business knowledge that will transcend the standards of local and regional business culture.

# **ACADEMIC REGULATIONS**

## **MBA TWO YEAR DEGREE COURSE**

### **R22 Regulations**

(Applicable for the batches admitted from 2022-2023)



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**SHRI VISHNU ENGINEERING COLLEGE FOR WOMEN:: BHIMAVARAM**  
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**ACADEMIC REGULATIONS**

**THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION - REGULAR**  
(With effect from 2022-2023)

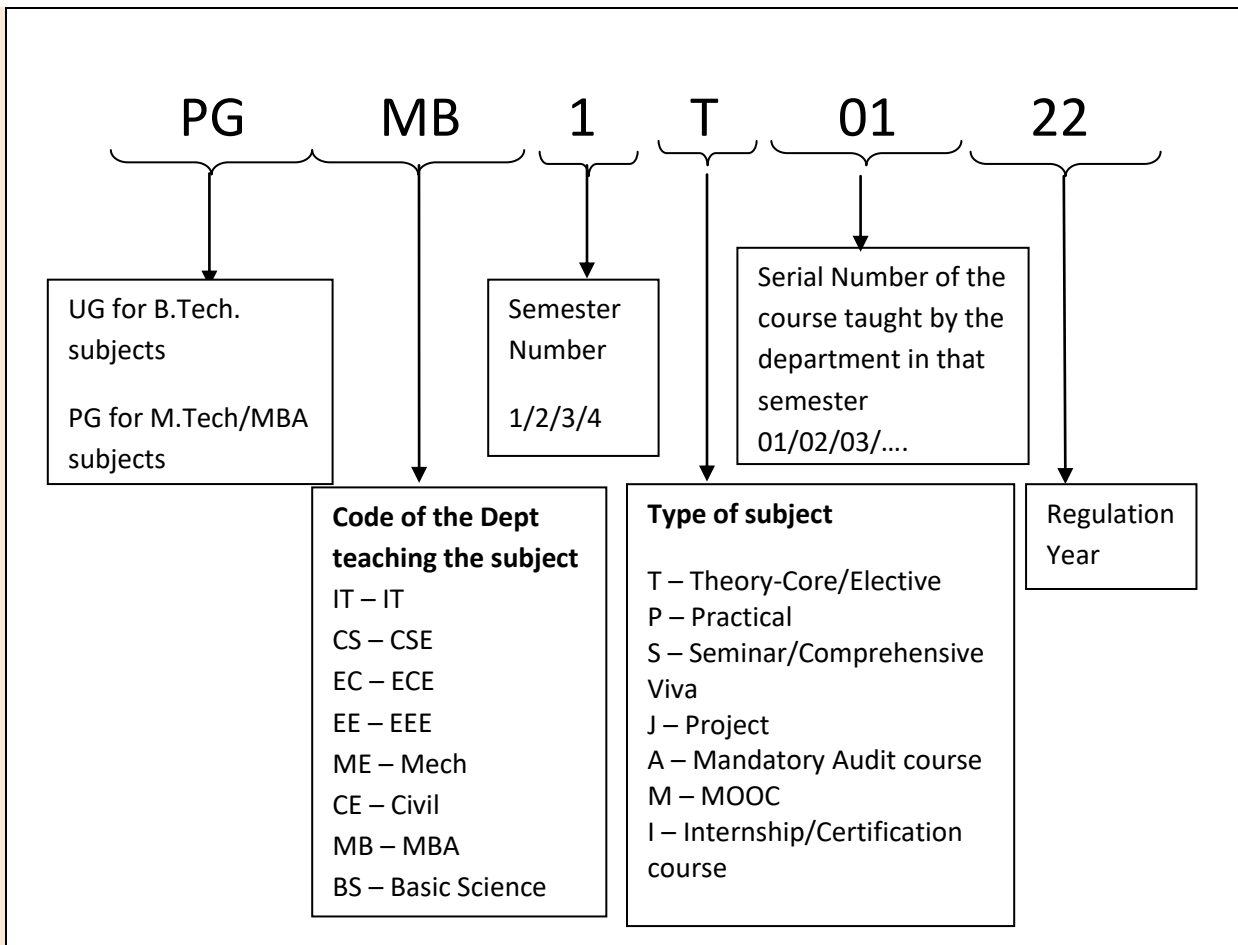
<b>RMBA 0.0</b>	<b>TITLE AND DURATION OF THE PROGRAMME</b>
	The Programme shall be called the P.G Programme in Master of Business Administration abbreviated as MBA.
	The Programme shall be of Two academic years duration divided into Four semesters, each semester having duration of 16 weeks.
	The calendar of events in respect of the Programme shall be fixed by the Institute from time to time.
	The external examinations in all the subjects shall be conducted at the end of each semester for all the four semesters.
<b>RMBA 1.0</b>	<b>ELIGIBILITY FOR ADMISSION</b>
<b>RMBA 1.1</b>	Admissions are done as per the norms prescribed by Government. The Government orders issued from time to time in this regard shall prevail.
<b>RMBA 1.2</b>	The Candidate shall be an Indian National.
<b>RMBA 1.3</b>	The Candidate should have passed the qualifying examination, a degree or equivalent on the date of admission.
<b>RMBA 1.4</b>	Seats are classified into CATEGORY-A (70% of intake) and CATEGORY – B (30% of intake). Category ‘A’ Seats will be filled by the Convener, ICET Admissions. Category ‘B’ Seats will be filled by the College as per the guidelines of Andhra Pradesh State Council of Higher Education.
<b>RMBA 2.0</b>	<b>AWARD OF MBA DEGREE</b>
<b>RMBA 2.1</b>	A student shall be declared eligible for the award of MBA degree, if she pursues a course of study and completes it successfully for not less than two academic years and not more than four academic years.
	A Student, who fails to fulfill all the academic requirements for the award of the degree within Four academic years from the year of her admission, shall forfeit her seat in MBA Programme.
<b>RMBA 2.2</b>	The MBA Programme offers dual specialization to the students providing HR, Marketing and Finance as specializations in the curriculum. Out of above specializations student must choose two specializations.
	Each discipline of the MBA Programme is designed to have a total of 90 credits, and the student shall have to complete the courses and earn all credits as per the requirements for award of the degree.
	The MBA Degree shall be conferred on a candidate who has satisfied the following requirement.
	A student should register herself for 90 Credits; A student has to secure all 90 credits eligible

	for the award of MBA Degree. However, it is mandatory for the students to pass all the laboratory courses.
<b>RMBA 3.0</b>	<b>MINIMUM INSTRUCTION DAYS</b>
<b>RMBA 3.1</b>	The minimum instruction days for each semester shall be 90 working days.
<b>RMBA 3.2</b>	Normally about 30 to 35 contact periods per week.
<b>RMBA 4.0</b>	<b>COURSE OF STUDY</b>
	<u>Branch Code - Branch Abbreviation</u> MB : MBA(Master of Business Administration)
<b>RMBA 5.0</b>	<b>DISTRIBUTION AND WEIGHTAGE OF MARKS</b>
<b>RMBA 5.1</b>	The performance of a student in each semester shall be evaluated subject wise with a maximum of 100 marks for both theory and lab. The project work shall be evaluated on the basis of Grades.
<b>RMBA 5.2</b>	For theory subjects the distribution shall be 40 marks for Internal Evaluation and 60 marks for the End Examinations.
<b>RMBA 5.3</b>	For theory subjects, during the semester there shall be 2 Mid exams. The weightage of internal marks for 40 consists of Descriptive – 20 marks and Presentation – 20 marks. The Descriptive examination is for 120 minutes duration and the question paper contains four questions and ALL questions need to be answered. The Presentation 20 marks is divided into PPT - 10 Marks and Documentation - 10 Marks. Every student must present a PPT and submit the Document on the topic given by the respective faculty for each Mid exam. The syllabus is framed with 5 units of theory and case study. The First Mid examination is conducted in 1 - 3 Units and Second Mid exam is conducted in 4 & 5 Units for each subject in the semester. The average of the 2 Mids will be taken for finalizing the internal marks.
<b>RMBA 5.4</b>	The end semester examination is conducted by covering the topics of all units for 60 marks. Question paper contains Eight Questions out of which, one is case study, which is compulsory and of the balance seven, a student has to answer four questions. Each question carries 12 marks.
<b>RMBA 5.5</b>	For lab courses there shall be continuous evaluation during the semester for 50 internal marks and 50 semester end examination marks. Of the 50 marks for internal, 30 marks shall be awarded as follows: Day to day work - 10 and Record - 20, and balance 20 marks are to be awarded by conducting an internal laboratory test. The end examination shall be conducted by the faculty concerned and external examiner. The TALLY Lab will have 50 Internal Marks only. The course “Interview Skills” will be under continuous evaluation during the semester for 50 internal marks. Marks will be awarded based on the classroom presentation and participation in various activities conducted as a part of the same. There shall be no external examination for these two courses.
<b>RMBA 5.6</b>	For the Mini project, the student shall collect the information on a specialized topic given by the faculty and prepare a PPT showing her understanding over the topic, and submit to the faculty member. The Mini Project marks for 50 consist of Mini project report - 25 marks & Presentation - 25 marks. There shall be no external examination for Mini project.
<b>RMBA 5.7</b>	For Main Project, each student should select a company/organization and has to complete the project on a specific topic from any of the specializations offered with the prior

	permission of her respective guide and the duration of this project would be 5 weeks. The project carries grade structure, grade will be given by the external examiner after the Viva-Voce.			
<b>RMBA 5.8</b>	Laboratory marks and the internal marks awarded by the College are final. The sample laboratory records shall be preserved in the respective departments and internal test papers shall be preserved in the college exam cell as per the University norms and shall be produced to the Committees of the University as and when they ask for.			
<b>RMBA 6.0</b>	<b>PROGRAMME STRUCTURE</b>			
	Basic Science Courses			10%
	Humanities and Social Science Courses			10%
	Professional Courses and Electives			70%
	Technical Courses			10%
<b>RMBA 7.0</b>	<b>SCHEME OF INSTRUCTION FOR 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup> AND 4<sup>th</sup> Semesters</b>			
<b>RMBA 7.1</b>	The Scheme of Instruction and syllabi of MBA programme are given, which is approved by the Academic Council & the BOS respectively.			
<b>RMBA 8.0</b>	<b>CONTACT HOURS AND CREDITS</b>			
	One hour of Lecture/Tutorial is equivalent to 1 credit and one hour of practical work/field work is equivalent to 0.5 credit.			
	<ul style="list-style-type: none"> <li>• Lectures (Theory Subjects) – 3 credits (3 contact hours per week) (Problematic Subjects) – 4 Credits (3 contact hours + 1 tutorial hour per week)</li> <li>• If Lab is having 2 credits then it is 4 lab hours per week and for labs with 1 credit it is 2 lab hours per week.</li> <li>• Mini project – 1 credit</li> <li>• Major project – 5 credits</li> </ul>			
	<b>YEAR</b>	<b>FIRST SEMESTER CREDITS</b>	<b>SECOND SEMESTER CREDITS</b>	<b>TOTAL CREDITS</b>
	<b>First Year</b>	22	22	44
	<b>Second Year</b>	23	23	46
<b>TOTAL NUMBER OF CREDITS</b>			<b>90</b>	
<b>RMBA 8.1</b>	<b>THEORY</b> Each course is prescribed with fixed number of lecture periods per week. During lecture periods, the course instructor shall deal with the concepts of the course. For certain courses, tutorial periods are prescribed in order to give exercises to the students and to closely monitor their learning ability and achievement.			
<b>RMBA 8.2</b>	<b>LABORATORY COURSES</b> A minimum prescribed number of experiments/programs have to be performed by the students, who shall complete these in all respects and get them evaluated by faculty concerned and certified by the Head of the Department concerned at the end of the semester.			
<b>RMBA 9.0</b>	<b>MEDIUM OF INSTRUCTION</b>			
	The medium of instruction and examination is English.			

<b>RMBA 10.0</b>	<b>ATTENDANCE REQUIREMENTS</b>
<b>RMBA 10.1</b>	Each semester is considered as a unit and the candidate has to put in a minimum attendance of 75% in each subject with a provision of condonation of 10% of the attendance by the Principal on the specific recommendation of the HOD, showing some reasonable cause such as medical grounds, participation in University level sports, cultural activities, seminars, workshops, paper presentation, etc.
<b>RMBA 10.2</b>	Shortage of Attendance below 65% in aggregate shall not be condoned.
<b>RMBA 10.3</b>	Students, having shortage of attendance, shall have to pay requisite fee towards condonation.
<b>RMBA 10.4</b>	Student whose shortage of attendance is not condoned in any semester are not eligible to write their end semester examination of that class.
<b>RMBA 10.5</b>	Rules for calculation of attendance for the re-admitted candidates who were detained for want of attendance/credits or who had break – in study for various reasons: a) No. of classes conducted will be counted from the day one of the semester concerned, irrespective of the date of payment of tuition fee. b) They should submit a written request to the Principal of the college, along with a challan paid towards tuition & other fee, for readmission before the commencement of class-work. c) Student should come to know about the date of commencement of classwork of the semester into which she wishes to get readmission. The information regarding date of commencement of classwork for each semester is available in the college notice boards / website.
<b>RMBA 11.0</b>	<b>CONDITIONS FOR PASS AND AWARD OF CREDITS FOR A COURSE</b>
<b>RMBA 11.1</b>	A candidate shall be declared to have passed in individual theory course if she secures a minimum of 50% aggregate marks (Internal & semester end examination marks put together), subject to minimum of 40% marks in semester end examination. For Labs 50% of the marks should be secured. As far as the Project is concerned, evaluation is done based on the criteria of grades (Excellent, Good, Satisfactory and Unsatisfactory). If any student got the grade of 'Unsatisfactory', she has to submit the project once again after 3 months of the Viva-Voce.
<b>RMBA 11.2</b>	A Student who fails to fulfill all the academic requirements for the award of the degree within Four academic years from the year of their admission shall forfeit her seat in MBA programme.
<b>RMBA 11.3</b>	The student has to pass the failed course by appearing the supplementary examination as per the requirement for the award of degree.
<b>RMBA 11.4</b>	On passing a course of a programme, the student shall earn assigned credits in that course.
<b>RMBA 12.0</b>	<b>COURSE CODE AND COURSE NUMBERING SCHEME</b>
	The subject codes will be given by the department teaching the subject. Each subject code contains 10 characters. The 10 characters for each subject shall be coded as per the following guidelines.





- While giving the subject codes the departments can follow the below steps.
- i. Collect the requirements from various departments(subjects which they have to teach for other departments).
  - ii. Prepare the list of all the subjects the departments have to teach in that semester (for their department as well as other departments based on the requirements they have collected in point i.)
  - iii. Give subject codes to all these subjects following the guidelines given.
  - iv. Communicate these subject codes to various departments (identified in point i)
  - v. Use the subject codes identified in point iii to the subjects in their course structure.

**RMBA 13.0 TRANSITORY REGULATIONS**

- RMBA 13.1**
- a) Discontinued or detained candidates are eligible for re-admission as and when next offered as per university norms.
  - b) The re-admitted candidate will be governed by the rules & regulations under which the candidate has been admitted.
  - c) In case of transferred students from other Universities/institutions, credits shall be transferred to SVECW as per academic regulations and course structure of SVECW.
  - d) The students seeking transfer to SVECW from other universities/institutions have to obtain the credits of any equivalent subjects as prescribed by SVECW. In addition, the transferred candidates have to pass the failed subjects at the earlier university/institute,

	with already obtained internal/sessional marks, to be conducted by SVECW.			
<b>RMBA 13.2</b>	A student shall be eligible for promotion to next Semester of MBA programme, if she satisfies the conditions as stipulated in Regulation R10.0.			
<b>RMBA 14.0</b>	<b>CONSOLIDATED GRADE CARD</b>			
	A consolidated grade card containing credits & grades obtained by the candidates will be issued after completion of the two year MBA Programme.			
<b>RMBA 15.0</b>	<b>METHOD OF AWARDING LETTER GRADES AND GRADE POINTS FOR A COURSE.</b>			
<b>RMBA 15.1</b>	For each course, a letter grade and grade points shall be awarded to the student based on her performance as per the grading system given below.			
	<b>Percentage of Marks Range</b>	<b>Level</b>	<b>Letter Grade</b>	<b>Grade Points</b>
	≥ 90	Excellent	O	10
	80 - 89	Very Good	S	9
	70 - 79	Good	A	8
	60 - 69	Fair	B	7
	50 - 59	Satisfactory	C	6
	< 50	Fail	F	0
	-	Absent	AB	0
<b>RMBA 15.2</b>	<b>Calculation of Semester Grade Points Average (SGPA)* for semester</b>			
	<p>The Performance of each student at the end of each semester is indicated in terms of SGPA. The SGPA is calculated as below:</p> $SGPA (S_i) = \frac{\sum(C_i \times G_i)}{\sum C_i} \quad (\text{for all courses passed in semester})$ <p>Where <math>C_i</math> is the number of credits of the <math>i^{\text{th}}</math> course and <math>G_i</math> is the grade point scored by the student in the <math>i^{\text{th}}</math> course.</p> <p>* SGPA is calculated for the candidates who passed all the courses in that semester.</p>			
<b>RMBA 15.3</b>	<b>Calculation of Cumulative Grade Points Average (CGPA) for Entire Programme</b>			
	<p>The CGPA is calculated as below:</p> $CGPA = \frac{\sum(C_i \times S_i)}{\sum C_i} \quad (\text{for entire programme})$ <p>Where <math>S_i</math> is the SGPA of the <math>i^{\text{th}}</math> semester and <math>C_i</math> is the total number of credits in that semester.</p> <p>The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.</p> <p><b>Equivalent Percentage = (CGPA – 0.75) x 10</b></p>			
<b>RMBA 16.0</b>	<b>REVALUATION</b>			
	As per the notification issued by the Controller of Examinations, the students can submit the			

	<p>applications for revaluation, along with the fee receipt for revaluation of her answer script(s) of theory course(s), if she is not satisfied with Grade obtained.</p> <p>The Controller of Examinations shall arrange for revaluation of those answer script(s). A new external examiner, other than the first examiner, shall reevaluate the answer script(s). Better marks of the two will be taken into consideration for awarding Marks.</p>										
<b>RMBA 17.0</b>	<b>SUPPLEMENTARY EXAMINATIONS</b>										
	<p>Supplementary examinations will be conducted along with regular semester end examinations.</p> <p>Semester end Supplementary Examinations shall be conducted in subjects of each semester once a year (i.e MBA - Sem I, MBA - Sem II, MBA - Sem III, MBA - Sem IV, Examinations) under the present regulation.</p> <p>Thereafter supplementary examinations will be conducted in the equivalent courses as prescribed by concerned BOS.</p>										
<b>RMBA 18.0</b>	<b>READMISSION CRITERIA</b>										
	<p>A candidate, who is detained in a semester due to lack of attendance/credits, has to obtain written permission from the Principal for readmission in the same semester after duly fulfilling all the required norms stipulated by the college in addition to paying an administrative fee of Rs.1,000/-.</p>										
<b>RMBA 19.0</b>	<b>BREAK IN STUDY</b>										
	<p>Student, who discontinues the studies for whatsoever may be the reason, can get readmission into appropriate semester of MBA programme after break-in study only with the prior permission of the Principal of the College provided such candidate shall follow the transitory regulations applicable to such batch in which she joins. An administrative fee of Rs.1000/- per each year of break in study in addition to the prescribed tuition and special fee has to be paid by the candidate to condone her break in study.</p>										
<b>RMBA 20.0</b>	<b>AWARD OF DIVISION</b>										
	<p>The award of division for the candidates who were admitted into MBA programme is as shown in the following table.</p> <table border="1"> <thead> <tr> <th><b>DIVISION</b></th> <th><b>CGPA Secured</b></th> </tr> </thead> <tbody> <tr> <td>First Class with distinction</td> <td>≥ 7.75 (Without any supplementary appearance)</td> </tr> <tr> <td>First Class</td> <td>≥ 7.75 (With any supplementary appearance) ≥6.75 to &lt;7.75 (Without any supplementary appearance)</td> </tr> <tr> <td>Second Class</td> <td>≥6.75 to &lt;7.75 (With any supplementary appearance) ≥6.0 to &lt;6.75 (Without any supplementary appearance)</td> </tr> <tr> <td>Pass Class</td> <td>≥6.0 to &lt;6.75 (With any supplementary appearance)</td> </tr> </tbody> </table>	<b>DIVISION</b>	<b>CGPA Secured</b>	First Class with distinction	≥ 7.75 (Without any supplementary appearance)	First Class	≥ 7.75 (With any supplementary appearance) ≥6.75 to <7.75 (Without any supplementary appearance)	Second Class	≥6.75 to <7.75 (With any supplementary appearance) ≥6.0 to <6.75 (Without any supplementary appearance)	Pass Class	≥6.0 to <6.75 (With any supplementary appearance)
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Second Class	≥6.75 to <7.75 (With any supplementary appearance) ≥6.0 to <6.75 (Without any supplementary appearance)										
Pass Class	≥6.0 to <6.75 (With any supplementary appearance)										
	<p>For the purpose of awarding First Class with Distinction, the student must get CGPA within 2 years without any supplementary appearance.</p> <p>Detained and break in study candidates are not eligible for the award of First Class with Distinction.</p> <p>For the purpose of awarding First, Second and Pass Class, CGPA obtained in the examinations appeared within the maximum period allowed for the completion of Programme shall be considered.</p>										

<b>RMBA 21.0</b>	<b>MALPRACTICES</b>
	The Principal shall refer the cases of malpractices in internal assessment tests and Semester End Examinations to a Malpractice Enquiry Committee, constituted by him for the purpose. The Principal will take necessary action against the erring students based on the recommendations of the committee.
<b>RMBA 22.0</b>	The physically challenged candidates who have availed additional examination time and a scribe during their Degree/ICET examinations will be given similar concessions on production of relevant proof/documents.
<b>RMBA 23.0</b>	The students who are suffering from contagious diseases are not allowed to appear either internal or semester end examinations.
<b>RMBA 24.0</b>	The students who participate in coaching/tournaments held at State/National/ International levels through University / Indian Olympic Association during semester end examination period will be promoted to subsequent semesters till the entire course is completed as per the guidelines of University Grants Commission Letter No.F.1-5/88 (SPE/PES), dated 18-08-1994.
<b>RMBA 25.0</b>	<b>Withholding of Results</b> If the student is involved in indiscipline/malpractices/court cases, the result of the student will be withheld.
<b>RMBA 26.0</b>	The Principal shall deal with any academic problem, which is not covered under these rules and regulations, in consultation with the Heads of the Departments in an appropriate manner and subsequently such actions shall be placed before the academic council for ratification. Any emergency modification of regulation, approved in the Heads of the Departments meetings, shall be reported to the academic council for ratification.
<b>RMBA 27.0</b>	The Academic Council from time to time may revise/amend/change the regulations, schemes of examination and/or syllabi.

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## MALPRACTICES GUIDELINES

### Disciplinary Action for Improper Conduct in Examinations

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

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

		handed over to police and a police case will be registered against them.
10.	Comes in a drunken/intoxicated condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year.
11.	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester/year examinations.
12.	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the Principal for further action to award suitable punishment.	

**Malpractices identified by squad or special invigilators**

Punishments to the candidates as per the above guidelines.

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# Ragging

## Prohibition of ragging in educational institutions Act 26 of 1997

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### Salient Features

- Ragging within or outside any educational institution is prohibited.
  - Ragging means doing an act which causes or is likely to cause Insult or Annoyance of Fear or Apprehension or Threat or Intimidation or outrage of modesty or Injury to a student.
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	Imprisonment upto		Fine Upto
Teasing, Embarrassing and Humiliation	 6 Months	+	Rs. 1,000/-
Assaulting or Using Criminal force or Criminal intimidation	 1 Year	+	Rs. 2,000/-
Wrongfully restraining or confining or causing	 2 Years	+	Rs. 5,000/-
Causing grievous hurt, kidnapping or Abducts or rape or committing unnatural offence	 5 Years	+	Rs. 10,000/-
Causing death or abetting suicide	 10 Years	+	Rs. 50,000/-

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**Shri Vishnu Engineering College for Women:: Bhimavaram  
(Autonomous)  
Department of Management Studies**

**Course Structure (MBA) With Effect from 2022-23**

**MBA :: First Semester**

<b>S.No.</b>	<b>Sub. Code</b>	<b>Subject Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>I</b>	<b>E</b>	<b>T</b>
1	PGMB1T0122	Management Theory and Organizational Behavior	3	0	-	3	40	60	100
2	PGMB1T0222	Managerial Economics	3	0	-	3	40	60	100
3	PGMB1T0322	Accounting for Managers	3	1	-	4	40	60	100
4	PGBS1T0422	Business Communication & Soft skills	3	0	-	3	40	60	100
5	PGMB1T0522	Business Environment	3	0	-	3	40	60	100
6	PGBS1T0622	Quantitative Analysis for Business Decisions	3	1	-	4	40	60	100
7	PGCS1P1722	Computer Applications Lab	-	-	4	2	50	50	100
<b>Total</b>			<b>18</b>	<b>2</b>	<b>4</b>	<b>22</b>	<b>290</b>	<b>410</b>	<b>700</b>

**MBA:: Second Semester**

<b>S.No.</b>	<b>Sub. Code</b>	<b>Subject Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>I</b>	<b>E</b>	<b>T</b>
1	PGMB2T0122	Financial Management	3	1	-	4	40	60	100
2	PGMB2T0222	Human Resource Management	3	0	-	3	40	60	100
3	PGMB2T0322	Marketing Management	3	0	-	3	40	60	100
4	PGMB2T0422	Operation Management	3	0	-	3	40	60	100
5	PGBS2T0522	Research Methods and Business Analytics	3	1	-	4	40	60	100
6	PGMB2T0622	Corporate Legal Frame Work	3	0	-	3	40	60	100
7	PGMB2J0722	Mini Project	-	-	2	1	50	-	50
8	PGMB2P0822	TALLY Lab	-	-	2	1	50	-	50
<b>Total</b>			<b>18</b>	<b>2</b>	<b>4</b>	<b>22</b>	<b>340</b>	<b>360</b>	<b>700</b>

**Shri Vishnu Engineering College for Women:: Bhimavaram  
(Autonomous)  
Department of Management Studies**

**MBA :: Third Semester**

<b>S.No.</b>	<b>Sub. Code</b>	<b>Subject Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>I</b>	<b>E</b>	<b>T</b>
1	PGMB3T0122	Strategic Management	3	0	-	3	40	60	100
2	PGMB3T0222	Corporate Ethics & Governance	3	0	-	3	40	60	100
3	PGMB3T0322	Cost and Management Accounting	3	1	-	4	40	60	100
4	PGMB3T0422	Elective I (HRM)	3	0	-	3	40	60	100
5	PGMB3T0522	Elective II (HRM)	3	0	-	3	40	60	100
6	PGMB3T0622	Elective I (MKT)	3	0	-	3	40	60	100
7	PGMB3T0722	Elective II (MKT)	3	0	-	3	40	60	100
8	PGMB3T0822	Elective I (FIN)	3	0	-	3	40	60	100
9	PGMB3T0922	Elective II (FIN)	3	0	-	3	40	60	100
10	PGMB3P1022	Interview Skills	-	-	2	1	50	-	50
<b>Total</b>			<b>21</b>	<b>1</b>	<b>2</b>	<b>23</b>	<b>330</b>	<b>420</b>	<b>750</b>

**MBA :: Fourth Semester**

<b>S.No.</b>	<b>Sub. Code</b>	<b>Subject Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>I</b>	<b>E</b>	<b>T</b>
1	PGMB4T0122	Logistics and Supply Chain Management	3	0	-	3	40	60	100
2	PGMB4T0222	Innovation and Small Business Management	3	0	-	3	40	60	100
3	PGMB4T0322	Elective III (HRM)	3	0	-	3	40	60	100
4	PGMB4T0422	Elective IV (HRM)	3	0	-	3	40	60	100
5	PGMB4T0522	Elective III (MKT)	3	0	-	3	40	60	100
6	PGMB4T0622	Elective IV (MKT)	3	0	-	3	40	60	100
7	PGMB4T0722	Elective III (FIN)	3	0	-	3	40	60	100
8	PGMB4T0822	Elective IV (FIN)	3	0	-	3	40	60	100
9	PGMB4J0922	Project Work	-	-	-	5	-	-	-
<b>Total</b>			<b>18</b>	<b>0</b>		<b>23</b>	<b>240</b>	<b>360</b>	<b>600</b>

<b>Year &amp; Semester</b>	<b>Credits</b>	<b>Internal Marks</b>	<b>External Marks</b>	<b>Total Marks</b>
I YEAR - I SEMESTER	22	290	410	700
I YEAR - II SEMESTER	22	340	360	700
II YEAR – I SEMESTER	23	330	420	750
II YEAR – II SEMESTER	23	240	360	600
<b>Total</b>	<b>90</b>	<b>1200</b>	<b>1550</b>	<b>2750</b>

### **Electives for III SEMESTER**

Elective-I HRM : Management of Industrial Relations and Labour Legislations

Elective-II HRM : Learning & Development

Elective -I Marketing: Advertising and Brand Management

Elective -II Marketing: Consumer Behavior& Marketing Research

Elective -I Finance : Security Analysis and Portfolio Management

Elective -II Finance: Financial Markets and Services

### **Electives for IV SEMESTER**

Elective-III HRM : Performance Management

Elective-IV HRM : Global Human Resource Management

Elective -III Marketing: Innovations In Marketing

Elective -IV Marketing: Services Marketing

Elective - III Finance: International Financial Management

Elective -IV Finance: Strategic Financial management

## **Management Theory Organizational Behavior**

**Subject Code: PGMB1T0122**

**L T P C**

**I Year/ I Semester**

**3 0 0 3**

**Prerequisites:** Students should have prior knowledge of basic Management Concepts and Organizational Concepts

### **Course Objective**

The objectives of this course are:

1. To introduce the fundamentals concepts of Management.
2. To familiarize with concepts of management functions.
3. To familiarize with fundamental concepts of Organizational Behavior.

### **SYLLABUS**

#### **UNIT-I**

**[ 11 Hrs]**

##### **Nature of Management**

Evolution of Management Thought-Scope and Significance of Management - Principles of Management – Functions of Management - Responsibilities and skills of Professional Manager- Significance of Values and Ethics in Management-Difference between Management and Administration.

#### **UNIT-II**

**[11 Hrs]**

##### **Planning & Organizing**

Planning: Concept, Meaning and Definition, Process, Benefits and Limitations- Decision making: Concept, process & techniques- Delegation and Decentralization: Concept and Definition, Importance– Line and Staff Organization —Span of Control.

#### **UNIT-III**

**[ 11 Hrs]**

##### **Motivation & Leadership**

Motivation: Concept and Definition, Types, Importance –Theories of Motivation – Motivators: Financial and Non-financial- Leadership: Concept and Definition, Importance, Styles of Leadership, Theories of Leadership- Leader vs. Manager.

#### **UNIT-IV**

**[ 11 Hrs]**

##### **Control & Organizational Behavior**

Controlling: Concept, Definition, Basic control process, Requirement of Effective control, Control Techniques. Organizational Behavior: Definition - Importance - Historical Background - Fundamental concepts of OB - New challenges for OB Manager

**UNIT-V**

[ 11 Hrs]

**Organizational Culture**

Meaning and Nature of Organization Culture - Origin of Organization Culture, Functions of Organization Culture, Types of Culture, Creating and Maintaining Organization Culture, Managing Cultural Diversity, Creating Ethical Organizational Culture & Climate

**Note**

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

**Course Outcomes:** Upon completion of the course, students will be able to:

<b>COs</b>	<b>Description</b>	<b>Bloom's Level</b>
CO 1	Relate basic concepts of Management	II-Understanding
CO 2	Deducting Concepts relating to Planning and Organizing	IV- Analysing
CO 3	Interpreting Motivational and Leadership aspects	II-Understanding
CO 4	Appraising the key aspects of Communication and Control	IV- Analysing
CO 5	Exemplifying the basic key aspects of Organizations with emphasis on culture	II-Understanding

**Text Books**

**T1:** Heinz Wehrich & Harold Koontz, Essentials of Management, Tata-McGraw Hill,ND

**T2:** Stephen P.Robbins, Sanghamitra Bhattacharyya, David A. Decenzo, Madhushree Nanda Agarwal,Fundamentals of Management Essential Concepts and Application, 6 Edition, Pearson, 2011.

**T3:** L M Prasad, Principles & Practice of Management, Sultan Publications.

**T4:** Peter F Drucker, The Practice of Management, McGraw Hill

**Reference Books:**

**R1:** Robbins.P, Essential of Organizational Behaviour, 10 Ed, PHI, 2010.

**R2:** Fred Luthans, Organizational Behaviour, 11Ed, TMH, 2006.

**R3:** K.Aswathappa, Organizational Behaviour, 5Ed, Himalaya Publishers, 2001.

**R4:** Sridharan Bhat ,Management and Behavioural Process, Text and Cases, Himalaya Publishers

## Managerial Economics

**Subject Code : PGMB1T02 22**

**L T P C**

**I Year/ I Semester**

**3 0 0 3**

**Prerequisites:** Students have the Knowledge on Economics Concepts

### **Course Objective**

The objectives of this course are:

1. Introduce the economic concepts
2. Familiarize with the students the importance of economic approaches in managerial decision making.
3. Understand the applications of economic theories in business decisions

### **SYLLABUS**

#### **UNIT-I**

**[11 Hrs]**

**Introduction to Managerial Economics :** Managerial Economics – Nature, scope, Principles of managerial economics – opportunity cost principle, incremental principle, principle of time perspective, discounting principle, equi-marginal principle - Differences between managerial economics and micro economics - Importance and application of managerial economics concepts in business decision making.

#### **UNIT-II**

**[11 Hrs]**

**Demand and Supply Analysis** Demand – Meaning, Determinants, and Demand function. Law of Demand. Elasticity of demand- types and significance. Measurement of price Elasticity of Demand – Need for Demand forecasting, forecasting techniques. Supply Analysis – Supply function, Law of Supply, Elasticity of Supply.

#### **UNIT-III**

**[11 Hrs]**

**Production and Cost Concepts:** Production function, Laws of Production - Short run production function - Iso-quants - Iso- cost line - producer's equilibrium, expansion path. Long run production function- Law of returns to scale. Cost - Cost concepts and classifications, Cost output relation - short run cost output relationship, long run cost output relationship, Learning curve. Economies of scale, dis-economies of scale and economies of scope.

#### **UNIT-IV**

**[11 Hrs]**

**Market Structure:** Features and Types of different Markets, Price- Output determination in - Perfect competition, Monopoly& Monopolistic competition both in the long run and short run. Pricing methods in practice.

#### **UNIT-V**

**[11 Hrs]**

**Macroeconomics:** Macroeconomics - Macroeconomic indicators-GDP growth rate, consumer price index, interest rate, - National Income-Concepts of national income (GDP, GNP, NDP, and NNP) -business cycles -phases of

business cycles and measures to control business cycles.

**Note**

Relevant Case Studies have to be discussed in each unit and in examination case study is compulsory from any unit

**Course Outcomes:** Upon completion of the course, students will be able to:

<b>COs</b>	<b>Description</b>	<b>Bloom's Level</b>
CO 1	Discuss the nature and scope of business economics concepts suitable to business problems	I-Remembering
CO 2	Identify the differences between demand and supply conditions to balance the market forces through price mechanism and government interference	I-Remembering
CO 3	Decide on suitable production quantities-based cost conditions to achieve economies of scale in long run business activities.	II-Understanding
CO 4	Assess the price and output decisions under various market structures in any form of business	IV-Evaluating
CO 5	Evaluate the causes and effects of macroeconomic issues which effects business management decisions	IV-Evaluating

**TEXT BOOKS:**

**T1.** YogeshMaheswari, Managerial Economics, Phi Learning, Newdelhi, 2005  
GuptaG.S

**T2.** Managerial Economics, Tata Mcgraw-Hill, New Delhi Moyer & Harris

**REFERENCES:**

**R1.** Managerial Economics, Cengage Learning, Newdelhi, 2005 Geetika,  
Ghosh&Choudhury

**R2.** ManagerialEconomics,TataMcgrawhill,Newdelhi,2011

## **Accounting for Managers**

**Subject Code: PGMB1T0322**  
**I Year/ I Semester**

**L T P C**  
**3 1 0 4**

### **Course Objective:**

The objectives of this course are: Understand the concepts of Accounting and Inventory

### **SYLLABUS**

#### **UNIT-I** **[12 Hrs]**

##### **Introduction to Accounting**

Accounting: Meaning, Importance, Objectives and Principles- Accounting Concepts and conventions- and The Generally Accepted Accounting Principles (GAAP) - Accounting Standards issued by Institute of Chartered Accountants of India.

#### **UNIT-II** **[12 Hrs]**

##### **The Accounting Process**

Overview - Books of Original Record - Journal and Subsidiary books – Ledger- Trial Balance - Final Accounts with adjustments.

#### **UNIT-III** **[12 Hrs]**

##### **Valuation of Fixed assets & Inventory**

Tangible vs. Intangible assets, depreciation of fixed assets and methods of depreciation. Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill.

#### **UNIT-IV** **[12 Hrs]**

##### **Issue of Shares and Debentures:**

Entries for Issue of shares, forfeiture - Issue of shares at Discount and premium. Alteration of share capital and reduction of share capital, Issue and Redemption of Debentures

#### **UNIT-V** **[12 Hrs]**

**Introduction to Merger and Acquisition:** Meaning of mergers and acquisitions (M & A), motives behind the M & A, advantages and disadvantages of M & A, types of mergers and steps for a successful merger, Merger process right from planning the merger till implementation.

### **Note**

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



**Course Outcomes: Upon** completion of the course, students will be able to:

<b>COs</b>	<b>Description</b>	<b>Bloom's Level</b>
CO 1	Describe the importance of GAAP in practical scenario	Remembering
CO 2	Outline the overview of Ledger, Trail balance	Understanding
CO 3	Describe the process of Mergers and acquisition	Remembering
CO 4	Outline the Concept of Issuance of shares	Understanding
CO 5	Explain the concept of Tangible assets and Intangible assets	Analyzing

**Text Books:**

1. Vijaya Kumar.P, Ravindra P.S., Kiran Kumar V: “Accounting for Managers”, Himalaya Publishing House, New Delhi, 2013
2. Ramachandran N, RamKumar Kakani: Financial Accounting for Management”, McGraw Hill – 2013
- 3 Maheashwari and Maheshwari, “Financial Accounting”, Vikas publishing House, New Delhi,2013
- 4 Paresh Shah: “Financial accounting for management”, Oxford University press, New Delhi, 2013.

## Business Communication and Soft skills

**Subject Code: PGBS1T0422**

**L T P C**

**I Year/ I Semester**

**3 0 0 3**

**Prerequisites:** Students should have prior knowledge of

- Communication & the benefits of its applications in business.

### Course Objective

The objectives of this course are:

- To provide insights into the fundamentals of business communication.
- To Discuss the importance of staying connected with colleagues, other professionals, and customers in the digital age
- To Identify ways to make information more accessible to your audience
- To Discuss the usefulness of visual aids and identify common presentation tools
- Identify social media platforms that are typically less frequently used by businesses

### SYLLABUS

#### UNIT-I

**[11 Hrs]**

**Introduction:** Meaning and Objectives of Communication – The Process of Human Communication – Written Communication - Oral Communication - Visual Communication, Audio Visual Communication, communication through social media, Cross Cultural Communication – problems and challenges.

#### UNIT-II

**[11 Hrs]**

**Business Correspondence:** Characteristics of Written Communication; 7 Cs of written communication Advantages and Disadvantages of Written Communication; Business Letter Writing; Report writing; Long & Short Business Reports and Business Proposals.

#### UNIT-III

**[11 Hrs]**

**Non-Verbal Communication :** Characteristics of Non-Verbal Communication, Components of Non-Verbal Communication; Body Language; Effective use of Body Language; Main Factors of Para Language; Listening, Barriers to & Facilitators in Communication.

**UNIT-IV** **[11 Hrs]**  
**Interactive Communication:** Techniques of presentation – types of presentation – effective oral presentations – Team presentations – online presentations-video Conferencing–Power Point Presentations. Business etiquette. Conducting Business Meetings. Negotiating for Business: Strategy & Tactics.

**UNIT-V** **[11 Hrs]**  
**Careers and Resumes:** Introduction, Career Building, Understanding yourself, setting a career goal, job search / looking at various options, preparing your resume, resume formats, traditional, electronic and video resumes, job interview techniques, online recruitment process.

**Note**  
 Relevant Case Studies have to be discussed in each unit and in examination case study is compulsory from any unit.

**Course Outcomes:** Upon completion of the course, students will be able to:

<b>COs</b>	<b>Description</b>	<b>Bloom's Level</b>
CO 1	List out & memorize the fundamentals of communication	I - Remembering
CO 2	Apply key principles of public speaking	III- Applying
CO 3	Create formal reports and proposals	VI- Creating
CO 4	Understanding the role of communication in the organizational and Global Context	II - Understanding
CO 5	Gain exposure and training of technical writing, responsibilities of a communicator	III-Applying
CO 6	Analyzing one's own communication style in different contexts and mediums	IV - Analyzing
CO 7	Understanding the theoretical models of communication and development in communication research	II- Understanding

**Text Books:**

1. Meenakshi Raman and Prakash Singh, Business Communication, Oxford, 2012.
2. Meenakshi Raman and Sangeetha Sharma, Technical Communication, Oxford
3. Rajendra Pal, J S KorlahaHi: Essentials of Business Communication: Sultan Chand & Sons, New Delhi, 2013
4. Business English Dictionary, Pearson, 2013.

## **Business Environment**

**Subject Code: PGMB1T0522**

**L T P C**

**I Year/ I Semester**

**3 0 0 3**

**Prerequisites:** Students should have prior knowledge of

- Indian economy, banking, Government policies, legislations, e.t.c.

### **Course Objective**

The objectives of this course are:

- To identify the primary functional areas within a business and describe their contribution to the organization.
- To identify the forces those drive supply and demand within an economic system.
- To evaluate common strategies used to reach global markets.
- To explain the purpose and characteristics of intellectual property law.
- To Explain the role of banks in the Indian monetary system

### **UNIT-I**

**[12 Hrs]**

**Introduction to Business Environment:** Business Environment: Components and Significance – External and Internal Factors Influencing Business Environment. Environmental Scanning: importance, process of scanning - Industrial Policy and Regulatory Structure - Emerging trends in Indian business environment.

### **UNIT-II**

**[11 Hrs]**

**Structure of Indian economy:** Nature and significance of Economic Policies: Fiscal Policy- Latest Union Budget - NITI Aayog - Role of Government. Monetary Policy. Balance of Payments causes for disequilibrium in balance of payments – correction measures.

### **UNIT-III**

**[11 Hrs]**

**Capital Markets:** Planned and Mixed Economy: Economic Systems Role of SEBI, RBI in Indian economy. Competition Act 2002. Foreign exchange market, Foreign Exchange Management Act. Foreign direct investment - trends - issues – consequences –Global Financial crisis (GFC): Causes and Impact on Indian economy.

### **UNIT-IV**

**[12 Hrs]**

**International Trade Theory:** Nature – Magnitude and direction of international trade – problems – bilateral and multilateral trade agreements. International business environment: International Institutes: Overview of WTO, IMF, World Bank, and their importance for India. Disputes settlement mechanism – dumping and antidumping measures.

**UNIT-V****[11 Hrs]**

**Legal Framework:** Debt restructuring mechanism – CDR – Insolvency & bankruptcy code. Industrial sickness in India - special features of the SICA (special provisions) 1985, Environmental Protection Act 1986 and the Essential Commodities Act 1955.

**Note**

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

**Course Outcomes:** Upon completion of the course, students will be able to:

<b>COs</b>	<b>Description</b>	<b>Bloom's Level</b>
CO 1	Identify opportunities & get the first mover advantage	II - Understanding
CO 2	Formulate policies & Assist the companies in planning	IV - Creating
CO 3	Describe the culture & customs of all nations	II - Understanding
CO 4	Help a firm locate resources and convert them into goods and services	II - Understanding
CO 5	Examine the environmental influences on different industries	IV - Analyze
CO 6	Judge the strategies of competitors	V - Evaluating

**TEXT BOOKS:**

T1: Essentials of Business Environment - K.Aswhappa, Himalaya publishing house (11<sup>th</sup> Edition)

T2: Business Environment - Francis cherunilam. Himalaya publishing house (11<sup>th</sup> Edition)

T3: Datt and Sundaram : Indian Economy-66<sup>th</sup> revised edition, Chand Publications

**Suggested Readings:**

1.K.V.Sivayya& VBM Das: Indian Industrial Economy, Sultan & Chand Publishers, Delhi.

2. Justin, Paul., 2016. Business Environment: Text and cases. Tata McGraw Hill.

## Quantitative Analysis for Business Decisions

**Subject Code: PGBS1T0622**

**L T P C**

**I Year/ I Semester**

**3 1 0 4**

### **Prerequisites:**

- Student have some knowledge on basic mathematics

### **Course Objective**

- To make the students familiar with the statistical and mathematical techniques and their applications in business decision making.
- Students would be able to acquire an understanding of tools and techniques apply in real life situations.

### **SYLLABUS**

#### **UNIT-I**

**[12 Hrs]**

**Probability and correlation:** Introduction to Probability, Conditional probability, Baye's theorem on Probability, Simple Correlation, limitations of correlation, Karl Pearson's coefficient of correlation, Rank correlation

#### **UNIT-II**

**[12 Hrs]**

**Linear Programming:** Formation of mathematical modeling-Production allocation method, Diet problem, Product Mix Problem. Graphical method, Simplex Method.

#### **Unit III**

**[12 Hrs]**

**Transportation and Assignment Models:** Definition and application of the transportation model, Methods of obtaining Initial Basic Feasible Solution, Optimal Solution of the transportation problem (without degeneracy).

Assignment Model: Assignment model introduction, Hungarian method of assignment, Traveling Salesman Problem.

#### **UNIT-IV**

**[12 Hrs]**

**Decision making and Game theory:** Steps involved in Decision Making, different environments in which decisions are made, Criteria for Decision Making, Decision making under uncertainty, Decision making under conditions of Risk.

Game theory: Introduction, Two Person Zero-Sum Games with Pure and mixed Strategies, Rules of Dominance, Graphical methods of Games.

**UNIT-V****[12 Hrs]****Network Scheduling by CPM/PERT:**

Introduction, Basic concepts, Time estimates in networks, Identifying Critical Path (CPM), Program Evaluation and Review Technique (PERT)- project crashing

**Note**

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

**Course Outcomes:** Upon completion of the course, students will be able to:

<b>COs</b>	<b>Description</b>	<b>Bloom's Level</b>
CO 1	Understand the basic concepts of probability and Correlation.	L2
CO 2	Formulate the problem in a Linear programming model and obtain the optimal solution by simplex method	L3
CO3	Obtain the optimal solution for Transportation and Assignment problems by using appropriate techniques	L3
CO4	Apply the various decision making techniques in different business environments and understand the Pure and Mixed strategies	L3
CO 5	Construct the Network and Find the critical path of network models PERT and CPM	L3

**TEXT BOOKS:**

1. "Operations Research", Premkumar Gupta and D.S. Hira, S. Chand & Company Ltd.
2. 'Operations Research': Kanti Swaroop P. C Gupta, Man Mohan sultan chand & sons, New Delhi, by

**Reference Books:**

1. "Operation Research and Quantitative Techniques", D P Apte:  
Excel  
Publication, New Delhi, 2013
2. "Operations Research: Theory and Applications", J. K. Sharma,  
Macmillian  
India Ltd-New Delhi

## **Computer Applications Lab**

**Subject Code: PGCS1P1722**  
**I Year / I Semester**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>

**Prerequisites:** Student should have the familiarity with operating computers.

**Course Objective:** The course is designed to introduce the necessary skills to handle day-to-day managerial responsibilities like effective presentation, financial reporting, Trend analysis, Statement of changes in working capital and Business letters.

### **1. Introduction to various Software tools essential for future MBA Needs**

MS Office tools(Word, PPT, Excel)- SQL- Slack- Trello- Basecamp- Wunderlist- Acquire- G-Suite- FreshBooks- ZipBooks- InVision

### **2. Data Analysis and Report Writing(MS Word)**

2.1 Different types of communication like letters, memos, reports, fax, email, presentations and multimedia, choosing the means of communication, stages in communication cycle, Barriers to effective communication, communication systems.

2.2 Application letter, curriculum vitae, interview, references, offer of employment, job description, letter of acceptance, letter of resignation, writing routine and persuasive letters

2.3 Memoranda, meetings - agenda and minutes, Writing memos, circulars, notices and emails. Positive and negative messages such as Letter of Appreciation, Letter of Congratulations, Warning Letter, Show Case Notice. Writing Follow up letters and reminders

### **3. Effective Presentation (MS PPT)**

3.1 PowerPoint basics, Start PowerPoint, Work in the PowerPoint user interface, Create and manage presentations, Open and navigate presentations , Display different views of presentations, Change the display of content, Display and edit presentation properties, Save and close presentations, Compatibility with earlier versions, Create and manage slides , Add and remove slides, Insert new slides ,



Copy and import slides and content, Hide and delete slides, Divide presentations into sections, Rearrange slides and sections, Apply themes, Change slide backgrounds.

3.2. Editing and Managing Text: Insert and manage slide text, Enter and edit text, Insert nonstandard characters, Add supplementary text to slides, Insert equations, Add a slide footer, Move, copy, and delete text, Format text placeholders, Format characters and paragraphs, Apply WordArt text effects, Configure AutoCorrect options, Check spelling and choose the best wording, Find and replace text and fonts.

3.3 Tables, Shapes and Charts: Present text in tables, Insert tables, Format tables, Modify table structure, Embed and link to Excel content, Insert and manage visual elements, Insert and manage simple graphics, Insert, move, resize, edit and format pictures, Draw and modify shapes, Draw and add text to shapes, Locate additional formatting commands, Move and modify shapes, Format shapes, Connect shapes, Capture and insert screen clippings, Create a photo album. Create and manage business graphics, Create diagrams, Sidebar: Picture diagrams Modify diagrams, Format diagrams, Create charts, Modify charts, Manage chart data, Modify the display of chart elements, Pie charts, Format charts, and Custom chart templates.

3.4. Animation: Add sound and movement to slides Animate text and pictures on slides, Customize animation effects , Bookmark points of interest in media clips, Add audio content to slides, Add video content to slides, Compress media to decrease file size, Hyperlink to additional resources, Add and manage slide transitions.

#### **4. Financial Reporting and Trend analysis (MS Excel)**

4.1 Introduction to Spreadsheets - Understanding Microsoft Excel, Excel Workbook Windows, Basic Spreadsheet Skills, Excel Help System, Opening and Closing Workbooks, Understanding Workbook File Formats, Creating New Workbooks, Selecting Cells, Auto Sum and Auto Fill Function, Cell Referencing and Request, Formatting Cells, Formatting Numbers, Placing Cell Alignment,

Cell, Rows and Columns, Understanding Worksheets, Editing, Copying and Moving Cells, Page Layouts in Excel, Proofing Workbooks, Basic Options, Ribbons and Toolbar.

4.2 Defining Names in Excel, Sorting Data, Using Excel Tables, Filtering Data in Excel, Understand Charts, Chart Design Options and Tools, Chart Format Tools, Combo Charts, Functions within Excel, Understanding Date Function, Information Functions, Logical Functions, Find and Replace, Headers and Footers, Adding Comments, Conditional Formatting.

4.3 Using Text to Columns, The Paste Special Function, Data Validation, Subtotals and Grouping, Consolidating Data, Scenario Analysis, Data Tables in Scenario Analysis, What-if Analysis, Mats and Trig Functions, Text Functions in Excel, Using Lookup Functions, Vlookups, HLookups, Match, Using Statistical Functions, Database Functions, Financial Functions, Formula Auditing and Error Tracing, Hyperlinks in Excel, Linking Data, Understanding Pivot Tables, Using Pivot Charts, Workbook Properties, Protecting and Sharing Worksheets, Data Encrypting and Finalising Workbooks, Understanding Macros, Custom Number Formats in Excel, Using Custom Lists, Working with Templates, Tracking Changes in Excel, Merging and Compare Excel Workbooks.

4.4 Using Pivot tables – Slicers -Report Filters for basic analytics, Contact Management and Marketing With Excel, Managing Customers, Vendors And Employees, Gaining Product And Service Insights, Sales reports using Excel, Supervising Sales With Excel, Preparing Invoices, Assessing Account Aging, Analyzing Demographics, Creating Scheduling And Marketing Calendars, Creating Standard Excel Templates for routine business data management and analysis activities.

## **5. SQL**

Introduction to SQL- Creating, Altering and Dropping of Tables and Inserting Rows into a Table (Use Constraints While Creating Tables), Examples using Select command- Queries using Aggregate Functions (COUNT, SUM, AVG, MAX and MIN), GROUP BY, HAVING, Creation and Dropping of Views.

## 6. Data Analytic Tool

Introduction to Business Analytics, R environment, Downloading and Installing R, Using command line in R, Help, File operations in R -Reading from and Writing to a file, Writing your first code in R, Importing data from spreadsheets & text files.

WORKING WITH INTERNET :Getting acquainted with Internet connection, Browser, Website URL, Webpage, http, WWW, Net browsing , Creating E-Mail Id, sending and receiving E-mail Chatting.

### Lab Outcomes:

**Upon completion of course, the students will be able to:**

LO's	Description	Bloom's Level
LO 1:	Understand the importance of technology.	II-Understanding
LO 2:	Using templates, Tables, Table of contents, referencing, headers, footers and page numbers, compile a professional report.	III-Apply
LO 3:	Using templates, tables, images, hyperlinks, animation, templates, headers, footers and slide numbers, etc develop a professional PowerPoint presentation	III-Apply
LO 4:	Demonstrate insights from multiple data sources in MS EXCEL and work with it to answer relevant business questions	III-Apply
LO 5:	Demonstrate SQL Queries to manipulate the data in the database.	III-Apply
LO 6:	Demonstrate a thought process to think like a data scientist/business analyst.	III-Apply

### Text Books:

1. Microsoft Word 2016 Step by Step, Joan Preppernau.

2. Microsoft PowerPoint 2016 Step by Step, Joan Lambert.
3. Excel 2016 Bible, John Walkenbach, John Wiley & Sons. Raghurama Krishnan, Johannes Gehrke.
4. Database Management Systems, 3rd Edition, TATA McGraw hill.
5. R for Business Analytics, A Ohri.

**Reference Books:**

1. Microsoft Word 2016 Introduction Quick Reference Guide - Windows Version (Cheat Sheet of Instructions, Tips and Shortcuts, Lamina.
2. Microsoft PowerPoint 2016 Made Easy: A Step-by-Step Guide for PC Users, Dr. Harold Lloyd Fisher Jr., Kymitra L. Fisher (Editor).
3. Microsoft Excel 2016 Step by Step, Curtis Frye.
4. C.J.Date, Introduction to Database Systems, 8th Edition, Pearson Education.
5. Statistical data analysis explained: applied environmental statistics with R, Clemens Reimann. Chichester: John Wiley and Sons.

## Financial Management

**Subject Code: PGMB2T0122**  
**I Year/ II Semester**

**L T P C**  
**3 1 0 4**

**Prerequisites:** Students should have prior knowledge of basic Finance aspects

### **Course Objective:**

The objectives of this course are: Understand the Concepts of Finance which are held in the organization

## **SYLLABUS**

### **UNIT-I**

**[12 Hrs]**

#### **The Finance function**

Nature & Scope and Evolution of finance function – The new role in the contemporary scenario - Goals of finance function – Firm's mission and objectives, Profit vs. Wealth vs. Welfare. The agency relationship and costs –. Major decision of financial manager. Risk- Return trade off.

### **UNIT-II**

**[12 Hrs]**

#### **Financing Decision**

Sources of finance - a brief survey of financial instruments. Concept and financial effects of leverage. The capital structure decision in practice: EBIT – EPS analysis. Cost of Capital: The concept – Average vs. Marginal Cost of Capital. Measurement of Cost of Capital – Component Costs and weighted Average Cost.

### **UNIT-III**

**[12 Hrs]**

#### **(a). The Investment Decision**

Investment decision process- Concept of time value of money. Techniques of time value of money. Developing Cash Flow Data. Using Evaluation Techniques-Traditional and DCF methods. The NPV vs. IRR Debate. Capital budgeting decision under conditions of risk and uncertainty: Measurement of Risk – Risk adjusted Discount Rate

#### **(b) Dividend Decision**

Major forms of dividends- Cash and Bonus shares. The theoretical backdrop- Dividends and valuation: Major theories centered on the works of Gordon Walter and Linter – Dividend policies of Indian Corporate.

### **UNIT-IV**

**[12 Hrs]**

**Financial Analysis:** The scope and purpose of financial analysis; financial statement analysis. Ratio analysis – liquidity, activity, structural, coverage and profitability ratios; predictive power of ratio analysis; Inflation and financial analysis; applications of financial analysis; Related AS.

**Funds flow analysis:** concepts of funds; ascertaining funds from operations; Sources of funds: Uses of funds; Preparation and analysis of funds flow statement and cash flow statement. Related AS.

**UNIT-V**

**[12 Hrs]**

**Working Capital Management**

Concepts and characteristics of working capital. Factors determining the working capital. Estimating working capital requirements. Working capital policy. Management of current assets – Cash, Receivables and Inventory.

**Note**

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

**Course Outcomes:** Upon completion of the course, students will be able to:

<b>COs</b>	<b>Description</b>	<b>Bloom's Level</b>
CO 1	Describe the basic concepts related to Financial Management, Various techniques of Financial Statement Analysis, Working Capital, Capital Structure, Leverages and Capital Budgeting	Remembering
CO 2	Perform all the required calculations through relevant numerical problems.	Applying
CO 3	Analyze the situation and <ul style="list-style-type: none"> <li>• comment on financial position of the firm</li> <li>• estimate working capital required</li> <li>• decide ideal capital structure</li> <li>• evaluate various project proposals</li> </ul>	Analyzing
CO 4	Evaluate impact of business decisions on Financial Statements, Working Capital, Capital Structure	Evaluating

**Text Books:**

1. Shashi K.Gupta: “Financial Services”, Kalyani Publishers, New Delhi, 2012.
2. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi,
3. I.M. Pandey: “Financial Management”, Vikas Publishers, New Delhi, 2013.
4. Brigham,E.F: “Financial Management Theory and Practice”, Cengage Learning, New Delhi, 2013

## Human Resource Management

**Subject Code: PGMB2T0222**

**L T P C**

**I Year / II Semester**

**3 0 0 3**

**Prerequisites:** Students should have prior knowledge of employee and organization behaviour concepts.

**Course Objectives:** To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and compliance with human resource requirements.

### **Syllabus:**

#### **UNIT-I**

**[11Hrs]**

#### **INTRODUCTION TO HUMAN RESOURCE MANAGEMENT**

Importance of HRM in an organizational context –Characteristics – Evolution of human resource management– Operational area of HRM – Role and Qualities of human resource manager – Challenges and Changing roles of human resource managers - trends in Human resource policies.

#### **UNIT-II**

**[11Hrs]**

#### **HUMAN RESOURCE PLANNING**

Human Resource Planning: Concept of HR planning – Characteristics – Steps in HR planning – Job analysis – Succession Planning – Auditing of HR resources, Dealing with surplus and deficit human resource – Attrition management - Outsourcing.

#### **UNIT-III**

**[11Hrs]**

#### **RECRUITMENT AND SELECTION**

Definition – objectives – Factors affecting recruitment – internal and external source of recruitment – selection process – curriculum vitae – psychological testing – kinds of employment interview – medical screening – appointment order.

#### **TRAINING AND DEVELOPMENT**

Talent acquisition – distinction between learning/training and development – assessing training needs – steps in training – on the job training and off the job training – evaluation of training effectiveness.

#### **UNIT-IV**

**[11Hrs]**

#### **EMPLOYEE ENGAGEMENT**

Compensation plan – Reward – Motivation –Maslow's Need Hierarchy& Herzberg's two factor theory– Career management – Mentoring - Development of mentor – Protégé relationships- Job Satisfaction, Employee Engagement.

**UNIT-V****[11Hrs]****PERFORMANCE EVALUATION AND CONTROL**

Performance Appraisal: objectives of appraisals – steps in appraisal, traditional and nontraditional methods of performance appraisal. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.

**Note**

Relevant Case Studies must be discussed in each unit and in examination case study is compulsory from any unit.

**Course Outcomes:**

Upon completion of this course, the students will be able to:

<b>COs</b>	<b>Description</b>	<b>Bloom's Level</b>
CO 1	Summarize on the various aspects of HRM	II - Understanding
CO 2	Develop the skills needed for the successful HR manager & Human resource professional	VI- Creating
CO 3	Design the process of Recruitment and Selection Techniques	VI- Creating
CO 4	Analyze the issues involved in employee engagement and career development	IV – Analyze
CO 5	Distinguish the various types of performance appraisal techniques and recognize its implications with job changes	IV – Analyze

**TEXT BOOKS:**

1. Subba Rao P: “**Personnel and Human Resource Management-Text and Cases**”, Himalaya Publications, Mumbai, 2013.
2. Gary Dessler and Biju Varkkey, Human Resource Management, 14th Edition, Pearson Education Limited, 2015.

**REFERENCE BOOKS:**

1. K Aswathappa: “**Human Resource and Personnel Management**”, Tata McGraw Hill, New Delhi, 2013
2. David A. Decenzo, Stephen.P.Robbins, and Susan L. Verhulst, Human Resource Management, Wiley, International Student Edition, 11th Edition, 2014.



## Marketing Management

**Subject Code: PGMB2T0322**

**L T P C**

**I Year/ II Semester**

**3 0 0 3**

**Prerequisites:** Students should have prior knowledge of basic elements of marketing.

### **Course Objectives:**

The objective of this course is to introduce basic concepts and process of Marketing Management with a focused approach on emerging changes in Marketing Management.

### **SYLLABUS**

#### **UNIT-I**

**[11 Hrs]**

**Nature and Scope of Marketing:** Core Marketing Concepts; Approaches to Marketing- holistic marketing ; Societal – Relational; Concept of Marketing Myopia; Marketing Mix; Market Segmentation and Targeting. Analyzing buyer behavior; Adapting marketing to new liberalized economy - Digitalization & Customization.

#### **UNIT-II**

**[11 Hrs]**

**Product and Pricing Decisions:** Product - concept and classification; Major product decisions; New product development; Packaging and labeling; Branding decisions; Product life cycle – concept and appropriate strategies to be adopted at different life cycle stages. Pricing- Objectives, Factors affecting price of a product, Pricing policies and strategies. Initiating and Responding to Process Changes.

#### **UNIT-III**

**[12 Hrs]**

**Distribution Decisions:** Channels of distribution - Concept of positioning – Value Proposition & USP – concept and importance; Role of Channel intermediaries. Channel Functions and Flows. Channel Levels. Channel Design Decisions. Channel dynamics - VMS, HMS, MMS. Retailing, Wholesaling and Market Logistics.

**UNIT-IV****[11 Hrs]**

**Marketing Communications:** Role of promotion in marketing; Determining promotion mix; Advertising , sales promotion, Personal selling, Public relations & Direct marketing. Emerging Trends in Marketing: Networking Marketing-Event Marketing -Viral Marketing-Ambush Marketing - Guerilla Marketing-Green Marketing.

**UNIT-V****[11 Hrs]**

**Issues and Developments in Marketing:** Services Marketing -Concept, Types and Characteristics. Elements of Services Marketing Mix. Non-Business Marketing – Rural Marketing - Telemarketing - Customer Relationship Marketing. Marketing Control & marketing Audit.

**Note**

Relevant Case Studies must be discussed in each unit and in examination case study is compulsory from any unit.

**Course Outcomes:** Upon completion of the course, students will be able to:

<b>COs</b>	<b>Description</b>	<b>Bloom's Level</b>
CO 1	Develop an understanding of various marketing philosophies	II-Understanding
CO 2	Analyzing the marketing mix and marketing environment	IV- Analyzing
CO 3	Develop an understanding of decisions concerning 4 P's	II-Understanding
CO 4	Discuss real life cases on the nature and scope of marketing	IV-Analyze
CO 5	Debate on contemporary issues in marketing	I-Remembering

**Text Books:**

1. Kotler,Keller,Koshy & Jha, Marketing Management, Pearson, New Delhi
2. William J Stanton, Fundamentals of Marketing, McGraw-Hill, New Delhi.
3. Arun Kumar and Meenakshi, Marketing Management, Vikas, New Delhi
4. Pride and Ferrell, Marketing Management: Planning,Implementation & Control, Cengage, ND
5. Rajan Sexena, Marketing Management: Text cases in Indian Context.
6. Keith Blois - Oxford Textbook of Marketing Oxford University Press.
7. Zinkota & Kotabe : Marketing Management , Prentice Hall of India.
8. Joel R.Evans & Barry Berman : Marketing, Wiley India, New Delhi.

## Operations Management

**Subject Code: PGMB2T0422**

**L T P C**

**I Year/ II Semester**

**3 0 0 3**

**Prerequisites:** Students should have prior knowledge of

- Indian economy, banking, Government policies, legislations, e.t.c.

### Course Objective

The objectives of this course are:

1. To groom the students into responsible managers in coordinating various assets for optimal production and operations.
2. To develop a holistic understanding of business, this includes operations.
3. To broaden the students' understanding towards the contribution of operations management to an organization.
4. Motivating M.B.A graduates towards creating new opportunities for companies & customers

### UNIT-I

**[12 Hrs]**

**Introduction:** Operations Management – Nature, Importance, historical development, transformation processes, differences between services and goods –Role of production manager. Operations Strategy- Product Design – Ergonomic Considerations in Design- Computer Integrated Manufacturing – CAD&CAM

### UNIT-II

**[12 Hrs]**

**Production Planning and Control:** PPC in Mass, Batch, and Job Order manufacturing. Scheduling – Johnson's algorithm – extension. Sequencing of Operations – Gantt charts. Materials requirement planning. Maintenance management & Industrial Safety. Plant Location & Layout Planning- Factors influencing location - types of layouts.

### UNIT-III

**[12 Hrs]**

**Productivity:** Concept of productivity - factors affecting productivity & its measurement Productivity improvement techniques - Just-in-time, Zero defects, TPM. Work Design: Method Study and Work Measurement - Work Sampling- Symbols, Charts, Job Design.

### UNIT-IV

**[11 Hrs]**

**Capacity & Inventory Management:** Defining and Measuring Capacity, Capacity requirements and alternatives, MRP, Make or Buy decisions. Purchase functions and Procedure - Stores Management. Safety stock - Inventory Control Techniques - EOQ- Types of Inventory. Obsolete surplus & scrap management.

**UNIT-V****[11 Hrs]**

**Quality Management:** Dimensions of quality- Service Quality, Juran's quality trilogy, Deming's 14 principles, Quality Assurance and Quality Circles. Quality improvement and cost reduction, ISO 9000 & 14001 series, Overview of Lean & Six Sigma, Total quality management.

**Note**

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

**Course Outcomes:** Upon completion of the course, students will be able to:

<b>COs</b>	<b>Description</b>	<b>Bloom's Level</b>
CO 1	Gaining Knowledge of basic concept Research Methodology fundamentals of business statistics	II- Understanding
CO2	Gaining Knowledge fo Preparation and Presentation of Research Report.	II- Understanding
CO 3	Understand the various Surveys and different measurement scales.	II- Understanding
CO 4	Apply Hypothesis Testing concepts and able to apply inferential statistics- t, F, Z Test and Chi Square Test	III-Applying
CO 5	Apply the Regression Analysis on business decisions	III-Applying
CO 6	Perform practical application by taking managerial decision and evaluating the Concept of Business Analytics	III-Applying

**Text Books:**

T1 : K.Aswathappa, K. ShridharaBhat "**Production & Operation Management**", Himalaya Publishing House, New Delhi, 2012

T2 :PannerSelvem: "**Production and Operation Management**", Prentice Hall of India, New Delhi, 2018.

T3 : Operations management of Icfai Center for Management Research.

**Reference Books:**

1. Buffa E.S., Modern Production & Operations Management

## Research Methods and Business Analytics

**Subject Code: PGBS2T0522**  
**I Year/ II Semester**

**L T P C**  
**3 1 0 4**

**Prerequisites:** Students should have prior knowledge of Basic concepts of Mathematics and Probability distributions

### Course Objective

- The objective of this course is to learn about Research process and Methodology, various techniques for sampling design, data collection, coding methods, measurement techniques, Analysis & report writing.
- Understand the Hypothesis Testing concepts and use inferential statistics- t, F, Z Test and Chi Square Test and Regression Models

### SYLLABUS

#### UNIT-I

[12 Hrs]

**Research methodology:** Introduction, Purpose of Research, types of Research: Basic Research, Applied Research, Qualitative research, Quantitative Research. Basic Vs Applied Research, Qualitative vs Quantitative Research. Exploratory research, descriptive research, explanatory research and experimental research, Research Methods Vs Research Methodology –Research Process Criteria of good Research

#### UNIT-II

[12 Hrs]

**Data Base and Analysis:** Primary and secondary data, tools and techniques of collecting data. Methods of collecting data. Sampling procedures, Determination of sample size. Editing – Coding – Classification of Data – Tables and Graphic Presentation, Report writing.

#### UNIT-III

[10 Hrs]

**Measurement Scales:** Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale -Guttman Scale – Likert Scale – Schematic Differential Scale.

#### UNIT-IV

[12 Hrs]

**Data Analytics:** Introduction to Data Analytics, Exploratory Data Analytics (EDA)

Inferential Statistics: Procedure for testing of hypothesis, tests of significance for large and small samples, procedure of Chi Square test for Independence of Attributes. F-Test, One Way and Two-Way (ANOVA) classification procedure and simple problems.

**UNIT-V****[10 Hrs]****Regression Models:** Method of Least Squares, Curve fitting-Straight line, Parabola, Power Curves, Regression, Linear Regression equations**Note**

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

**Course Outcomes:** Upon completion of the course, students will be able to:

<b>COs</b>	<b>Description</b>	<b>Bloom's Level</b>
CO 1	Gaining Knowledge of basic concepts of Research Methodology	II - Understanding
CO2	Gaining Knowledge for Preparation, Presentation of Research Report	II - Understanding
CO 3	Understanding and applying various measurement scales.	III-Applying
CO 4	Apply Hypothesis Testing concepts and able to apply inferential statistics- t, F, Z Test and Chi Square Test	III-Applying
CO 5	Apply the Regression Analysis on real time problems	III-Applying

**Text Books:**

1. C.R. Kothari, Gaurav Garg: "Research Methodology: Methods and Techniques, New Age International (P) Limited, Publishers.
2. R. Panneerselvam, "Research Methodology", PHI, New Delhi

**Reference:**

1. Sachdeva: "Business Research Methods", Himalaya Publishing House, Mumbai, 2011
2. S.C. Gupta: "Fundamentals of Statistics", Himalaya Publishing House, Mumbai.
3. Navdeep and Guptha : "Statistical Techniques & Research Methodology", Kalyani Publishers
4. Willam G.Zikmund, Adhkari: "Business Research Methods", Cengage Learning, New Delhi, 2013.

## Corporate Legal Frame Work

**Subject Code: PGMB2T0622**

**L T P C**

**I Year/ II Semester**

**3 0 0 3**

**Prerequisites:** Student should have some knowledge in Legal Related aspects

### **Course Objective:**

The objectives of this course are:

1. Providing knowledge on the various concepts like Indian contracts and their classifications
2. Understanding the legal framework of Sales and performance of contract,
3. Knowledge on Grievances redressal form in Consumer protection act,
4. Various New acts like IPR, Bankruptcy act relating to business world came into existence in the present day

## **SYLLABUS**

### **UNIT-I**

**[11 Hrs]**

#### **THE INDIAN CONTRACTS ACT, 1872**

Significance of Indian contract Act - Meaning of a Contract - Contract and Agreements - Essential Elements of a Valid Contract - Offer and Acceptance - Free Consent - Capacity of Parties to a Contract - Lawful Consideration - Types of Agreements - Types of Contracts - Breach of a Contract - Remedies - Discharge of a Contract - Quasi Contract

### **UNIT-II**

**[11 Hrs]**

#### **THE SALE OF GOODS ACT, 1930.**

Significance of Indian Sale of Goods Act 1930 - Sale and Agreement to a Sale - Contract of Sale - Goods - Ascertained and Identified Goods - Conditions and Warranties - Caveat Emptor Exemptions - Unpaid Seller - Rights and Remedies - Auction Sales - Transfer and Conditions to Transfer of Goods-Creation of Agency - Types of Agents - Rights and Duties of Principal - Agents - Rights of Third Parties against Agents - Termination of Agency - Partnership Act 1932-Meaning - Scope of Partnership - Registration of a Partnership - Kinds of Partners - Rights - Duties of Partners - Dissolution of Partnership.

### **UNIT-III**

**[11 Hrs]**

#### **CONSUMER PROTECTION ACT 1986, 2019**

Consumer Protection Act 2019 - Consumer-Commercial Consumer - Basic Rights of Consumers - Consumer Redressal Forum - Complaints - Procedure of Complaints - Penalties - Latest Amendments

**UNIT-IV**  
**INFORMATION TECHNOLOGY ACT, 2000**

**[11 Hrs]**

Information Technology Act-2000 - Objectives and Salient Features of Act - Applicability of the Act - Offenses under the Act - Latest Amendments to Act

**UNIT-V**  
**INDIAN COMPANIES ACT, 1956 & 2013**

**[11 Hrs]**

Company Law: Definition and kinds of companies - Formation and advantages of Incorporation of a Company - Memorandum of Association - Articles of Association - Prospectus - Types of Prospectus - Annual General Meeting - Statutory Meeting - Dissolution of a Company - Winding up of a Company.

**Note**

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

**Course Outcomes:** Upon completion of the course, students will be able to:

<b>COs</b>	<b>Description</b>	<b>Bloom's Level</b>
CO 1	Demonstrate an understanding of the Legal Environment of Business.	II-Understanding
CO 2	Apply basic legal knowledge to business transactions.	II-Understanding
CO 3	Relating the usage of standard business and legal terminology.	III-Application
CO 4	Understanding the importance of Law in the corporate world	II-Understanding
CO 5	Demonstrate the company formation skills and setting up of partnership	VI-Create

**Text Books:**

1. N.D.Kapoor , Business Law, Sultan Chand Publications
2. Ravindra Kumar: "**Legal Aspects of Business**", Cengage Learning, New Delhi, 2011
3. S.N.Maheshwari, S.K.Maheshwari: "**A Manual of Business Laws**", Himalaya Publishing House, 2013.
4. P.K.Padhi: "**Legal Aspects of Business**", PHI Learning's, New Delhi, 2013



## **TALLY LAB**

**Subject Code: PGMB2P0822**  
**I Year/ II Semester**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>

**Prerequisites:** Student should have some basic knowledge in accounting related aspects

### **Course Objective:**

The objectives of this course are:

1. To enable the students to gain a basic knowledge in Accounting Tally Software and its allied subjects.
2. To enable the students to acquire necessary competencies by imparting knowledge of various concepts, methods and approaches to analyze complex business issues.
3. To improve their competitive position through practical methods and update the changes in the subject areas.

## **SYLLABUS**

### **UNIT-I**

**[3 Hrs]**

#### **Basics of Accounting**

Types of Accounts, Golden Rules of Accounting, Accounting Principles, Concepts and Conventions, Double Entry System of Book Keeping, Mode of Accounting, Financial Statements, Transactions, Recording Transactions

### **UNIT-II**

**[3Hrs]**

#### **Fundamentals of Tally ERP9**

Getting Functional with Tally ERP9- Tally Features and advantages, introduction of previous Versions, Creation / Setting up of Company in Tally ERP9

### **UNIT-III**

**[5 Hrs]**

#### **Accounting Masters in Tally ERP9**

F11: Features, F12:Configurations, Setting up Account Heads

**UNIT-IV**  
**Voucher Entry in Tally ERP 9**

**[20 Hrs]**

Accounting Vouchers, Inventory Vouchers, Invoicing

**UNIT-V**  
**Introduction to GST.**

**[15 Hrs]**

Tax rate Structure, Registration under GST, Invoicing, GST Returns, Forms filing, Payment of different Taxes, Input credit mechanism, GST adjustments, E-Way Bills, GST Composite

**Course Outcomes:** Upon completion of the course, students will be able to:

<b>COs</b>	<b>Description</b>	<b>Bloom's Level</b>
LO 1	Understand the internal & external factors which effects the business environment	II-Understanding
LO 2	develop computer skills of recording financial transactions, preparation of accounts and reports	VI-Create
LO 3	To set up the accounting heads and learn different features and configurations	VI-Create
LO 4	To apply the knowledge of quantitative tools & techniques in the interpretation of data for managerial decision – making.	III-Application
LO 5	Have knowledge on the concepts and practice of managements accounting and generate required reports for managerial decision making	II-Understanding

**Text Books:**

1. Tally Education Pvt. Ltd, GST Using Tally.ERP 9, Sahaj Enterprises, 2019
2. Sajee Kurian (Author), Learning Tally ERP 9 with GST,

# Strategic Management

**Subject Code: PGMB3T0122**  
**II Year/ I Semester**

**L T P C**  
**3 0 0 3**

**Prerequisites:** Students should have prior knowledge of

- Business environment & its influence on business, functional areas & trends in the business world.

## Course Objectives

The objectives of this course are:

- To develop analytical skills for the formulation and implementation of market driven strategies.
- To assist students in recognizing, embracing, and managing change by focusing on higher-level strategic issues and decision making to deliver superior value to customers in global market and competitive situations.

## SYLLABUS

### UNIT-I

**[11 Hrs]**

**Introduction-** Strategic Management - definition, need, dimensions, process. Developing a strategic vision, Mission & Objectives. Evaluating the company's strategic environment, SWOT Analysis, PESTEL Analysis, Competitive Analysis: Porter's Five Force Model, Value chain analysis, Core competencies, Capability building and Management

### UNIT-II

**[12 Hrs]**

**Strategy Formulation** - Formulation of strategy at different levels. Generic competitive strategies – integration strategies – outsourcing strategies – offensive and defensive strategies – strategic alliances and collaborative partnerships – merger and acquisition – diversifications –Creating and Sustaining Competitive advantages - synergy.

### UNIT-III

**[12 Hrs]**

**Portfolio analysis** – Tailoring strategies to fit specific industry & company situations –Tools for strategic Analysis and Choice – BCG matrix, GE - Nine-celled matrix, Hofer's product market evolution & Shell Directional policy Matrix. Qualitative factors in strategic choice, Mckinsey's 7'S framework. Social and Ethical responsibilities of Business Organizations.

### UNIT-IV

**[11 Hrs]**

**Strategy implementation-** Strategy & structure, strategy & leadership, strategy & culture. Behavioral & functional implementation. Strategies for competing in the globalized markets & internet economy. Organizational values & their impact on strategies – Important role of strategies in resource allocation.

**UNIT-V****[11 Hrs]**

**Strategy Evaluation and control** – Strategy Evaluation - Checking the Suitability, Acceptability and Feasibility of strategies - Establishing strategic controls - Measuring performance –qualitative and quantitative measures to evaluate performance –Strategic control and operational Control - Strategic surveillance -strategic audit.

**Note**

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

**Course Outcomes:** Upon completion of the course, students will be able to:

<b>COs</b>	<b>Description</b>	<b>Bloom's Level</b>
CO 1	Understand how organizations can try to achieve sustainable competitive advantage	I - Understanding
CO 2	Be able to analyze the broad macro and industry specific external environment	III - Applying
CO 3	Define the best solutions for the real life problems of an organization.	III - Applying
CO 4	Comprehend the distinction between different kinds of generic strategies.	IV - Analyzing
CO 5	Understand the concept of strategy formulation in various organizational contexts& Apply strategy principles to understand the benefits and costs of diversification	II - Understanding III - Applying
CO 6	Gain the ability to analyze the internal resource and capability environment of the organization	VI - Creating

**References**

**T1** : P.Subba Rao: “Business Policy and Strategic Management” Text and Cases, Himalaya Publishing House, New Delhi, 2011

**T2** : Strategic Management and Business Policy by Azhar Kazmi, Tata McGRAW Hill publications.

**Suggested Readings :**

1. Lawrence R.Jauch., Glueck William F. - *Business Policy and Strategic Management* ,The McGraw Hill, 1988.
2. Prahalad, C.K., & Krishnan, M.S (2008). *The new age of innovation: Driving co created value through global networks*. New York: McGraw Hill.

## Corporate Ethics and Governance

**Subject Code: PGMB3T0222**

**II Year/ I Semester**

**L T P C**

**3 0 0 3**

**Prerequisites:** Student should have some knowledge in Business Related aspects

### Course Objective

1. To understand the Business Ethics and to provide best practices of business ethics.
2. To imbibe the ethical issues in corporate governance and to adhere to the ethical codes.

### SYLLABUS

#### UNIT-I

**[11 Hrs]**

**Introduction:** Definition & nature Business ethics, Characteristics, Ethical theories; Causes of unethical behavior; Ethical abuses; Work ethics; Code of conduct; Public good. Indian Ethical Traditions.

#### UNIT-II

**[11Hrs]**

**Ethical Issues in functional Areas of Business and Environmental Ethics:**

Ethics in advertising finance, Efficiency in Financial markets, HR Ethics, Worker's Rights and Duties, Workplace Safety, Environmental Ethics: Ideas of Environmental or Ecological Ethics, Holistic Environmental Ethics, Ethical Guidelines for Sustainable Development, Environmental Governance, Role of NGOs.

#### UNIT-III

**[12 Hrs]**

**Corporate Governance:** Definition, Need, Scope, Participants, Benefits and Role of Corporate Governance OECD Parameters and Principles, Issues in corporate Governance. Basic Principles of Corporate Governance, Theory and Practices of Corporate Governance, Corporate Governance Mechanisms and Overview, Landmarks in Emergence of Corporate Governance: The CII Code, Kumar Mangalam Birla Report, Naresh Chandra Committee Report, 2002.

#### UNIT-IV

**[11Hrs]**

**Corporate Governance and Stake Holders:** Stakeholders: Rights and Privileges: Rights of Shareholders, Privileges of the Shareholders, Problems and Protection: Equitable Treatment of Shareholders, Nature of Complaints by Shareholders, Corporate Governance and other Stakeholders: Internal Corporate Governance Controls, External Corporate Governance Controls.

**UNIT-V****[11Hrs]**

**Board of Directors & Responsibilities of Auditors:** Meaning of Directors, Types of Directors, Power and Liabilities of Directors, Duties of Directors: Statutory Duties, General Duties, Role of Board of Directors, Basic Concept of Auditing: Types of Auditors, Internal Audit, Cost Audit, Quality Audit Duties and Responsibilities of an Auditor: General Responsibilities and Duties, Responsibilities and the Duties of External Auditors, Audit Committee: Audit Committee as per Section 292-A of the Indian Companies Act, SEBI Guidelines in regard to Audit Committee, Audit Failure

**Note**

Relevant Case Studies have to be discussed in each unit and in examination case study is compulsory from any unit

**Course Outcomes:** Upon completion of the course, students will be able to:

<b>COs</b>	<b>Description</b>	<b>Bloom's Level</b>
CO 1	Understand the Concept of Ethics and Governance	II-Understanding
CO 2	Apply the Ethics in Organization for Decision making	III-Applying
CO 3	Classifying the Roles and duties of Stake holders	IV-Analyzing
CO 4	Analyze the duties of Directors and Auditors in the Organization	IV-Analyzing

**TEXT BOOKS:**

**T1.** A.C.Fernando: "Business Ethics and Corporate Governance", Pearson Publishers, New Delhi, 2013.

**T2.** Dr. S Singh, Corporate Governance: Global Concepts and Practices, Excel Books

**REFERENCES:**

**R1.** Geeta Rani, R K Mishra, Corporate Governance: Theory and Practice, Excel Books

**R2.** A C Fernando, Corporate Governance: Principles, Policies and Practices, Pearson

## Cost & Management Accounting

**Subject Code: PGMB3T0322**

**II Year/ I Semester**

**L T P C**

**3 1 0 4**

**Prerequisites:** Student should have some knowledge in Accounting Related aspects

### **Course Objective:**

The objectives of this course are: Understand the concepts of Cost Accounting and different aspects in accounting

## **SYLLABUS**

### **UNIT-I**

**[12 Hrs]**

**Introduction to Management accounting:** Management accounting Vs Cost accounting vs. financial accounting - Role of accounting information in planning and control - The management process and accounting.

**Cost analysis and control:** Direct and Indirect expenses - allocation and apportionment of overheads - calculation of machine hour rate and labour hour rate.

### **UNIT-II**

**[12 Hrs]**

#### **Costing for specific industries**

Unit costing, job costing, cost sheet and process costing and their variants, treatment of normal losses and abnormal losses, costing for by-products and equivalent production.

### **UNIT-III**

**[12 Hrs]**

#### **Marginal Costing & Break-even-analysis**

Introduction, Application of Marginal costing in terms of cost control- Income determinants under marginal cost. Concept of cost-volume-profit relationship- Profit Planning – make or buy decision, Selection of suitable product mix- desired level of Profits – Determination of Breakeven point, Break-even-graph and assumptions of BEP, importance, Margin of safety and angle of incidence. Application of BEP for various business problems.

### **UNIT-IV**

**[12 Hrs]**

#### **Budgetary Control**

Budget, budgetary control, steps in budgetary control, Fixed vs Flexible budgets, different types of budgets: sales budget, , cash budget, production budget, master budget, budget reports for management control. Zero based budgeting.

**UNIT-V****[12 Hrs]****Standard Costing**

Standard Cost and Standard Costing, standard costing vs. budgetary control, standard costing vs. estimated cost, standard costing and marginal costing, analysis of variance, material variance, labour variance and sales variance.

**Note**

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

**Course Outcomes:** Upon completion of the course, students will be able to:

<b>COs</b>	<b>Description</b>	<b>Bloom's Level</b>
CO 1	Outline the difference between Management accounting and financial accounting	II-Understanding
CO 2	Describe different components in Cost analysis	I-Remembering
CO 3	Illustrate the concepts of Marginal costing and Breakeven Analysis	III-Appling
CO 4	Discuss the concept of Standard Costing	I-Understanding
CO 5	Explain the importance of budgetary control	I-Understanding

**Text Books:**

1. M.N.Arora: Cost and Management Accounting, Vikas Publication, New Delhi, 2009.
2. S.P.Jain, K.L.Narang: Cost and Management Accounting, Kalyani Publications, New Delhi, 2009
3. Khan and Jain: Management Accounting, Tata McGraw-Hill Publishing Co. New. Delhi, 2010
4. Horngren, Sundem, Stratton: Introduction to Management Accounting, Pearson,Secundrabad, 2010



**Management of Industrial Relations and Labour Legislations  
(HRM Elective I)**

**Subject Code: PGMB3T0422**  
**II Year / I Semester**

**L T P C**  
**3 0 0 3**

**Prerequisites:** Basic knowledge in Human Resource Management.

**Course Objectives**

The objectives of this course are:

- 1.To explore and gain a conceptual understanding of industrial relations.
- 2.To acquire knowledge on Indian union movement & Problems of trade unions.
- 3.To have a broad understanding of the legal principles governing the employment relationship at individual and collective level.
- 4.To develop the awareness on legal aspect of Labour Legislations.

**Syllabus:**

**UNIT I**

**INDUSTRIAL RELATIONS**

**[12Hrs]**

Concept, scope- objectives- Importance - Approaches to IR- Industrial relations system in India. Trade Unions Act,1926- trade union movement in India- objective -role - functions-procedure for registration of trade unions- Rights and responsibilities- problems.

**UNIT II**

**INDUSTRIAL CONFLICTS & BARGAINING**

**[10Hrs]**

Industrials Conflict–Causes, Types, Consequences, Prevention and Settlement–Collective Bargaining–Role, Methods, Degree of Success, Problems and Issues–Productive Bargaining–Gain Sharing–Negotiation, Conciliation, Arbitration, Adjudication.

**UNIT III**

**WORKERS PARTICIPATIVE MANAGEMENT**

**[12Hrs]**

Methods and Techniques of Workers Involvement and Participation–Works Committees– Safety at work – nature and importance, safety mechanisms and Quality Management, Industrial Relations and Technological Change.

**LABOUR LEGISLATIONS-WAGES ADMINISTRATION**

Origin and growth of labour legislation in India- Principles of labour legislations- Wage Structure - legal frame work – The payment of Wages Act 1936, The

Minimum Wages Act 1948 – institutional mechanism for wage determination-  
pay revision commission.

#### **UNIT IV**

**[12Hrs]**

##### **LABOUR LEGISLATIONS-EMPLOYMENT & BENEFITS**

The Industrial Disputes Act, Payment of Bonus Act, The Industrial employment (standing orders) Act, 1946-The Equal Remuneration act, 1976- Payment of Gratuity act 1972 Provident fund and Miscellaneous provisions act, 1952- Employees' state insurance (ESI) Act, 1948- Maternity Benefit Act, 1961- Contract Labour Regulations and Abolition Act.

#### **UNIT V**

**[10Hrs]**

##### **LABOUR LEGISLATIONS-WORKING CONDITIONS**

Laws Relating to Working Conditions–Factories Act, AP Shops and Establishment Act, Apprentice Act ,AP Festival & National holidays Act.

#### **Note**

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

#### **Course Outcomes:**

Upon completion of this course, the students will be able to:

<b>COs</b>	<b>Description</b>	<b>Bloom's Level</b>
CO 1	Outline the concepts and importance of Industrial Relationship	II-Understanding
CO 2	Understand the need and procedure for registration of Trade union	III-Applying
CO 3	Know the cause for the Industrial dispute and to prevent the conflict	III-Applying
CO 4	Analyze the significance of labour welfare measure	IV-Analyze
CO 5	Understand the Labour legislation and legal provisions for factory workers, wages, Bonus, working conditions	III-Applying

#### **TEXT BOOKS:**

- 1.Mamoria C.B. and Sathish Mamoriá, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2016.
- 2.P.R.N Sinha, InduBala Sinha, Seema Priyadarshini Shekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson Education. 2017

#### **REFERENCE BOOKS:**

1. Srivastava, S.C : Industrial Relations and labour laws (Vikas).
2. Tax Mann, Labour Laws, 2018.

## **Learning and Development (HRM Elective II)**

**Subject Code: PGMB3T0522**

**L T P C**

**II Year/ I Semester**

**3 0 0 3**

**Prerequisites:** Students should have prior knowledge of basic Human Resource Management

### **Course Objective**

The objectives of this course are:

- To understand the concepts of learning & development and its recent changes.
- To familiarize the strategies in training procedure and its designing.
- To provide an insight on appropriate methods to impart training.
- To analyze the significance of costs and benefits of training program.
- To understand the process of overall learning and development.

### **SYLLABUS**

#### **UNIT-I**

**[11Hrs]**

##### **INTRODUCTION:**

Concept and key components of Learning and Development – Overview of Training and Development systems – The forces influencing working and learning – Linking Training & Development to company's strategy – Requisites of effective training.

#### **UNIT-II**

**[11Hrs]**

##### **STRATEGIC TRAINING:**

Evolution of Training – Learning as a strategic focus – Strategic Training & Development process – Organizational characteristics that influence training. Training Needs Assessment (TNA): Purpose of TNA – Training need assessment at different levels – Approaches to TNA – Training need assessment methods.

#### **UNIT-III**

**[11 Hrs]**

##### **LEARNING AND TRANSFER OF TRAINING:**

Concept of Learning – Learning Theories – Learning Process – Instructional emphasis for learning. Program Design: Considerations in designing effective training programs – Curriculum course, and lessons design – program design implications for transfer of training – using knowledge management for learning and transfer of training.

#### **UNIT-IV**

**[11Hrs]**

##### **TRAINING AND DEVELOPMENT METHODS:**

Traditional Training methods – Technology based training methods – Training Evaluation: Objectives of training evaluation – overview of the evaluation process – outcomes used in evaluation of training programs – Determining whether outcomes are appropriate – Evaluation practices.

**UNIT-V****[11 Hrs]****THE FUTURE OF TRAINING & DEVELOPMENT:**

Training for Sustainability – Increased use of new technology for training delivery– Capturing and sharing intellectual capital and social learning – Just-in-time learning and performance support.

**Note**

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

**Course Outcomes:** Upon completion of the course, students will be able to:

<b>Cos</b>	<b>Description</b>	<b>Bloom's Level</b>
CO 1	Understand the evolution of training & development and its recent changes.	II-Understanding
CO 2	Understand the strategies in training and their needs in organizational developments.	III. Applying
CO 3	Develop relevant skills necessary for application of various methods of Training.	III- Applying
CO 4	Discuss various Training evaluation methods	IV-Analyze
CO 5	Evaluate the various Development process in order to take correct business decisions.	V-Evaluate

**TEXT BOOKS:**

T1. Noe, Raymond A. and Kodwani, Amitabh Deo. Employee Training and Development,

T2. McGraw Hill Education India, 7<sup>th</sup> edition, Special Indian Edition, New Delhi, 2018.

T3. Human Resource Management by V. S. P Rao, Publisher: Excel Publishing House

**Reference Books**

R1. Human Resource management by L. M Prasad, Publisher: Sultan Chand Publishing House.

R2. Training, Needs, Analysis and Evaluation by Frances and Roland Bee, Publisher: IPD London

R3. Art of Training and Development in Management by Leslie Rae, Publisher: Crest Publication.

# Advertising and Brand Management (MRKT Elective –I)

**Subject Code: PGMB3T0622**  
**II Year/ I Semester**

**L T P C**  
**3 0 0 3**

**Prerequisites:** Should learn the concepts from Marketing Management

## Course Objective

- To familiarize the students with the role of advertising in the context of promoting products and services.
- To make the learner familiar with the management of product and brands in the context of marketing & orients the learner to carefully understand the pivotal role of a brand and the significance of product and brand related decisions.

## SYLLABUS

### UNIT-I

**[10 Hrs]**

**Introduction to Advertising:** Meaning and Importance of Advertising, Role of Advertising in Marketing Mix, Stimulation of Demand, Effects of Advertising. Determining Advertising Goals- Defining Advertising Objectives, DAGMAR Approach, Hierarchy-of-Effects Model.

### UNIT-II

**[12Hrs]**

**Advertising Programmes & Media:** Determination of Target Audience, Message Decisions-Content, Structure, Source and Format, Appeals in Advertising,. Media Planning and Budgeting- Determining Media Plan-Analyzing various Types of Media; Reach, Frequency and Impact, Factors influencing the choice of media, Methods of setting Advertising Budget.

### UNIT-III

**[10 Hrs]**

**Evaluating Advertising Effectiveness:** Need and Importance of Measuring Advertising Effectiveness, Communication and Sales Effect. Advertising Agency and its Functions, Choosing the Agency, Agency Compensation, Legal, Ethical and Social Aspects of Advertising in India

### UNIT-IV

**[12Hrs]**

**Brand & Brand Management:** Commodities Vs Brands, The role of Brands, The brand equity concept, Brand Equity Models- Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance, Building Brand Equity, Brand Identity and Brand Image.

**UNIT-V****[10Hrs]**

**Brand equity management system:** Measuring sources of brand equity and consumer mind-set, Co-branding, celebrity endorsements. Brand Hierarchy, Branding Strategy, Brand extension and brand transfer, Managing brand over time. Brand Reinforcement, Brand Revitalization, Brand Crisis, Brand Value chain, Brand Audits, Brand Tracking, Brand Valuation.

**Note**

Relevant Case Studies have to be discussed in each unit and in examination case study is compulsory from any unit

**Course Outcomes:** Upon completion of the course, students will be able to:

<b>COs</b>	<b>Description</b>	<b>Bloom's Level</b>
CO 1	Understanding the marketing communication model and role of integrated marketing communication	II-Understanding
CO 2	Understanding the role of advertising agencies	II- Understanding
CO 3	Memorize the concepts related to main decision areas in advertising- mission, money, message, media and measurement	III-Applying
CO 4	Develop an understanding of social, ethical and legal aspects governing advertising in India	IV-Analyzing
CO 5	To build an appreciation of the role of brand and branding in winning competitive battles	V-Evaluating
CO 6	To provide with skills and knowledge to develop and execute strategies in managing brand	VI-Creating

**TEXT BOOKS:**

**T1.** Advertising and Promotion, Belch, George and Belch, Michael, Tata McGraw Hill, New Delhi.

**T2.** Strategic Brand Management, Kevin Lane Keller, Pearson

**T3.** Brand Positioning Strategies for Competitive Advantage, Subrato Sen Gupta

**REFERENCES:**

**R1.** Advertising Management, Jethwaney, Jaishree and Jain, Shruti, Oxford University Press, New Delhi

**R2.** Building Brand Equity, David Aaker

# **Consumer Behaviour & Marketing Research (MRKT Elective-II)**

**Subject Code: PGMB3T0722**  
**II Year/ I Semester**

**L T P C**  
**3 0 0 3**

**Prerequisites:** Understanding concepts in Marketing Management

## **Course Objectives**

- The basic objective of this course is to develop an understanding about the role of consumers in the business activities and the applications marketing strategies in real life.
- To provide an understanding of fundamental concepts in the field of marketing research and to equip the students with research tools to conduct research and analysis for effective decision making.

## **SYLLABUS**

### **UNIT-I**

**[10 Hrs]**

**Introduction to Consumer Behavior:** The Changing Patterns of Consumer Behavior in the context of the evolving Indian Economy. Influence of technology on consumer behavior. Models of Consumer Behavior, Howard - Sheth Model, Engel, Blackwell and Miniard Models. Consumerism.

### **UNIT-II**

**[10Hrs]**

**Consumer Motivation & Personality:** Need and Motivation, Theories and Means; Consumer Attitudes and Attitude Change;; Theories on Personality, Psychoanalysis, Brand Personality. Consumer Attitude: Structural model of attitude, attitude formation & change.

### **UNIT-III**

**[10 Hrs]**

**Consumer decision making:** Problem Recognition, Information Search, evaluation of alternatives and purchase decision. Post-purchase behavior, Consumer Satisfaction, Dissatisfaction, Customer Delight, Post- Purchase Dissonance. Organizational Buyer Behavior. Emergence of CRM practice: CRM cycle, Types of CRM, Success Factors in CRM.

### **UNIT-IV**

**[12Hrs]**

**Introduction to Marketing Research:** Significance and scope of marketing research; Approaches to Marketing intelligence. Marketing Research Design. Criteria of good marketing research, problems encountered by marketing research in India.

**UNIT-V****[10Hrs]**

**Marketing Research Process:** Problem Identification and Research Design Formulation; Sources, Relevance and usage of Data; Data Collection Methods; sampling design: Sampling procedure, types of sampling, Data Analysis and Interpretation.

**Note**

Relevant Case Studies have to be discussed in each unit and in examination case study is compulsory from any unit

**Course Outcomes:** Upon completion of the course, students will be able to:

<b>COs</b>	<b>Description</b>	<b>Bloom's Level</b>
CO 1	Enumerate social and psychological factors and their influence his/her behavior as a consumer.	I-Remembering
CO 2	Explain fundamental concepts associated with consumer and organizational buying behavior.	II-Understanding
CO 3	Apply consumer behavior concepts to real world strategic marketing management decision making.	III-Applying
CO 4	Develop an understanding of different types of research design and their applicability	IV-Analyzing
CO 5	Understanding the nature and scope of marketing research	V-Evaluating

**TEXT BOOKS:**

**T1.** Consumer Behavior, David L. Loudon & Albert J. Della Bitta, Tata McGraw Hill, 4th Edition.

**T2.** Consumer Behavior, Batra, Kazmi, Excel Books

**T3.** Zikmund, W. G., &Babin, B. J. (2016). Exploring Marketing Research(11thed.), USA: Cengage South-Western.

**T4.** Aaker, A. D. (2014). Marketing Research(10thed.).New Delhi: Wiley.

**REFERENCES:**

**R1.** Consumer Behavior, Leon Schiffman, Leslie Kanuk, S.Ramesh Kumar, Pearson, 10th Edition

**R2.** Consumer Behavior - An Indian perspective, Dr. S.L Gupta, Sumitra Pal, Sultan Chand and Sons

**R3.**Marketing Research by G.C.Beri



## **Security Analysis and Portfolio Management (Finance Elective-I)**

**Subject Code: PGMB3T0822**  
**II Year/ I Semester**

**L T P C**  
**3 0 0 3**

**Prerequisites:** Students should have prior basic knowledge of Financial Management and Accounting.

### **Course Objective**

The objective of this course is:

- To expose the students to the various concepts of Investments and the Construction of different portfolios.

### **SYLLABUS**

#### **UNIT-I**

##### **INVESTMENTS: AN OVERVIEW**

**[10 Hrs]**

Investment :Definition, Concept-Financial Investment vs. Real Investment-Objectives of Investment-Factors affecting Investment-Speculation-Risk Return Trade off-Investment Environment-Investment Decision process-Impact of Taxes on Investment-Impact of Inflation on Investment.

#### **UNIT-II**

##### **PORTFOLIO ANALYSIS:**

**[8 Hrs]**

Portfolio Risk & Return - Meaning, concept- Measurement of portfolio risk and returns: Mean – variance approach- Portfolio Models: Harry Markowitz's Portfolio theory-selection of optimal portfolio. Fundamental analysis: Economy, industry & company analysis

#### **UNIT-III**

##### **FIXED INCOME SECURITIES ANALYSIS:**

**[12 Hrs]**

Bond Fundamentals, Types of Bonds, Bond yield measurement-Current yield, and holding period return, YTM, AYT M and YTC- Analysis and Valuation -Bond valuation: Bond-price theorems, Valuation of compulsorily/optionally convertible bonds, Valuation of deep discount bonds- Bond duration (Frederick Macaulay Duration).

**UNIT-IV****[10 Hrs]****EQUITY VALUATION AND PORTFOLIO EVALUATION:**

Peculiar features of Equity Shares, valuation of Equity share: Discounted Cash Flows Models Dividend Discount Models, capital asset pricing model (CAPM), SML and CML – Uses of CAPM, Arbitrage Pricing Theory (APT).

Performance Evaluation models - Sharpe's model, Treynor's reward to volatility index, Jensen's differential index, Fama's decomposition of returns.

**UNIT-V****[10 Hrs]****FINANCIAL DERIVATIVES**

Introduction to Derivatives-Classification of Derivatives-Traders in Derivatives Market-Futures Contract terminology-comparison between forwards and futures-Stock Options-Call Option-Put Option-uses of Options-Option Pricing: The Black-Scholes Model-Binomial Model of Option pricing.

**Note**

Relevant Case Studies have to be discussed in each unit and in examination case study is compulsory from any unit

**Course Outcomes:** Upon completion of the course, students will be able to:

<b>COs</b>	<b>Description</b>	<b>Bloom's Level</b>
CO 1	Examine the concepts of Investment and different Investment Avenues	I- Remembering
CO 2	Enumerate the Impact the taxes on Investment Return	I- Remembering
CO 3	Understand the concept of Risk and Return	II-Understanding
CO 4	Analyze the Economy, Industry and company for Investment	IV- Applying
CO 5	Evaluate the worth of a share	V- Evaluating
CO 6	Understand the concept of Derivatives.	II-Understand

**Suggested Textbooks:**

1. Shashi and Rosy: "Security Analysis and Portfolio Management Investment Management", Kalyani Publishers, New Delhi 3rd EDT.
2. Prasanna Chandra, "Investment Analysis and Portfolio Management", TMH,
3. Alexander. G.J, Sharpe. W.F and Bailey. J.V, "Fundamentals of Investments"

## Financial Markets and Services (Finance Elective-II)

**Subject Code: PGMB3T0922**

**L T P C**

**II Year/ I Semester**

**3 0 0 3**

**Prerequisites:** Students should have prior basic knowledge of Financial Markets

### Course Objective

The objective of this course is:

To provide students with an understanding of the structure, organization, and working of financial markets, Services and institutions in India

### SYLLABUS

#### UNIT-I

#### **Understanding Securities Markets and Performance [8Hrs]**

Structure of Financial System, Securities: types, features and concepts, Equity and Debt Securities, Features of Equity Capital, Features of Debt Capital, Hybrid Instruments – Security Markets: Structure and Participants, Role of Securities Markets as Allocators of Capital, Role & functions of RBI & SEBI

#### UNIT-II

**[8Hrs]**

#### **Primary Markets**

Primary Market: Definition and Functions, Types of Issues, Issuers, Regulatory Framework for Primary Markets, Types of Investors, Types of Public Issue of Equity Shares, Pricing a Public Issue of Shares, Public Issue Process, Prospectus, Applying to a Public Issue, Listing of Shares, Rights Issue of Shares, Public Issue of Debt Securities, Private Placements in Equity and Debt

#### UNIT-III

**[12 Hrs]**

#### **Secondary Markets**

Role and Function of the Secondary Market, Market Structure and Participants Brokers and Client Acquisition, Trade Execution, Settlement of Trades, Market Information and Regulation, Risk Management Systems, Rights, Obligations and Grievance Redressal

#### UNIT-IV

**[10 Hrs]**

#### **Financial Services**

Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services, Commercial banks – the public and the private sectors,- Meaning, Type and Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Structure and Investment Pattern of LIC, GIC and other insurance companies, Role of IRDA, Venture Capital: Financing Pattern under Venture Capital – Legal Aspect Financing Pattern under Venture Capital

**UNIT-V****[10 Hrs]****Credit Rating and Mutual Funds**

Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE.

Mutual Funds-Meaning and Description of a Mutual Fund, Terms and Concepts Related to Mutual Funds, Working of a Mutual Fund, Regulation of Mutual Funds, Types of Mutual Fund Products, Processes for Investing in Mutual Funds

**Note**

Relevant Case Studies have to be discussed in each unit and in examination case study is compulsory from any unit

**Course Outcomes:** Upon completion of the course, students will be able to:

<b>COs</b>	<b>Description</b>	<b>Bloom's Level</b>
CO 1	Explaining the working of various Financial Markets, Institutions and their services to the growth of economic development	II-Understanding
CO 2	Illustrating the Role and Functions of SEBI	III- Applying
CO 3	Understand the Listing process for a company	II-Understanding
CO 4	Articulate the Functioning of Primary and secondary markets	III- Applying
CO 5	Explaining the Role Financial services in the Economy's Growth	II-Understanding
CO 6	Illustrating different schemes and products in Mutual Funds and Markets in India.	III- Applying

**Textbooks:**

1. Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
1. V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai
2. Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai
3. M.Y.Khan:Financial Services,TMH,2012

## Interview skills

**Subject Code: PGMB3P1022**

**L T P C**

**II Year/ I Semester**

**0 0 2 1**

### Prerequisites

1. General Awareness on Interviews and Presentations

### Workshop Objectives

1. To familiarize on the art of Public Speaking
2. To enlighten on the concepts of Interviews and Presentations

### Modules

- Personality Development Sessions
- Training Sessions on Public Speaking and Soft Skills
- Sessions on Interview Etiquette
- Sessions on Resume Preparation
- Conducting Mock Interviews and evaluating the students
- Conducting Mock Presentations on various emerging topics in the Economy and evaluating the students

### Laboratory Outcomes

Upon completion of the Workshop, students will be able to

<b>LOs</b>	<b>Description</b>	<b>Bloom's Level</b>
LO 1	Articulate the art of Public Speaking	III- Applying
LO 2	Display Resume Preparation Skills	III-Applying
LO 3	Interpret the Interview and Presentation Techniques	II- Understanding

## **Logistics & Supply Chain Management**

**Subject Code: PGMB4T0122**  
**II Year/ II Semester**

**L T P C**  
**3 0 0 3**

**Prerequisites:** Students should have prior knowledge of

- Importance of logistics in business, supply chain activities, IT modernizations in business.

### **Course Objective**

The objectives of this course are:

1. To help M.B.A graduates gain a better understanding of the flow of production and distribution.
2. To train the M.B.A students, predict and understand changes in supply and demand.
3. To provide a broader understanding about cost reduction inventory management, supply chain network.

### **UNIT-I**

**[12 Hrs]**

**Introduction:** Concepts of Supply Chain Management – Evolution – Nature and Importance – Components of Logistics Management – Competitive Advantages of Logistics – Functions of SCM – principles – Logistics Network – Integrated Logistics system.

### **UNIT-II**

**[12 Hrs]**

#### **Measuring logistics costs and performance**

Logistics costs, different models, logistics sub-system, Types of Logistics, Coordination in supply chains- Mapping the supply chain processes - Bullwhip effect. Distribution and warehousing management. Economics of distribution - Frame work for Strategic Alliances – 3 PL / 4 PL, Performance Metrics in Supply Chain.

### **UNIT-III**

**[12 Hrs]**

#### **Designing Supply Chain Network**

Building Blocks of Supply Chain Network - Benchmarking the logistics process and SCM operations — Supplier and distributor benchmarking – Role and factors influencing Distribution Network Design. Lack of coordination and its impact - Channel structure– Motivating and Evaluating Channel Members

### **UNIT-IV**

**[10 Hrs]**

#### **Sourcing & Transportation**

Sourcing decisions and transportation in supply chain – Transporting and Pricing Products: Warehouses as Integrators in Supply Chain, Distribution Network

Planning, and Modes of Transportation. IT in Supply Chain- ERP, RFID, GPS, E-Procurement. Agile Supply Chains-Reverse Supply chain.

**UNIT-V**

**[10 Hrs]**

**Managing global Logistics and global Supply Chains**

Logistics in a global economy – views of global logistics- global operating levels – The global supply chains -Global supply chain business processes –Global Strategic Positioning - Global purchasing – Channels in Global logistics – Global Logistics, Containerization, Export-Import procedures.

**Note**

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

**Course Outcomes:** Upon completion of the course, students will be able to:

<b>COs</b>	<b>Description</b>	<b>Bloom’s Level</b>
CO 1	Demonstrate a smoother & swift flow of information across the supply chain	III - Applying
CO 2	Interpret how hybrid warehouse teams of people and ‘Autonomous Mobile Robots’ complement each other	III - Applying
CO 3	Define how to use logistics when you’re making decisions	I - Remembering
CO 4	Appraise improved data analysis and communication between suppliers, producers, and sellers	V - Evaluating
CO 5	plans, implements and controls the flow and storage of goods and services in order to meet customer's requirements	III - Applying

**Text Books:**

T1 : Logistics and supply chain management by K ShridharaBhat.Himalaya Publications.

T2 : Logistics management by Reji Ismail Excel books.Text book on logistics and supply chain management by D.K.Agrawal, Macmillan Publishers. Logistics and Supply Chain Management - Cases and Concepts G.Raghuram&N.Rangaraj

**Reference Books:**

1. Donald J.Bowersox and David J.Closs: “Logistical Management” The Integrated Supply Chain Process, TMH, 2011.

2.K.ShridharaBhat: “Logistics and supply chain Management” Himalaya Publishing House 2012.

## **Innovation and Small Business Management**

**Subject Code: PGMB4T0222**  
**II Year/ II Semester**

**L T P C**  
**3 0 0 3**

**Prerequisites:** Students should have prior knowledge of basics relating to Entrepreneurship

### **Course Objective**

The objectives of this course are:

- To introduce the fundamentals concepts of Entrepreneurship and Entrepreneur.
- To familiarize with concepts of Project Planning and Entrepreneurial Creativity and Motivation.
- To enlighten on the concepts of SSI and Support offered to Entrepreneurs by various Financial Institutions

### **SYLLABUS**

#### **UNIT-I**

**[11 Hrs]**

#### **Entrepreneurship**

Importance and growth - Characteristics and Qualities of Entrepreneur-Factors affecting Entrepreneurship-Entrepreneur Vs Intrapreneur- Women Entrepreneurship: Role &Importance-New Generations of Entrepreneurship- Barriers to Entrepreneurship.

#### **UNIT-II**

**[11 Hrs]**

#### **Planning cum Evaluation of Projects and Legal Issues**

Growth of Firm – Project identification and selection -Factors inducing growth- - Project Feasibility Study - Legal issues for Entrepreneur: Intellectual property rights: Copyrights, Trademarks, Trade secrets, Patents..

#### **UNIT-III**

**[11 Hrs]**

#### **Entrepreneurial Motivation and Creativity**

Motivation-Theories of Motivation-Risk taking Behavior-Creativity and Entrepreneurship-Innovations and Inventions-Decision Making and Problem Solving.

#### **UNIT-IV**

**[11 Hrs]**

#### **Small and Micro Enterprises**

Importance, definitions --growth and growth strategies – Sickness in small business enterprises: Definition and status of Sickness of SSI's in India, causes of sickness, Symptoms and cure of sickness.-



**UNIT-V****[12 Hrs]****Institutional support to entrepreneur & Emerging Areas of Entrepreneurship**

Startup India- National Small Industries Corporation (NSIC)- The Small Industries Development Bank of India (SIDBI)- The State Small Industries Development Corporation (SSIDC)- ATAL Incubation Centers (AICs)- Blue Ocean Strategy- New generations of entrepreneurship viz. Social Entrepreneurship, Edupreneurship, Health Entrepreneurship, Tourism Entrepreneurship, Women Entrepreneurship

**Note**

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

**Course Outcomes:** Upon completion of the course, students will be able to:

<b>COs</b>	<b>Description</b>	<b>Bloom's Level</b>
CO 1	Relate basic concepts of Entrepreneurship	II-Understanding
CO 2	Appraise Concepts relating to Planning and Evaluation of Projects	IV- Analyzing
CO 3	Interpreting Motivational and Creativity aspects of Entrepreneurship	II-Understanding
CO 4	Reflecting the Concept of SSI and its nature	V- Evaluating
CO 5	Assessing the Institutional Support to Entrepreneurship	V- Evaluating
CO 6	Summarizing the various emerging areas of Entrepreneurship	II-Understanding

**Text Books**

**T1:** Arya Kumar: "Entrepreneurship", Pearson, Publishing House, New Delhi, 2012.

**T2:** VSP Rao, Kuratko: "Entrepreneurship", Cengage Learning, New Delhi,

**T3:** Manjunatha, Amit Kumar Goudar: "Management and Entrepreneurship" University Science Press, New Delhi, 2011

**Reference Books:**

**R1:** P.C. Shejwalkar: "Entrepreneurship Development", Everest Publishing House, New Delhi, 2011.

**R2:** Khanka S.S. Entrepreneurial Development, S Chand & Co., New Delhi

**R3:** Drucker, Peter Innovation and Entrepreneurship Heinemann, London

## **Global Human Resource Management (HRM Elective III)**

**Subject Code: PGMB4T0322**

**L T P C**

**II Year/ II Semester**

**3 0 0 3**

**Prerequisites:** Students should have prior knowledge of basic Human Resource Management

### **Course Objective**

The objectives of this course are:

- To introduce the concepts of Global Sourcing & Global HR Challenges.
- To develop the awareness on Global strategies & its Issues
- To familiarize with concepts of Global Planning, R& D, and International Labor relations.
- To develop relevant skills necessary for Positioning Expatriate in International Assignments.
- To understand the significance of International Compensation & performance appraisal.

### **SYLLABUS**

#### **UNIT-I**

##### **INTRODUCTION**

**[12Hrs]**

Definition – Importance of GHRM, Models of GHRM –Hofstede’s Model, Approaches to GHRM. Distinction between Domestic and GLOBAL HRM - HR Challenges at International Level, Global outsourcing – Drivers of Globalization.

#### **UNIT-II**

**[12Hrs]**

##### **GHRM STRATEGIES**

Mergers and Acquisition Motives - outbound deals, HR Interventions - GHRM in cross border Mergers and Acquisitions, Indian companies in International Alliances – GHRM & Competitive advantage- Cultural context of GHRM.

#### **UNIT-III**

##### **RECRUITMENTANDSELECTION**

**[12Hrs]**

International Managers staffing – Approaches to staffing – Role & Positioning of Expatriates – Role of Repatriates – recruitment and selection methods – Current practices.

##### **TRAINING AND DEVELOPMENT**

Expatriate training program, components, types, effectiveness measures, HCN training- Trends in international training and development – repatriation process and training.

**UNIT-IV****[12Hrs]****MULTINATIONAL PERFORMANCE MANAGEMENT**

International performance Management and other HR Processes – Challenges in Multinational Performance Management– Performance Appraisal of International Employees.

**UNIT-V****[10Hrs]****INTERNATIONAL COMPENSATION**

Components of international compensation- Approaches to international compensation – Challenges and Executive Compensation -International Labor Standards – emerging Issues.

**Note**

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

**Course Outcomes:** Upon completion of the course, students will be able to:

<b>Cos</b>	<b>Description</b>	<b>Bloom's Level</b>
CO 1	Understand the Global HRM challenges.	II-Understanding
CO 2	Summarize concepts of cross bordering deals of Mergers & Acquisition.	III-Understanding
CO 3	Analyze the various aspects of International Assignments & their problems.	IV-Analyzing
CO 4	Evaluate the performance appraisal of International Employees.	V- Evaluating
CO 5	Understanding the components of international compensation.	II-Remembering

**Text Books:**

T1.Peter Dowling: “International Human Resource Management,” Cengage Learning, 2012.

T2.Subba Rao P: “International Human Resource Management,” Himalaya Publishing House, Hyderabad, 2011

**Reference Books:**

R1. Aswathappa K, Sadhana Dash: “International Human Resource Management, TMH, New Delhi,

R2. S.C.Gupta: “International Human Resource Management Text and Cases,” MacMillan, New Delhi, 2012

## **Performance Management (HRM ELECTIVE-IV)**

**Subject Code: PGMB4T0422**  
**II Year/ II Semester**

**L T P C**  
**3 0 0 3**

### **Course Objective:**

The objectives of this course are:

1. To provide knowledge on the principles of wages administration,
2. To understand the legal framework of Wages Structure,
3. To know about various performance management
4. To understand various concepts like Balance Score card, Performance appraisal methods and counselling and monitoring

### **SYLLABUS**

#### **UNIT-I [12Hrs]**

##### **INTRODUCTION TO PERFORMANCE MANAGEMENT**

Performance Management - Definition, concept, scope. Performance Management Vs performance appraisal, Performance Management Vs Human Resource management- HR challenges- Performance Management Cycle- Performance Management System - objectives, Functions , types.

#### **UNIT-II [10Hrs]**

##### **PERFORMANCE MANAGEMENT PLANNING & TOOLS**

Performance Management Planning: Importance, process, barriers. Goal Setting -Competency mapping – Career development Performance Management Tools: Importance- Traditional and Modern Techniques- Balanced Score Card- 360 Degree Performance Appraising- Merit Rating- MBO.

#### **UNIT-III [12Hrs]**

##### **PERFORMANCE MONITORING**

Performance Monitoring – Meaning, objectives, principles, process-Principles of Performance Counselling-Performance Counselling Skills &Performance Counselling for higher job performance.

#### **UNIT-IV [12Hrs]**

##### **PERFORMANCE MANAGEMENT IMPLEMENTATION**

Bottlenecks, Strategies & Factors affecting PM implementation, Operationalizing Change through Performance Management, Building & Leading high-performance team, Organizational Culture and Performance Management.

**UNIT-V****[8Hrs]****ETHICS IN PERFORMANCE MANAGEMENT**

Principles, Ethical Issues & Dilemmas, Developing Code of Ethics, Performance Management in MNCs.

**Note**

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

**Course Outcomes:** Upon completion of the course, students will be able to:

<b>COs</b>	<b>Description</b>	<b>Bloom's Level</b>
CO 1	Understanding the principles of wages and salary administration.	II-Understanding
CO 2	Have knowledge on the legal frame work of wages legislation.	II-Understanding
CO 3	Evaluate the scope of Performance Management.	V - Evaluate
CO 4	Critically evaluate the effectiveness of performance management	V - Evaluate
CO 5	Demonstrate the team building skills required when managing High performance teams	III-Application

**Text Books:**

1. T.V.Rao: "**Performance Management Appraisal Systems**", Sage Publications, 2008
2. A.M.Sarma, N.Sambasiva Rao: "**Compensation and Performance management**", Himalaya Publishing House, Mumba

**Reference Books:**

- 1.DewakarGoel:"**Performance Appraisal and Compensation Management**", PHI Learning, New Delhi, 2012
- 2.A.S. Kholi: "**Performance Management**", Oxford University Press, New Delhi,2012

## **Innovations in Marketing (Marketing Elective-III)**

**Subject Code: PGMB4T0522**

**L T P C**

**II Year/ II Semester**

**3 0 0 3**

**Prerequisites:** Students should have prior knowledge of Marketing concepts and the technology related terms.

### **Course Objective**

The objective of this course is:

- To expose the students to various emerging trends in Marketing.
- To introduce the student to the field of retailing management

### **SYLLABUS**

**UNIT-I:** **[12 Hrs]**

**Introduction:** Meaning, importance and scope of innovation; Need for innovations in marketing; Levels and types of innovation; Key drivers of innovation, Understanding creativity as a building block to innovation; Barriers to Creative Thinking; Diffusion of Innovation Creating Organizational innovative effectiveness

**UNIT-II:** **[11 Hrs]**

**Managing Innovation:** How to manage innovation; Developing Innovative Skills: Going beyond nine dots; Art of Observation; Listening to your Depth Mind; Tolerating Ambiguity; Ideas Banking; Creating an innovative culture ; Role of a company in Building an Innovation Ecosystem

**UNIT-III:** **[11 Hrs]**

**Executing Innovation Initiatives:** Managing the innovation process Organizational Structure for Innovative Management; Strategies for innovation; Themes of innovation; Leadership and innovation; Factors influencing innovations; barriers to innovations - Strategies to overcome the barriers; Role of collaborations in innovations in marketing.

**UNIT-IV:** **[11 Hrs]**

**Trends and Innovations in marketing:** Digital marketing trends: AI algorithms, Chat bots, social messaging apps, geo-fencing, podcasts, Virtual reality & augmented reality; Marketing automation - its applications. Innovative methods in marketing - Network marketing, Neuro marketing, Integrated marketing, Relationship marketing, Event marketing.

**UNIT-V:****[11 Hrs]**

**An overview of Retailing:** Meaning, importance, challenges and opportunities in Organized and unorganized Retail formats – Emerging trends in retail formats -- Building retail store Image - Visual Merchandise Management - Factors influencing retail shopper behavior - Challenges in Retailing in India.

**Note**

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

**Course Outcomes:** Upon completion of the course, students will be able to:

<b>COs</b>	<b>Description</b>	<b>Bloom's Level</b>
CO 1	Understand a strategic perspective of the role of innovation	II-Understanding
CO 2	Know the application of major tools that are used increasingly to assist innovation management	V- Evaluating
CO 3	Analyze feasibility and viability of new product development both from a societal and a micro level perspective.	IV-Analyzing
CO 4	Understand the nature and extent of technological change and potential roles of incremental and disruptive innovation in creating and sustaining firm competitiveness	II-Understanding
CO 5	Learn about retail store operations, their design and develop marketing competencies in retailing.	II-Understanding I-Remembering

**Suggested Textbooks:**

1. David Meerman Scott, The New Rules of Marketing & PR, Wiley.
2. Philip Kotler and Fernando Trias De Bes, Lateral Marketing, Wiley
3. Stephen J. Genco and Peter Steidl, Neuromarketing, Wiley.
4. PRINCIPLES OF RETAILING, Elsevier Publishing, 2010
5. **Chetan Bajaj, Tuli & Srivastava**, RETAIL MANAGEMENT, Oxford University Press, NewDelhi.2010.

## Services Marketing (Marketing Elective-IV)

**Subject Code: PGMB4T0622**

**L T P C**

**II Year/ II Semester**

**3 0 0 3**

**Prerequisites:** Students should have prior knowledge of how services are marketed and the technology related terms.

### Course Objective

The objective of this course is:

- To acquaint the students with the unique challenges faced by service marketers and augment skills and thinking to effectively marketing of services.

### SYLLABUS

#### UNIT-I:

**[12 Hrs]**

**Introduction to Services Marketing:** Emergence of Services Economy; Nature and Definitions of Services; Differences in Goods versus Services Marketing; Classification of Services; Types of services: insurance, banking, air transportation, courier, education etc; Trends in Services Marketing

#### UNIT-II:

**[11 Hrs]**

**Understanding Consumers' Behavior for Services:** Consumer Purchase Behavior in services; Consumer Decision Making Process; Meaning and Types of Service Expectations; Services Encounters and Consumer Satisfaction; Segmenting, Targeting and Positioning of Services.

#### UNIT-III:

**[11 Hrs]**

**Services Marketing Mix:** New Service Development and Blueprint; Services Product Strategies; Approaches to Pricing Services and Pricing Strategies; Designing the Service Communication Mix; Branding of Services; Distributing Services – Context and Options; Physical Evidence of a Service.

#### UNIT-IV:

**[11 Hrs]**

**Effective Service Delivery Process:** Designing and Managing Service Processes; Employees' and Customers' Role in Service Delivery. Service marketing strategy; segmentation, targeting and positioning, competitive advantage and value chain analysis



**UNIT-V:****[11 Hrs]**

**Implementing Service Marketing:** Service Quality Measurement and Improvement of Service Quality; Consumer Complaint Behavior; Consumer Response to Effective Service Recovery; Principles of Service Recovery; service culture; CRM in Services. Contemporary Issues in Services Marketing

**Note**

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

**Course Outcomes:** Upon completion of the course, students will be able to:

<b>COs</b>	<b>Description</b>	<b>Bloom's Level</b>
CO 1	Understand the process by which value is created in service businesses	II-Understanding
CO 2	Appreciate the differences between goods and services marketing	V- Evaluating
CO 3	Learn and map the consumer response to service buying situations	IV-Analyzing
CO 4	Understand marketing issues like demand management and advertising	II-Understanding
CO 5	Get ready to apply services marketing tools on real life situations	I-Remembering

**Suggested Textbooks:**

1. Lovelock, Christopher H. : Services Marketing, Pearson Education, New Delhi
2. Zeithaml V.A. & Bitner M.J. : Services Marketing, Tata McGraw Hill, New Delhi
3. Verma H.V. : Marketing of Services, Global Business Press, New Delhi
4. K. E Clow & David L Kurtz : Services Marketing, Biztantra
5. Govind Apte : Services Marketing, Oxford Publications
6. Swartz & Iacobucci : Handbook of Services Marketing & Management, Sage Publications.
7. Hoffman & Bateson : Services Marketing, Cengage Learning, New Delhi

## **International Financial Management (Finance Elective-III)**

**Subject Code: PGMB4T0722**  
**II Year/ II Semester**

**L T P C**  
**3 0 0 3**

**Prerequisites:** Students should have prior knowledge of Global Affairs and Financial Management

### **Course Objective**

The objective of this course is:

- To expose the students to the various concepts of International Financial Management and provides an in-depth study of various issues there under.

## **SYLLABUS**

### **UNIT-I [12 Hrs]**

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

### **UNIT-II [12 Hrs]**

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

### **UNIT-III [12 Hrs]**

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

### **UNIT-IV [12 Hrs]**

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

### **UNIT-V [12 Hrs]**

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

**Note**

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

**Course Outcomes:** Upon completion of the course, students will be able to:

<b>COs</b>	<b>Description</b>	<b>Bloom's Level</b>
CO 1	Explain fundamental concepts associated with International monetary and Financial system	II-Understanding
CO 2	Examine the trends of Foreign Exchange	IV-Analyzing
CO 3	Understand about the international Markets	II-Understanding
CO 4	Analyze the trading trends of ADRs and GDRs	IV-Analyzing
CO 5	Understanding the steps involved in Consolidated Financial Reporting	II-Understanding

**Textbooks:**

1. S.P. Srinivasan, B. Janakiram, International Financial Management, Wiley India, New Delhi.
2. V. Sharan, International Financial Management, 3rd Edition, Prentice Hall of India.
3. A.K. Seth, International Financial Management, Galgotia Publishing Company.
4. P.G. Apte, International Financial Management, Tata McGraw Hill, 3rd Edition.
5. Bhalla, V.K., International Financial Management, 2nd Edition, New Delhi, Anmol,.
6. V.A. Avadhani, International Financial Management, Himalaya Publishing House.
7. Bhalla, V.K. Managing International Investment and Finance, New Delhi Anmol,.

## Strategic Financial Management (Finance Elective-IV)

**Subject Code: PGMB4T0822**

**L T P C**

**II Year/ II Semester**

**3 0 0 3**

**Prerequisites:** Students should have prior knowledge of Financial Management and Accounting

### Course Objective

The objectives of this course are:

- To introduce the fundamentals associated with corporate finance.
- To familiarize with concepts of Hire Purchase and Project Finance.
- To acquaint with notion of Mergers and Restructuring.

### SYLLABUS

#### UNIT-I

#### **Overview of Strategic Financial Management-Financial Planning and Analysis : [10Hrs]**

Introduction, Long-term Financial planning ,uses of financial planning, Financial performance analysis, the process of Financial planning, sales budget, production budget, Expenditure budget, the importance of budget, Models of financial planning, CFO and his role, Projections, projections of the income statement, Administrative Expenses, Financial charges, Projection of the balance sheet, Liabilities, Assets, Current Assets, Loans and Advances, Difference in projection- from banks perspective vis-à-vis Investors' perspective.

#### UNIT-II

**[8Hrs]**

#### **Employee Stock Option Plans:**

Introduction, Key terms in ESOPs, Stock-based compensation plan, Types of ESOPs: Compensatory ESOPs and Non-Compensatory ESOPs, Fixed and variable ESOPs, why is the knowledge of ESOP Essential in strategic financial management? International Financial Reporting Standards, Accounting of ESOPs, SEBI guidelines on ESOP.

#### UNIT-III

**[12 Hrs]**

#### **Basic of Corporate Restructuring:**

Introduction, factors triggering corporate restructuring, restructuring due to poor financial planning, the relationship between corporate restructuring and capital restructuring, Need for Restructuring, Selecting an option of corporate restructuring, Forms of corporate restructuring.

Mergers and Acquisitions: Objectives, Criticisms of mergers and acquisitions, the difference between mergers and acquisitions, procedures to be adopted in mergers and acquisitions, Types of Amalgamations, methods of accounting for

amalgamations, Financial aspects of merger and settlement, change in share price on the announcement of the acquisition.

#### **UNIT-IV**

**[10 Hrs]**

##### **Challenges in Strategic Financial Management:**

Introduction to Tobin's Q Ratio, Financial Management in sick units, financial management in the public sector companies, financial innovations, and Financial Engineering, corporate governance challenges in Strategic Financial Management, Regulatory challenges in Strategic Financial Management, Use of information technology in strategic financial management. Financial Risk Management: Introduction, Risk management process, Role of Risk heat map, Enterprise Risk management, Risk Governance, Risk management policy, Categorizing Risks, The COSO Framework.

#### **UNIT-V**

**[10 Hrs]**

##### **Leasing, hire purchase, and project finance:**

Types of Lease Arrangements, Mechanics of Leasing, Financial Evaluation of a Lease, Other considerations in Leasing, Hire Purchase Arrangement, Project Finance, Securitization.

##### **Note**

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

**Course Outcomes:** Upon completion of the course, students will be able to:

<b>COs</b>	<b>Description</b>	<b>Bloom's Level</b>
CO 1	Understanding the different strategic plans of financial management	II-Understanding
CO 2	Apply different Risk analysis techniques in Capital Budgeting	III- Applying
CO 3	Compare the Leasing and Hire purchase decisions.	II-Understanding
CO 4	Understand the Financial Aspects of Mergers	II-Understanding
CO 5	Understanding about the Challenges of Strategic Finance	II-Understanding

##### **Suggested Textbooks:**

1. Fundamentals of Corporate Finance, Stephen A. Ross, McGraw-Hill.
2. Principles of Corporate Finance, Richard A. Brealey, McGraw-Hill.
3. Strategic Corporate Finance, Weaver and Weston, Cengage Learning.