

# **AUDISANKARA COLLEGE OF ENGINEERING & TECHNOLOGY**

**(AUTONOMOUS)**

**(Approved by AICTE | Accredited by NAAC | Affiliated to JNTUA)**

**Gudur, Nellore Dist - 524101, A.P (India)**



## **OUTCOME BASED EDUCATION WITH CHOICE BASED CREDIT SYSTEM**

### **MASTER OF BUSINESS ADMINISTRATION**

#### **ACADEMIC REGULATIONS UNDER AUTONOMOUS STATUS**

**MBA Regular Two Year PG Programme**

**(for the batches admitted from the academic year 2018 - 2019)**



**AUDISANKARA COLLEGE OF ENGINEERING & TECHNOLOGY**  
**(AUTONOMOUS)**  
**Gudur, Nellore Dist - 524101, A.P (India)**

**ACADEMIC REGULATIONS (R18) FOR MBA REGULAR STUDENTS**  
**WITH EFFECT FROM ACADEMIC YEAR 2018-2019**

1.0	Post- Graduate Degree Programme in Management
1.1	These academic rules and regulations are applicable to the students admitted from the academic year 2018-19 onwards into 2 years (4 Semesters) MBA Programmes under Choice Based Credit System( CBCS) at its autonomous institution with effect from the academic year 2018-19
2.0	<b>Eligibility for admission</b>
2.1	Admission to the post graduate programme shall be made either on the basis of the merit rank obtained by the qualified student in entrance test ICET conducted by the Andhra Pradesh State Government as per the norms of Andhra Pradesh State Council of Higher Education (APSCHE)
2.2	The medium of instructions for the entire post graduate programme in management will be English only.
3.0	<b>MBA. Programme Pattern</b>
3.1	A student after securing admission shall pursue the post graduate programme in management in a minimum period of two academic years (4 semesters), and a maximum period of four academic years (8 semesters) starting from the date of commencement of first year first semester, failing which student shall forfeit the MBA course. Each semester is structured to around 26 credits, totaling to 108 credits for the entire MBA programme. Each student shall secure 108 credits required for the completion of the post graduate programme and award of the MBA degree.
3.2	A student eligible to appear for the end examination in a course, but absent or has failed in the end examination may appear for that course at the next supplementary examination when offered
3.3	When a student is detained due to lack of shortage of attendance he/she may be re-admitted when the semester is offered after fulfillment of academic regulations. In such case, he/she shall be in the academic regulations into which he/she is readmitted.
3.4	UGC/ AICTE specified definitions/ descriptions are adopted appropriately for various terms and abbreviations used in these academic regulations/ norms, which are listed below.
3.5	<b>Semester scheme</b> Each under graduate programme is of 2 academic years (4 semesters) with the academic year being divided into two semesters of 16 weeks (around 90 instructional days) each and semester having – Continuous Internal Evaluation (CIE) and Semester End Examination (SEE). Choice based Credit System (CBCS) and Credit Based Semester System (CBSS) as indicated by UGC and curriculum / course structure as suggested by AICTE are followed.
3.6	<b>Credit courses</b> All subjects/ courses are to be registered by the student in a semester to earn credits which shall be assigned to each subject/ course in an L: T: P: C (lecture periods: Tutorial periods: Practical periods: Credits) structure based on the following general pattern.

	<ul style="list-style-type: none"> <li>• One credit for one hour/ week/ semester for theory/ lecture (L) courses.</li> <li>• One credit for two hours/ week/ semester for laboratory/ practical (P) courses or Tutorials (T).</li> </ul>
<b>3.7</b>	<b>Subject Course Classification</b> All subjects/ courses offered for the post graduate programme in management (MBA. degree programmes) are broadly classified as follows. The ASCET has followed almost all the guidelines issued by AICTE/UGC.
<b>4.0</b>	<b>Attendance requirements:</b>
<b>4.1</b>	A student shall be eligible to appear for the semester end examinations, if student acquires a minimum of 75% of attendance in aggregate of all the subjects/ courses for that semester.
<b>4.2</b>	Shortage of attendance in aggregate up to 10% (65% and above, and below 75%) in each semester may be condoned by the college academic committee on genuine and valid grounds, based on the student's representation with supporting evidence.
<b>4.3</b>	A stipulated fee shall be payable towards condonation for shortage of attendance to the institute as decided by the College Academic Committee.
<b>4.4</b>	Shortage of attendance below 65% in aggregate shall in no case be condoned.
<b>4.5</b>	Students whose shortage of attendance is not condoned in any semester are not eligible to take their end examinations of that semester. They get detained and their registration for that semester shall stand cancelled. They will not be promoted to the next semester. They may seek re-registration for all those subjects registered in that semester in which student was detained, by seeking re-admission into that semester as and when offered; in case if there are any professional electives and/ or open electives, the same may also be re-registered if offered. However, if those electives are not offered in later semesters, then alternate electives may be chosen from the same set of elective subjects offered under that category.
<b>4.6</b>	A student fulfilling the attendance requirement in the present semester shall not be eligible for readmission into the same class.
<b>5.0</b>	<b>Academic requirements</b> The following academic requirements have to be satisfied, in addition to the attendance requirements mentioned in item no.4.
<b>5.1</b>	A student shall be deemed to have satisfied the minimum academic requirements and earned the credits allotted to each theory, practical, design, drawing subject or project if he secures not less than 40% of marks (i.e., 24) in the end semester examination and a minimum of 50% of marks (i.e., 50) in the sum total of the internal evaluation and end examination taken together.
<b>5.6</b>	A student shall register and put up minimum attendance in all 108 credits and earn all the 108 credits. Marks obtained in all 108 credits shall be considered for the calculation of aggregate percentage of marks obtained
<b>5.7</b>	Students who fail to earn 108 credits as indicated in the course structure within eight academic years from the year of their admission shall forfeit their seat in MBA. Course and their admission shall stand cancelled
<b>6.0</b>	<b>Distribution and Weightage of marks</b>
<b>6.1</b>	The performance of a student in each semester shall be evaluated through internal evaluation and /or an external evaluation conducted semester wise.

<b>6.2</b>	The performance of a student in every theory course shall be evaluated for total of 100 marks each, of which the relative weightage for Continuous Internal Evaluation and Semester End Examination shall be 40 marks and 60 marks respectively.
<b>6.3</b>	The performance of a student in every practical course shall be evaluated for total of 75 marks each, of which the relative weightage for Continuous Internal Evaluation and Semester End Examination shall be 25 marks and 50 marks respectively.
<b>6.4</b>	<p><b>Internal Evaluation for Theory Course:</b></p> <p>The total internal weightage for theory courses is 40 marks with the following distribution.</p> <ul style="list-style-type: none"> <li>➤ 30 marks for Mid-Term Examination</li> <li>➤ 10 marks for Assignment Test</li> </ul> <p>While the first mid-term examination shall be conducted on the 50% of the syllabus (Unit-I, Unit-II, &amp; 50% of Unit-III), the second mid-term examination shall be conducted on the remaining 50% of the syllabus (50 % of Unit III, Unit-IV &amp; Unit-V).</p> <p>10 marks are allocated for assignment test (as specified by the subject teacher concerned). The first assignment should be conducted after completion of Unit-I for 5 marks and the second assignment should be conducted after completion of Unit-IV for 5 marks. The final Assignment Test marks will be the addition of these two.</p> <p>Two midterm examinations each for <b>30 marks</b> with the duration of 90 minutes each will be conducted for every theory course in a semester. The midterm examination marks shall be awarded giving a weightage of 80% in the midterm examination in which the student scores better performance and 20% in the remaining midterm examination.</p> <p>The final mid-term marks obtain by the addition of these two (80% + 20%).</p> <p><b>Example:</b> If a student scores 33 marks and 34 marks in the first and second mid-term examinations respectively, then Weighted Average Marks = <math>34 \times 0.8 + 33 \times 0.2 = 33.8</math>, rounded to 34 Marks.</p> <p><b>Note:</b> The marks of any fraction shall be rounded off to the next higher mark.</p>
<b>6.5</b>	<p><b>Pattern of the midterm examination question paper is as follows:</b></p> <ul style="list-style-type: none"> <li>➤ A total of three questions</li> <li>➤ Question paper contains six questions are to be designed taking three questions from each unit (Unit Wise - Either or type) of the three units. (3X10=30 Marks)</li> </ul> <p><b>Pattern of the Assignment Test is as follows:</b></p> <ul style="list-style-type: none"> <li>➤ Five assignment questions are given in advance, out of which two questions given by the concerned teacher has to be answered during the assignment test</li> <li>➤ Sum of Assignment Tests marks is considered.</li> </ul> <p><b>Note:</b> A student who is absent for any Mid-Term Examination/ Assignment Test, for any reason whatsoever, shall be deemed to have scored zero marks in that Mid-Term Examination/ Assignment Test and no make-up test shall be conducted.</p>
<b>6.6</b>	<p><b>Internal Evaluation for Practical Course:</b></p> <p>For practical subjects there shall be a Continuous Internal Evaluation during the semester for 25 internal marks. Out of the 25 marks for internal evaluation, day-today assessment in the laboratory shall be evaluated for 10 marks and internal practical examination shall be evaluated for 15 marks conducted by the laboratory teacher concerned.</p>

<b>6.7</b>	<p><b>Internal Evaluation for Rural Community Internship:</b></p> <p>There shall be 60 hours duration to complete rural community internship during summer vacations. The total internal weightage for internship course is 40 marks and will be evaluated based on day to day assessment by concern industry.</p>
<b>6.8</b>	<p><b>Internal Evaluation for Seminar:</b></p> <p>There shall be a seminar presentation in IV Semester. A Seminar shall have two components, one chosen by the student from the course work as an extension and approved by the faculty supervisor. The other component is suggested by the supervisor and can be a reproduction of the concept in any standard research paper or an extension of concept from earlier course work. A hard copy of the information on seminar topic in the form of a report is to be submitted for evaluation along with presentation. The presentation of the seminar topics shall be made before a committee consisting of Head of the department, seminar supervisor and a senior faculty member. Each Seminar shall be evaluated for 50 marks. Seminar component-I for 25 marks and component-II for 25 marks making total 50 marks. <b>(Distribution of marks for 25: 5 marks for report, 5 marks for subject content, 10 marks for presentation and 5 marks for queries).</b></p>
<b>6.9</b>	<p><b>Project Work:</b></p> <p>Out of a total of 200 marks for the project work, 80 marks shall be for Internal Evaluation and 120 marks for the End Semester Examination. The End Semester Examination (viva-voce) shall be conducted by an External examiner nominated by the Principal, HOD &amp; Supervisor as a committee. The Internal Evaluation shall be made by the departmental committee, on the basis of two seminars given by each student on the topic of his project.</p>
<b>6.10</b>	<p><b>External Evaluation for Theory Course - Semester End Examination:</b></p> <p>The Semester End Examination in each theory subject shall be conducted for 3 hours duration at the end of the semester for 60 marks.</p> <p><b>Pattern of the Semester End Examination question paper is as follows:</b></p> <ul style="list-style-type: none"> <li>➤ Question Paper contains ten questions are to be designed taking two questions from each unit (Unit Wise - Either or type) of the total five units. (5X12=60 Marks)</li> </ul> <p>A student has to secure not less than a minimum of 40% of marks (24 marks) exclusively at the Semester End Examinations in each of the theory subjects in which the candidate had appeared. However, the candidate shall have to secure a minimum of 50% of marks (50 marks) in both external and internal components put together to become eligible for passing in the subject.</p>
<b>6.11</b>	<p><b>External Evaluation for Practical Course</b></p> <p>Out of 50 marks <b>35</b> marks are allocated for experiment (procedure for conducting the experiment carries 15 marks &amp; readings, calculation and result-20) and <b>10</b> marks for viva-voce examination with <b>5</b> marks for the record.</p> <p>Each Semester External Lab Examination shall be evaluated by an Internal Examiner along with an External Examiner appointed by the Principal.</p> <p>A candidate shall be declared to have passed in individual lab course if he secures a minimum of 50% aggregate marks (38 marks) (Internal &amp; Semester External Examination marks put together), subject to a minimum of 50% marks (25 marks) in the semester external examination.</p>

6.12	<p><b>Internal Evaluation for Rural Community Internship:</b></p> <p>There shall be 60 hours duration to complete summer internship during summer vacations. The total internal weightage for internship course is 40 marks and will be evaluated based on day to day assessment by concern industry.</p> <p>The external examination shall be evaluated by the two senior faculties (i.e one faculty act as external examiner and other one as internal examiner) for 60 marks based on the his/her report and presentation.</p>
6.13	<p><b>Project Work :</b></p> <p>The Semester End Examination for project work done during IV Semester for 120 marks shall be conducted by a Project Review Committee (PRC).</p> <p>A candidate shall be declared to have passed in project work if he secures a minimum of 50% aggregate marks (100 marks) (Internal &amp; Semester External Examination marks put together), subject to a minimum of 50% marks (60 marks) in the project work end examination. The External examiner is appointed by the Principal.</p> <p>Every candidate shall be required to submit thesis or dissertation after taking up a topic approved by the college/ institute.</p> <ul style="list-style-type: none"> <li>➤ Registration of Project work: A candidate is permitted to register for the project work after satisfying the attendance requirement of all the courses (theory and practical courses of I , II and III Sem)</li> <li>➤ An Internal Departmental Committee (I.D.C) consisting of HOD, Supervisor and one internal senior expert shall monitor the progress of the project work.</li> <li>➤ The candidate can submit Project thesis with the approval of I.D.C. at the end of the IV semester Instruction as per the schedule. Extension of time within the total permissible limit for completing the programme is to be obtained from the Head of the Institution.</li> <li>➤ The student must submit status report at least in two different phases during the project work period. These reports must be approved by the I.D.C before submission of the Project Report.</li> <li>➤ The viva-voce examination may be conducted for all the candidates as per the IV semester examination schedule.</li> <li>➤ Three copies of the Thesis / Dissertation certified in the prescribed form by the supervisor &amp; HOD shall be presented to the H.OD.</li> <li>➤ The HOD shall submit a panel of three experts for a maximum of every 5 students. However, the viva voce examiners will be nominated by the Principal.</li> </ul>
6.14	<p><b><u>Re-Registration For Improvement of Internal Evaluation Marks:</u></b></p> <p>Following are the conditions to avail the benefit of improvement of internal evaluation marks.</p> <ul style="list-style-type: none"> <li>❖ The candidate should have completed the course work and obtained examinations results for I, II, III &amp; IV semesters.</li> <li>❖ He should have passed all the subjects for which the internal evaluation marks secured are more than 50%.</li> <li>❖ Out of the subjects the candidate has failed in the examination due to Internal evaluation marks secured being less than 50%, the candidate shall be given one more chance for each Theory subject and for a maximum of <b>three</b> Theory subjects for Improvement of Internal evaluation marks.</li> </ul>

	<ul style="list-style-type: none"><li>❖ The candidate has to re-register for the subjects so chosen and fulfill all the academic requirements.</li><li>❖ For each subject, the candidate has to pay a fee equivalent to one third of the semester tuition fee and the amount is to be remitted in the form of D.D. in favour of ‘<b>The Principal, Audisankara College of Engineering &amp; Technology</b>’ payable at Gudur along with the requisition through the Controller of the Examinations of the college.</li><li>❖ In the event of availing the Improvement of Internal evaluation marks, the internal evaluation marks as well as the End Examinations marks secured in the previous attempt(s) for the reregistered subjects stand cancelled.</li></ul>																											
7.0	<b>SEMESTER – WISE DISTRIBUTION OF CREDITS</b> <table><tr><th>Semester</th><th>Theory</th><th>Practicals</th><th>Credits</th></tr><tr><td>MBA I Semester</td><td>6</td><td>1</td><td>26</td></tr><tr><td>MBA II Semester</td><td>6</td><td>1</td><td>26</td></tr><tr><td>MBA III Semester</td><td>6</td><td>Internship</td><td>28</td></tr><tr><td>MBA IV Semester</td><td>4</td><td>Seminar + Project Work</td><td>28</td></tr><tr><td colspan="3">Total</td><td>108</td></tr></table>	Semester	Theory	Practicals	Credits	MBA I Semester	6	1	26	MBA II Semester	6	1	26	MBA III Semester	6	Internship	28	MBA IV Semester	4	Seminar + Project Work	28	Total			108			
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8.0	<b>GRADING PROCEDURE</b> <p>Grades will be awarded to indicate the performance of students in each theory subject, laboratory / practicals, Term Paper and project Work Phase-I &amp; II. Based on the percentage of marks obtained (Continuous Internal Evaluation plus Semester End Examination, both taken together) as specified in item 6 above, a corresponding letter grade shall be given.</p>																											
8.1	As a measure of the performance of a student, a 10-point absolute grading system using the following letter grades (as per UGC/AICTE guidelines) and corresponding percentage of marks shall be followed: <table><tr><th>Marks Range</th><th>Letter Grade</th><th>Grade Points</th></tr><tr><td>91-100</td><td>S (Superior)</td><td>10</td></tr><tr><td>81-90</td><td>A (Excellent)</td><td>9</td></tr><tr><td>70-80</td><td>B (Very Good)</td><td>8</td></tr><tr><td>60-69</td><td>C (Good)</td><td>7</td></tr><tr><td>55-59</td><td>D (Average)</td><td>6</td></tr><tr><td>50-54</td><td>E (Pass)</td><td>5</td></tr><tr><td>&lt;50</td><td>F (FAIL)</td><td>0</td></tr><tr><td>Ab (Absent)</td><td>Ab</td><td>0</td></tr></table>	Marks Range	Letter Grade	Grade Points	91-100	S (Superior)	10	81-90	A (Excellent)	9	70-80	B (Very Good)	8	60-69	C (Good)	7	55-59	D (Average)	6	50-54	E (Pass)	5	<50	F (FAIL)	0	Ab (Absent)	Ab	0
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8.2	A student who has obtained an ‘F’ grade in any subject shall be deemed to have ‘failed’ and is required to reappear as a ‘supplementary student’ in the semester end examination, as and when offered. In such cases, internal marks in those subjects will remain the same as those obtained earlier																											

8.3	To a student who has not appeared for an examination in any subject, 'Ab' grade will be allocated in that subject, and he is deemed to have 'failed'. A student will be required to reappear as a 'supplementary student' in the semester end examination, as and when offered next. In this case also, the internal marks in those subjects will remain the same as those obtained earlier.
8.4	A letter grade does not indicate any specific percentage of marks secured by the student, but it indicates only the range of percentage of marks.
8.5	A student earns grade point (GP) in each subject/ course, on the basis of the letter grade secured in that subject/ course. The corresponding 'credit points' (CP) are computed by multiplying the grade point with credits for that particular subject/ course. Credit points (CP) = grade point (GP) x credits .... For a course
8.6	A student passes the subject/ course only when GP ≥ 5 ('E' grade or above)
8.7	<ul style="list-style-type: none"> <li>➤ A student obtaining Grade F shall be considered failed and will be required to reappear for that subject when the next supplementary examination offered.</li> <li>➤ For Mandatory courses "Satisfactory" or "Unsatisfactory" shall be indicated instead of the letter grade and this will not be counted for the computation of SGPA/CGPA.</li> <li>➤</li> </ul>
8.8	<p><b>Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA):</b> The Semester Grade Point Average (SGPA) is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e.</p> $SGPA = \sum_{i=1}^n (C_i \times G_i) / \sum_{i=1}^n C_i$ <p>Where, <math>C_i</math> is the number of credits of the <math>i^{th}</math> subject, <math>G_i</math> is the grade point scored by the student in the <math>i^{th}</math> course and <math>n</math> is the no. of subjects.</p> <p>The Cumulative Grade Point Average (CGPA) will be computed in the same manner taking into account all the courses undergone by a student over all the semesters of a program, i.e.</p> $CGPA = \sum_{i=1}^n (C_i \times S_i) / \sum_{i=1}^n C_i$ <p>Where 'Si' is the SGPA of the <math>i^{th}</math> semester, <math>C_i</math> is the total number of credits in that semester and <math>n</math> is the no. of semesters.</p> <p>Both SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.</p> <p>While computing the SGPA the subjects in which the student is awarded Zero grade points will also be included.</p> <p><b>Grade Point:</b> It is a numerical weight allotted to each letter grade on a 10-point scale. <b>Letter Grade:</b> It is an index of the performance of students in a said course. Grades are denoted by letters as mentioned in the above table.</p>



<b>9.0</b>	<b>Award of Class</b>								
<b>9.1</b>	<p>After a student has satisfied the requirement prescribed for the completion of the program and is eligible for the award of MBA Degree he/she shall be placed in one of the following four classes:</p> <table border="1"> <thead> <tr> <th>Class Awarded</th><th>CGPA Secured</th></tr> </thead> <tbody> <tr> <td>First class with Distinction</td><td><math>\geq 8</math></td></tr> <tr> <td>First class</td><td><math>\geq 7</math> and <math>&lt; 8</math></td></tr> <tr> <td>Second class</td><td><math>\geq 5</math> and <math>&lt; 7</math></td></tr> </tbody> </table>	Class Awarded	CGPA Secured	First class with Distinction	$\geq 8$	First class	$\geq 7$ and $< 8$	Second class	$\geq 5$ and $< 7$
Class Awarded	CGPA Secured								
First class with Distinction	$\geq 8$								
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Second class	$\geq 5$ and $< 7$								
<b>10.0</b>	<b>Transitory regulations</b>								
<b>10.1</b>	<p>For students detained due to shortage of attendance:</p> <ol style="list-style-type: none"> <li>1. A Student who has been detained in I year of R16 Regulations due to lack of attendance, shall be permitted to join I year I Semester of R18 Regulations and he is required to complete the study of MBA programme within the stipulated period of eight academic years from the date of first admission in I year.</li> <li>2. A student who has been detained in any semester of II, III and IV years of R16 regulations for want of attendance, shall be permitted to join the corresponding semester of R18 regulations and is required to complete the study of MBA within the stipulated period of eight academic years from the date of first admission in I Year. The R18 Academic Regulations under which a student has been readmitted shall be see rule 10.3 for further Transitory Regulations.</li> </ol>								
<b>10.2</b>	<p>For students detained due to shortage of credits:</p> <p>A student of R16 Regulations who has been detained due to lack of credits, shall be promoted to the next semester of R18 Regulations only after acquiring the required credits as per the corresponding regulations of his/her first admission. The student is required to complete the study of MBA. within the stipulated period of eight academic years from the year of first admission. The R18 Academic Regulations are applicable to a student from the year of readmission onwards. See rule 10.3 for further Transitory Regulations.</p>								
<b>10.3</b>	<p>For readmitted students in R18 Regulations:</p> <ol style="list-style-type: none"> <li>1. A student who has failed in any subject under any regulation has to pass those subjects in the same regulations.</li> <li>2. The maximum credits that a student acquires for the award of degree, shall be the sum of the total number of credits secured in all the regulations of his/her study including R18 Regulations.</li> <li>3. If a student readmitted to R18 Regulations, has any subject with 80% of syllabus common with his/her previous regulations, that particular subject in R18 Regulations will be substituted by another subject to be suggested by the College standing committee.</li> </ol> <p>Note: If a student readmitted to R18 Regulations, has not studied any subjects/topics in his/her earlier regulations of study which is prerequisite for further subjects in R18 Regulations, the department HOD concerned shall conduct remedial classes to cover those subjects/topics for the benefit of the students.</p>								

<b>11.0</b>	<b>Supplementary Examinations:</b> Apart from the regular End Examinations the institute may also schedule and conduct supplementary examinations for all subjects for the benefit of students with backlogs. Such students writing supplementary examinations as supplementary candidates may have to write more than one examination per day.
<b>12.0</b>	<b>Student Transfers</b> Student transfers shall be as per the guidelines issued by the Government of Andhra Pradesh from time to time.
<b>13.0</b>	<b>With–Holding of Results</b> If the candidate has any dues not paid to the institute or if any case of indiscipline or malpractice is pending against him/her, the result of the candidate shall be withheld and he/she will not be allowed / promoted into the next higher semester. The issue of awarding degree is liable to be withheld in such cases.
<b>12.0</b>	<b>Conduct and Discipline</b> <ul style="list-style-type: none"> <li>➤ Students shall conduct themselves within and outside the premises of the Institute in a descent and dignified manner befitting the students of Audisankara College of Engineering &amp; Technology.</li> <li>➤ As per the order of the Honorable Supreme Court of India, ragging in any form is considered a criminal offence and is totally banned. Any form of ragging will be severely dealt with</li> </ul> <p>The following acts of omission and / or commission shall constitute gross violation of the code of conduct and are liable to invoke disciplinary measures with regard to ragging.</p> <ul style="list-style-type: none"> <li>(i) Lack of courtesy and decorum; indecent behavior anywhere within or outside the college campus.</li> <li>(ii) Damage of college property or distribution of alcoholic drinks or any kind of narcotics to fellow students / citizens.</li> </ul> <ul style="list-style-type: none"> <li>➤ Possession, consumption or distribution of alcoholic drinks or any kind of narcotics or hallucinogenic drugs.</li> <li>➤ Mutilation or unauthorized possession of library books.</li> <li>➤ Noisy and unruly behavior, disturbing studies of fellow students.</li> <li>➤ Hacking in computer systems (such as entering into other person's areas without prior permission, manipulation and / or damage of computer hardware and software or any other cyber crime etc.</li> <li>➤ Usage of camera /cell phones in the campus.</li> <li>➤ Plagiarism of any nature.</li> <li>➤ Any other act of gross indiscipline as decided by the college academic council from time to time.</li> <li>➤ Commensurate with the gravity of offense, the punishment may be reprimand, fine, expulsion from the institute/ hostel, debarring from examination, disallowing the use of certain facilities of the Institute, rustication for a specified period or even outright expulsion from the Institute, or even handing over the case to appropriate law</li> </ul>

	<p>enforcement authorities or the judiciary, as required by the circumstances.</p> <ul style="list-style-type: none"> <li>➤ For an offence committed in (i) a hostel (ii) a department or in a class room and (iii) elsewhere, the chief Warden, the concern Head of the Department and the Principal respectively, shall have the authority to reprimand or impose fine.</li> <li>➤ Cases of adoption of unfair means and/ or any malpractice in an examination shall be reported to the principal for taking appropriate corrective action.</li> <li>➤ All cases of serious offence, possibly requiring punishment other than reprimand, shall be reported to the Academic council of the college.</li> <li>➤ The Institute Level Standing Disciplinary Action Committee constituted by the academic council shall be the authority to investigate the details of the offence, and recommend disciplinary action based on the nature and extent of the offence committed.</li> <li>➤ The Principal shall deal with any problem, which is not covered under these rules and regulations.</li> <li>➤ <b>“Grievance and Redressal Committee” (General)</b> constituted by the Principal shall deal with all grievances pertaining to the academic / administrative / disciplinary matters.</li> <li>➤ All the students must abide by the code and conduct rules prescribed by the college from time to time.</li> </ul>
<b>13.0</b>	<p><b>General</b></p> <ul style="list-style-type: none"> <li>➤ s/he represents “she” and “he” both</li> <li>➤ Where the words ‘he’, ‘him’, ‘his’, occur, they imply ‘she’, ‘her’, ‘hers’ also.</li> <li>➤ The academic regulations should be read as a whole for the purpose of any interpretation.</li> <li>➤ In the case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Chairman, Academic Council will be final.</li> </ul> <p>The college may change or amend the academic regulations or syllabi from time to time and the changes or amendments made shall be applicable to all the students with effect from the dates notified by the institute.</p>

**RULES FOR  
DISCIPLINARY ACTION FOR MALPRACTICES / IMPROPER CONDUCT IN  
EXAMINATIONS**

	<b>Nature of Malpractices/Improper conduct</b>	<b>Punishment</b>
1. (a)	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers, blue tooth or any other form of material concerned with or related to the course of the examination (theory or practical) in which he/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 course of the examination)	Expulsion from the examination hall and cancellation of the performance in that course 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 from the examination hall and cancellation of the performance in that course only of all the candidates involved. In case of an outsider, he/she will be handed over to the police and a case is registered against him.
2	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the course of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the courses of that Semester/year. The Hall Ticket of the candidate is to be cancelled.
3	Impersonates any other candidate in connection with the examination	The candidate who has impersonated shall be expelled from examination hall. The Candidate is also debarred for four consecutive semesters from class work and all end examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with for feature of seat. The performance of the original candidate, who has been impersonated, shall be cancelled in all the courses of the examination (including practicals and project work) already appeared and shall not be allowed to appear for examinations of the remaining courses of that Semester/year. The candidate is also debarred for four consecutive Semesters from class work and all Semester end examinations if his involvement is

		established. Otherwise the candidate is debarred for two consecutive semesters from class work and all end examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he/she 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 course and all the other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses 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 course.
6	Refuses to obey the orders of the any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walkout or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that course and all other courses the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the courses of that Semester. If candidate physically assaults the invigilator or/officer in charge of the examination, then the candidate is also barred 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 course and all the other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses 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.
8	Possess any lethal weapon or firearm in the examination hall	Expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that Semester/year. The candidate is also debarred and forfeits the seat.
9	If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	Student of the colleges expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the Courses of that Semester/year. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the College will be handed over to police and, a police case will be registered against them.
10	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses 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 course and all other courses the candidate has appeared including practical examinations and project work of that Semester examinations depending on the recommendation of the committee.

12	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the Principal for further action to award suitable punishment.	
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**Note:**

- i. All malpractices cases are to be handled by the Chief Controller with a committee consist of Controller of Examinations, HOD concerned and subject expert.
- ii. Whenever the performance of a student is cancelled in any course/ courses due to Malpractice, he has to register for the End Examination in those course/courses consequently and has to fulfill all the norms required for award of Degree.



**AUDISANKARA COLLEGE OF ENGINEERING & TECHNOLOGY**  
(AUTONOMOUS)  
Gudur, Nellore Dist - 524101, A.P (India)

**COURSE STRUCTURE**

**MBA I Semester**

S.No	Course Code	Course Title	Hours per Week			Marks			Credits
			L	T	P	IM	EM	T	
1	18MB101	Management and organizational Behavior	4	0	0	40	60	100	4
2	18MB102	Business Environment & Laws	4	0	0	40	60	100	4
3	18MB103	Managerial Economics	4	0	0	40	60	100	4
4	18MB104	Soft Skills for Managers	4	0	0	40	60	100	4
5	18MB105	Accounting for Managers	4	0	0	40	60	100	4
6	18MB106	Statistical Techniques	4	0	0	40	60	100	4
7	18MB107	IT Lab for Managers	0	0	4	25	50	75	2
<b>Total</b>			<b>24</b>	<b>0</b>	<b>4</b>	<b>265</b>	<b>410</b>	<b>675</b>	<b>26</b>

**MBA II Semester**

S.No	Course Code	Course Title	Hours per Week			Marks			Credits
			L	T	P	IM	EM	T	
1	18MB201	Human Resource Management	4	0	0	40	60	100	4
2	18MB202	Financial Management	4	0	0	40	60	100	4
3	18MB203	Marketing Management	4	0	0	40	60	100	4
4	18MB204	Production and Operations Management	4	0	0	40	60	100	4
5	18MB205	Operations research	4	0	0	40	60	100	4
6	18MB206	Business Research Methods	4	0	0	40	60	100	4
7	18MB207	Business Simulation Lab	0	0	4	25	50	75	2
<b>Total</b>			<b>24</b>	<b>0</b>	<b>4</b>	<b>265</b>	<b>410</b>	<b>675</b>	<b>26</b>



**MBA III Semester**

S.No	Course Code	Course Title	Hours per Week			Marks			Credits
			L	T	P	IM	EM	T	
1	18MB301	Business Ethics and Corporate Governance	4	0	0	40	60	100	4
2	18MB302	Entrepreneurship Development	4	0	0	40	60	100	4
3	Elective-I								
	18MB303	Financial Institutions, Market and Services	4	0	0	40	60	100	4
	18MB304	Consumer Behaviour							
	18MB305	Industrial Relations and Labour Laws							
	18MB306	Mobile Commerce							
	18MB307	Port Operations and Terminal Management							
4	Elective-II								
	18MB308	Security Analysis and Portfolio Management	4	0	0	40	60	100	4
	18MB309	Services Marketing							
	18MB310	Human Resource Development							
	18MB311	Management of Software Project							
	18MB312	Ware house Management							
5	Elective-III								
	18MB313	Risk and Insurance Management	4	0	0	40	60	100	4
	18MB314	Sales and Distribution Management							
	18MB315	Strategic Human Resource Management							
	18MB316	Enterprises Resource Planning							
	18MB317	Port Security Management, Safety and Environment							
6	Elective-IV								
	18MB318	Business Taxation	4	0	0	40	60	100	4
	18MB319	Logistics and Supply Chain Management							
	18MB320	Leadership and team building							
	18MB321	Data warehousing and Data mining							
	18MB322	Container Operations Management							
7	18MB324	Rural-Community Internship	0	0	8	40	60	100	4
Total			24	0	8	280	420	700	28

**MBA IV Semester**

S.No	Course Code	Course Title	Hours per Week			Marks			Credits
			L	T	P	IM	EM	T	
1	18MB401	Strategic Management	4	0	0	40	60	100	4
2	18MB402	Business Analytics	4	0	0	40	60	100	4
3	Elective-V								
	18MB403	Financial Derivatives	4	0	0	40	60	100	4
	18MB404	Customer Relationship management							
	18MB405	Performance and Compensation Management							
	18MB406	Data Communication and Network Security							
	18MB407	Cargo operations Management							
4	Elective-VI								
	18MB408	International Financial Management	4	0	0	40	60	100	4
	18MB409	Brand and Advertising Management							
	18MB410	International Human Resource Management							
	18MB411	Corporate Information Management							
	18MB412	Marine operations Management							
5	18MB413	Seminar	0	0	4	50	-	50	2
6	18MB414	Project Work	0	0	20	80	120	200	10
Total			12	4	20	290	360	650	28



**AUDISANKARA COLLEGE OF ENGINEERING & TECHNOLOGY**  
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**MANAGEMENT AND ORGANIZATIONAL BEHAVIOR**

MBA I Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB101	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
<b>OBJECTIVES:</b> The course should enable the students to: <div><div>1. To develop theoretical and practical insights and problem-solving capabilities with effective decision-making and managing the organizational processes.</div><div>2. To develop an understanding of the nature, functioning and design of organization as social Collectivities.</div><div>3. Managerial/behavioral skills conducive to encouraging creative efforts in self and others.</div><div>4. An insight into organizational systems and structures which facilitate creativity and innovation.</div></div>								
UNIT-I	INTRODUCTION TO MANAGEMENT						Classes:12	
Introduction to Management: definition, meaning, nature, Significance, function, principles of Management - Scientific – Behavioral – Systems – Contingency, MBO - SWOT analysis. Planning: planning Process, Objective of Business, and Decision Making process.								
UNIT-II	ORGANISING STAFFING & DIRECTING						Classes:12	
Organizing and staffing: organizing, delegation, decentralization, Line-staff relationship, staffing. Directing and Controlling: Direction, control – Controlling Techniques, control process, effective control								
UNIT-III	ORGANISATION BEHAVIOUR						Classes:12	
Introduction of Organisational Behaviour: Introduction to OB, Individual - Understanding Individual Behaviour, values, attitudes and job satisfaction, – Perception and Learning theories – Personality Types – Johari window- Transactional Analysis.								
UNIT-IV	GROUP DYNAMICS, MOTIVATION :GROUP DYNAMICS						Classes:12	
Group Dynamics, Motivation :Group dynamics: Foundation of Group – Types of Groups – Group Formation and Development. Motivation: Definition, Concept of Motivation - Motivational Theories of Maslow, Herzberg, David Mc Clelland, and Porter and Lawler.								
UNIT-V	LEADERSHIP						Classes:12	
Leadership – Traits Theory – Managerial Grid – Transactional Vs Transformational Leadership – Qualities of good leader.								
<b>Text Books:</b> <div><div>1. John L. Pierce, Management and Organisational Behaviour, Cengage publication</div><div>2. Subbarao P, Management and Organisational Behaviour, Himalaya Publishing House.</div></div>								
<b>Reference Books:</b> <div><div>1. Paul Hersey and Ken Blanchard, Management and Organisational Behaviour,</div></div>								

Prentice Hall. Jit S. Chador, <b>Organisational Behaviour</b> , Vikas publishing 2. Sarma, <b>Organizational Behaviour</b> , Jaico Publications. 3. Fred Luthans, <b>Organisational Behaviour</b> , McGraw Hill. 4. Stephen P Robbins, <b>Organisational Behaviour</b> , Pearson
<b>Web References:</b> 1. <a href="https://generalleadership.com/">https://generalleadership.com/</a> 2. <a href="https://leadchange group.com/">https://leadchange group.com/</a>
<b>E-Text Books:</b> 1. <a href="https://www.worldcat.org/title/management-and-organisational-behaviour/oclc/700919375">https://www.worldcat.org/title/management-and-organisational-behaviour/oclc/700919375</a>
<b>Outcomes:</b> At the end of the course students able to 1. Can have an overview of management and organizational behavior. 2. Understand the basic management concepts and theories. 3. Comprehend the theories, concepts and processes in organizational behavior. 4. familiarize various functions of management

## BUSINESS ENVIRONMENT AND LAWS

MBA I Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB102	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
<b>OBJECTIVES:</b> The course should enable the students to: <ol style="list-style-type: none"><li>1. To gain the conceptual clarity of the theoretical aspects of macro business environment in the contemporary era.</li><li>2. To gain the insight of various economic policies and its impact on Indian economy.</li><li>3. To provide the students with practical legal knowledge of general business law issues and topics to help become more informed, sensitive and effective business leaders.</li></ol>								
UNIT-I	INTRODUCTION TO BUSINESS ENVIRONMENT						Classes:12	
Meaning, Components of Business Environment.-Industrial policy of 1991, Liberalization, Privatization and Globalization								
UNIT-II	MONETARY, FISCAL AND TRADE POLICY						Classes:12	
Monetary & Fiscal Policy –, EXIM Policy, Role of EXIM Bank. Balance of Payments: <b>WTO:</b> Role and functions of WTO in promoting world trade –TRIPS, TRIMS and GATS, - Dumping and Anti-dumping measures.								
UNIT-III	INTRODUCTION TO BUSINESS LAW						Classes:12	
Definition -Need, classification and sources of Business Law, Law of Contract -1872 (Part-I): Nature of Contract and essential elements of a valid Contract, Offer and Acceptance. Law of Contract – 1872 (part-II): Consideration, Capacity to Contract and free consent, Legality of the object.								
UNIT-IV	COMPANIES ACT, 1956						Classes:12	
Kinds of Companies, Formulation of Companies, Incorporation, and Company Documents. Company Management, Directors, Company meetings, Resolutions, Auditors, and Modes of Winding-up of a company.								
UNIT-V	INFORMATION TECHNOLOGY ACT, 2000						Classes:12	
Scope and Application of IT Act, 2000- Digital signature e-governance, cyber regulations appellate, tribunals, duties of subscribers - Right to Information Act,2005 –GST Act 2017.								
<b>Text Books</b> <ol style="list-style-type: none"><li>1. K.Aswathappa, <b>Essentials of Business Environment</b>, Himalaya, 2008.</li><li>2. Saleem, <b>Business Environment</b>, Pearson, 2008.</li></ol>								
<b>Reference Books</b> <ol style="list-style-type: none"><li>1. Dutt and Sundaram, <b>Indian Economy</b>, S.Chand, New Delhi, 2009.</li><li>2. Justin Paul, <b>Business Environment – Text and Cases</b>, TMH, 2009.</li><li>3. Misra and Puri, <b>Indian Economy</b>, Himalaya, 2009.</li><li>4. Suresh Bedi, <b>Business Environment</b>, Excel, 2007.</li></ol>								
<b>Web References:</b> <ol style="list-style-type: none"><li>1. www.communicaid.com</li><li>2. https://cdn.lifehack.org</li></ol>								
<b>E-Text Books:</b> <ol style="list-style-type: none"><li>1. www.amazon.in/Business-Environment-C-Fernando-ebook/dp/B00BXEYC9M</li></ol>								

**Outcomes:**

1. Will able to learn macro environmental factors, and its impact on business.
2. Understand the industrial ,fiscal policies and monetary policies
3. Will be able to learn the basic laws and regulations of business.
4. Will be able to know the companies Act and IT Act.

## MANAGERIAL ECONOMICS

MBA I Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB103	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
<b>OBJECTIVES:</b> The course should enable the students to: <ol style="list-style-type: none"><li>1. To equip the manager with the methodology of decision making using the concepts of economics.</li><li>2. Starting out with an exposition of the theory of demand analysis and cost function.</li><li>3. Students should work on markets, the determination of prices and the techniques of decision making that the players in the market can adopt to ensure that sound decisions are made</li></ol>								
UNIT-I	INTRODUCTION TO MANAGERIAL ECONOMICS						Classes:12	
Definition, Nature and Scope, Managerial Economics and other disciplines, why managers need to know managerial economics.								
UNIT-II	BASIC ECONOMIC CONCEPTS						Classes:12	
Opportunity cost, Discounting principle, Time perspective, Incremental concept, Marginal Utility and Equi-marginal Utility, Risk and Uncertainty. Objectives of the Firm: Profit Maximization, Sales Maximization and other objectives- Structure of the Firm.								
UNIT-III	DEMAND AND SUPPLY						Classes:12	
Demand Function, Law of Demand and its exceptions, Elasticity of demand - Types and significance of Elasticity of Demand – Measurement of Price Elasticity of Demand, Factors affecting Elasticity of Demand, Demand forecasting - Forecasting methods, Demand forecasting for New Products, Supply Analysis – supply function, the Law of Supply, Elasticity of Supply.								
UNIT-IV	PRODUCTION ANALYSIS						Classes:12	
Production function, Cobb-Douglas Production Function, Iso-Quants, Iso-Costs and Least cost Combination of inputs, Marginal rate of Technical Substitutions (MRTS), Laws of Production and Economies of scale. Cost Analysis: Cost concepts, short run and long run cost-output relationship - Cost control and its Techniques.								
UNIT-V	MARKET STRUCTURE						Classes:12	
Types - Features and types of different competitive situation, Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly. Pricing: Pricing methods and Strategies - Profit Management - Nature, scope, Theories of profit including modern theory, Measurement policies, Cost – Volume- Profit Analysis.								
<b>Text Books:</b> <ol style="list-style-type: none"><li>1. R.L.Varshney and K.L.Maheshwari, <b>Managerial Economics</b>, 17<sup>th</sup> Edition, Sultan Chand &amp; Sons.</li><li>2. G S Gupta, <b>Managerial Economics</b>, Tata McGraw Hill.</li></ol>								
<b>Reference Books:</b> <ol style="list-style-type: none"><li>1. Joel Dean, <b>Managerial Economics</b>, PHI.</li><li>2. Henry and Haynes, <b>Managerial Economics</b> (Analysis and Cases) Business Publications.</li><li>3. Thomson Keat, <b>Managerial Economics</b>, 4<sup>th</sup> Edition, 2007.</li></ol>								
<b>Web References:</b> <ol style="list-style-type: none"><li>1. www.economictimes.com</li><li>2. www.moneycontrol.com</li></ol>								
<b>E-Text Books:</b> <ol style="list-style-type: none"><li>1. https://www.mheducation.co.uk/9780077164270-emea-ebook-managerial-economics</li></ol>								

**Outcomes:**

1. Comprehend the internal and external decisions to be made by managers in economy.
2. Will be able to analyze the demand and supply conditions and assess the position of a company.
3. Familiarize the concepts of costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets.



## SOFT SKILLS FOR MANAGERS

MBA I Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB104	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
<b>OBJECTIVES:</b> The course should enable the students to: 1. To learn the communicative competence of students at an advanced level. 2. To know the interpersonal skills and goal setting skills. 3. To learn the time management, selling skills of the students.								
UNIT-I	VERBAL AND NON –VERBAL COMMUNICATION						Classes:12	
Verbal communication: Introduction- Listening to Customers, Team Members and Managers, Listening to Electronic Media- Communication with Customers, Team Members and Managers, Referencing for Verbal Communication. Non-Verbal Communication: Sign language – Body language – Kinesics – Proxemics – Time language and Hepatics, Touch language.								
UNIT-II	GOAL SETTING SKILLS						Classes:12	
Introduction- Relevance of SWOT Analysis on Goal Setting, Setting Career Goal, Action Plan and Measures to Achieve Career Goal, Corporate Role Models- Three to Five Years Career Roadmap- Competitive Work Environment and Realization of Goals- Anticipating Challenges and Utilizing Opportunities.								
UNIT-III	INTERPERSONAL SKILLS						Classes:12	
Definition; Understanding, Analysis and Response to the Needs, Requirements and Capabilities of People at Different Levels. Selling skills: Prospecting, Presenting, Negotiating, Objection Handling and Closing.Interview: formal, informal interviews, interview techniques, Communication etiquettes.								
UNIT-IV	TIME MANAGEMENT SKILLS						Classes:12	
Planning, Scheduling, Prioritizing, Multi tasking. Corporate Etiquette: Customer Interaction Etiquette: Meeting Etiquette; Telephone Etiquette; Presentation Etiquette.								
UNIT-V	BUSINESS CORRESPONDENCE AND REPORT WRITING						Classes:12	
<b>Business Correspondence:</b> Principles of Effective Writing, Letter Writing, CVs and Covering Letter, Memoranda, Business Claims and Responses, Business Proposals, Meetings, Agenda and Minutes. <b>Report Writing:</b> Types, Structure and Layout of Report, report organization and presentation, proposals and formal reports..								
<b>Text Books:</b> 1. Lesikar &Flatley, <b>Basic Business Communication</b> , Tata Mc Graw Hill Publishing company Ltd. 2. Mary Allen Guffey, <b>Business communication</b> , Thomson south western.								
<b>Reference Books:</b> 1. Urmila Rai & S.M.Raj, <b>Business Communication</b> , Himalaya Publications. 2. Kitty O Locker, Stephen Kyo, <b>Business Communication</b> , Tata Mc Graw Hill Publishing Company. 3. Meenakshi Raman, <b>Business Communication</b> , Oxford University Press.								
<b>Web References:</b> 1. www.lifehack.org 2. www.carrers.com								

**E-Text Books:**

1. <https://www.manning.com/books/soft-skills>

**Outcomes:**

At the end of the course students able to

1. Can have communicative competence of students at an advanced level.
2. Can communicate efficiently in the workplace and professional contexts.
3. Will be confident in placements.
4. Will feel free to present various reports, proposals and write ups

## ACCOUNTING FOR MANAGERS

MBA I Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB105	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
<b>OBJECTIVES:</b>								
The course should enable the students to:								
<ol style="list-style-type: none"><li>1. To familiarize the students with financial statements and principles underlying them and to develop their skills in reading Annual Reports.</li><li>2. To acquaint them in brief with accounting mechanics, process and system, but emphasis is laid on sound concepts and their managerial implications.</li><li>3. To lay a foundation for developing their skills in interpreting financial statements.</li></ol>								
UNIT-I	INTRODUCTION TO ACCOUNTING						Classes:12	
Introduction to Accounting: Importance, Objectives and Principles, Accounting Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP), their implications on accounting system; Double entry system–recording business transactions–Classification of accounts –Accounting cycle.								
UNIT-II	ACCOUNTING PROCESS						Classes:12	
The Accounting Process: Overview, Books of Original Record; Journal, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments. Valuation of fixed assets -Tangible vs. Intangible assets. Depreciation, Methods of depreciation–their impact on measurement of business Accounting.								
UNIT-III	FINANCIAL ANALYSIS-I						Classes:12	
Valuation of Assets: Introduction to Depreciation - Methods (Straight line method, Diminishing balance method and Annuity method). Inventory Valuation: Methods of inventory valuation. Financial Analysis-I: Analysis and interpretation of financial statements from investor and company point of view, Liquidity, leverage, solvency and profitability ratios – Du Pont Chart -A Case study on Ratio Analysis.								
UNIT-IV	FINANCIAL ANALYSIS-II						Classes:12	
Financial Analysis-II: Objectives of fund flow statement - Steps in preparation of fund flow statement, Objectives of Cash flow statement- Preparation of Cash flow statement - Funds flow statement Vs Cash flow statement.								
UNIT-V	GST TALLY 2017						Classes:12	
GST Tally 2017: Introduction, features, advantages, select company, create company, shut company, alert, backup, restore, group, ledger, voucher type, stock group, stock item, units of measure, contra, payment, receipts, sale, purchase, journal, create company and activate GST.								
<b>Text Books:</b>								
<ol style="list-style-type: none"><li>1. Dr.S.N.Maheshwari and Dr.S.K. Maheshwari, <b>Financial Accounting</b>, Vikas Publishing House Pvt.Ltd.</li><li>2. Khan, M.Y and Jain. P.K, <b>Management Accounting</b>, TMH, New Delhi.</li></ol>								
<b>Reference Books:</b>								
<ol style="list-style-type: none"><li>1. Ambrish Gupta, <b>Financial Accounting for Management</b>, Pearson Education.</li><li>2. Vijaya Kumar, <b>Accounting for Management</b>, TMH, 2009.</li><li>3. MC Shukla , SC Gupta &amp; TS Grawel, <b>Advanced Accounting</b>, S.Chand Publishing.</li></ol>								
<b>Web References:</b>								
<ol style="list-style-type: none"><li>1. <a href="http://www.indianaccounts.com">www.indianaccounts.com</a></li><li>2. <a href="http://www.icwa.com">www.icwa.com</a></li></ol>								
<b>E-Text Books:</b>								
<ol style="list-style-type: none"><li>1. <a href="https://www.icaew.com/library/library-collection/ebooks/accounting">https://www.icaew.com/library/library-collection/ebooks/accounting</a></li></ol>								

**Outcomes:**

At the end of the course students able to

1. Can explain different Budgets and analyze standard cost and financial decision making.
2. Will be able to classify various types of accounts and identify different accounting principles.
3. Can prepare financial statements in accordance with generally accepted accounting principles and can understand breakeven point and marginal cost.
4. Will be able to analyze financial statements.

## STATISTICAL TECHNIQUES

MBA I Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB106	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
OBJECTIVES:								
The course should enable the students to:								
1.To provide a basic tool kit of relevant tools which would be necessary for decision-making.								
2.To develop students’ diagnostic and analytic skills through suitable logical problems to types.								
3.To develop their ability to measure and judge quantities.								
UNIT-I	DATA CLASSIFICATION						Classes:12	
Data Classification: Types of classification and tables – Rules of classification and tabulation - Frequency Distribution – Importance and different types of graphs and diagrams.								
UNIT-II	MEASURES OF CENTRAL TENDENCY						Classes:12	
Measures of Central Tendency: Arithmetic Mean – Weighted mean – Median, Mode – Geometric mean and Harmonic mean – Measures of Dispersion- Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation.								
UNIT-III	INDEX NUMBERS						Classes:12	
Index Numbers: Methods of construction of Index Numbers - simple, weighted Laspeyre’s, Paasche’s, and Fisher’s Ideal Index - Cost of Living Index - Time Reversal and Factor Reversal tests.								
UNIT-IV	TIME SERIES ANALYSIS						Classes:12	
Time series Analysis: Utility of time series, components of Time series - Measurement of Trend - Graphic & Semi averages methods - Moving Averages and Method of Least Squares.								
UNIT-V	INTRODUCTION						Classes:12	
Introduction – Chance and assignable causes of variation – Process and product control – Control charts - $\bar{x}$ and R, $\bar{\bar{x}}$ and $\sigma$ charts – $p$ , np, and $c$ charts.								
Text Books:								
1. S. C. Gupta, “Fundamentals of Statistics”, Himalaya publications, 6 <sup>th</sup> edition.								
REFERENCE BOOKS:								
1. “Statistics for Management” – Richard I Levin & David S Rubin – 7 <sup>th</sup> Edition – Pearson Education								
2. Advanced Engineering Mathematics - Erwin Kreyzig – John Wiley & sons Inc. - 10 <sup>th</sup> edition								
3. Gupta S.C & Indra Gupta “Business Statistics”, Himalaya Publishing House, Mumbai.								
Web References:								
1. www.statistics.com/								
2. www.indianstatistics.com								
E-Text Books:								
1. https://www.ebooks.com/en-us/subjects/statistics/								

**Outcomes:**

At the end of the course students able to

1. acquire the basic concepts of rules of classification and tabulation
2. compute various measures of central tendency such as mean median and mode
3. calculate various measures of dispersion such as standard deviation
4. analyze the sample data by using index number analysis and time series

## IT LAB FOR MANAGERS

MBA I Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB107	Core	L	T	P	C	CIA	SEE	TOTAL
		0	0	4	2	25	50	75
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:80		
OBJECTIVES: The course should enable the students to: 1. To create knowledge over various Information technology tools which are useful for management students. 2. To indulge knowledge over application of IT enabled tools. 3. To create thought on various web enabled activities.								
UNIT-I	PC HARDWARE						Classes:12	
PC Hardware: Exercise 1: Identify the peripherals of a computer, components in a CPU and its functions. Draw the block diagram of the CPU along with the configuration of each peripheral and submit to your instructor.								
UNIT-II	MS WORD						Classes:12	
MS Word: Exercise 2: The mentor needs to give an overview of Microsoft word 2007, Accessing, overview of toolbars, saving files, Using help and resources, rulers, format painter in word. Exercise 3: Features to be covered - formatting fonts in word, drop cap in word, applying text effects, using character spacing, borders and colors, inserting header and footer, inserting table, using drawing toolbar in word. Exercise 4: Mail merge concept- Create data base/ table of addresses to merge the document for mailing purpose Exercise 5: Exercises on tables								
UNIT-III	MS EXCEL						Classes:12	
MS Excel: Exercise 6: The mentor needs to tell the importance of MS office 2007 Excel as a spreadsheet tool covering accessing, overview of toolbars, saving excel files, using help and resources., also give a task that is covering the features like gridlines, format cells, summation, auto fill, formatting text. Exercise 7: Example on usage of different functions. Exercise 8: Examples to create different types of charts (Pie, bar, line etc.)								
UNIT-IV	MS POWER POINT						Classes:12	
MS Power Point: Exercise 9: Students will be working on MS power point that helps them create basic power point presentation. MS Access: Exercise 10: Students will be working on MS Access that helps them to create basic database. Topics covered during this exercise include - Creating Tables, Queries, Forms and Reports Exercise 11: Employees data base and salary administration. Exercise 12: storing and retrieving of data of customers, sales, dealers, products and geographical areas (Tables and graphs).								
UNIT-V	INTERNET & WORLD WIDE WEB						Classes:12	
Internet & World Wide Web: Students should get connected to the Local Area Network and access the Internet. Students should demonstrate to the instructor, how to access the websites and email. Students should know what search engines are and how to use the search engines. Excercise13: A few topics would be given to the students for which they need to search on Google. This should be demonstrated to the instructors by the student.								

**Reference Books:**

1. **Ms Office**, Sanjay Saxena
2. Frye, **Ms Office Excel**, PHI publications
3. **Ms Office Access- Step by step**, PHI publications

**Web References:**

1. [www.metrolabs.biz](http://www.metrolabs.biz)
2. [www.msoffice.com](http://www.msoffice.com)

**E-Text Books:**

1. [www.it-ebooks.com/](http://www.it-ebooks.com/)

**Outcomes:**

At the end of the course students able to

1. Will have on PC hardware and internet.
2. Will have training on word processor, spread sheet, presentation, relational database.



## HUMAN RESOURCE MANAGEMENT

MBA II Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB201	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
<b>OBJECTIVES:</b> The course should enable the students to: <ol style="list-style-type: none"><li>1. The objective of the course is to equip students with knowledge, skill and competencies to manage people along with capital, material, information and knowledge asset in the organization.</li><li>2. The course has been designed keeping in mind not the specifically the need of HR Managers but all Managers- Fundamental assumption being that all Managers Finance , Market, approaching are accountable to their organization in terms of impact of their HRM practices and systems.</li><li>3. The course will provide students logic and rationale to make fundamental choice about their own assumption and belief in dealing with people.</li></ol>								
UNIT-I	INTRODUCTION TO HRM						Classes:12	
Introduction to HRM: Objectives of HRM, HRM functions, Challenges of HRM- Job analysis and job design- Uses of Job Analysis, Job Description and Specifications, Ergonomics. HR planning: Process of HRP, Recruitment – Sources, Techniques, Selection - Procedure, Placement and induction								
UNIT-II	TRAINING & DEVELOPMENT						Classes:12	
Training & Development: HR Development – Concept of HRD, Scope, Need, Objectives, Functions of HRD Managers, Employee Training - Introduction to Training, Training Process, Training Methods. Management Development: Individual, Group, Organizational Techniques, Evaluation of T&D, Career Planning & Development.								
UNIT-III	PERFORMANCE APPRAISAL						Classes:12	
Performance appraisal: Performance Appraisal: Meaning, Need, Purpose and Objectives, Appraisal Process, Methods of Performance Appraisal, Appraisal Interview and Feedback Interview. Compensation: Objectives, Influences on Compensation, Compensation & on System – Simple Ranking, Job Grading, Point System and factor comparison System.								
UNIT-IV	EMPLOYEE INTEGRATION						Classes:12	
Employee Integration: Quality of Work life, Industrial Relations, Trade unions- Functions and Role of Trade Unions, Objectives of important Indian Trade Unions, Union Structure, Problems of Trade Unions.								
UNIT-V	INDUSTRIAL CONFLICTS						Classes:12	
Industrial Conflicts: meaning, definition, nature, Collective Bargaining, Grievance Handling, Quality Circles.								
<b>Text Books:</b> <ol style="list-style-type: none"><li>1. Biswajeet Pattanayak, Human Resources Management, 3rd Edition, PHI</li><li>2. K. Ashwathappa, Human Resources &amp; Personnel Management, 3rd edition, Tata Mc Graw Hill.</li></ol>								
<b>Reference Books:</b> <ol style="list-style-type: none"><li>1. P.Subbarao , Personnel and Human Resource Management, Himalaya Publication.</li></ol>								

2. P.Subba Rao, Essentials of HRM & Industrial Relations, Himalaya publication
3. Dr. Tripathi P.C , Personnel Management & Industrial Relations, Sultan Chand

**Web References:**

1. [www.shrm.org](http://www.shrm.org)
2. [www.hr.blr.com](http://www.hr.blr.com)

**E-Text Books:**

1. <https://www.ciphr.com/features/seven-best-hr-ebooks/>

**Outcomes:**

At the end of the course students able to

1. Will understand how to strategically plan for the human resources needed to meet organizational goals and objectives?
2. Know the definition for the process of job analysis and its importance as a foundation for human resource management practice.
3. Can Compare and contrast methods used for selection and placement of human resources.
4. Will be able to describe the steps required to develop and evaluate an employee training program

## FINANCIAL MANAGEMENT

MBA II Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB202	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
<b>OBJECTIVES:</b>								
The course should enable the students to:								
<ol style="list-style-type: none"><li>1. Familiarizing the students with the financial environment of business, especially the financial markets.</li><li>2. Imbibing knowledge about the decisions and decision variables involved in building the liability side of balance sheet of the firm.</li><li>3. Developing skills for interpretation business information and application of financial theory in financing related decisions.</li></ol>								
UNIT-I	FINANCIAL MANAGEMENT						Classes:12	
Financial Management: Scope, Finance function and its Organization, Objectives of Financial Management, Time value of money, Compounding technique and discounting technique- sources of long term finance.								
UNIT-II	CAPITAL BUDGETING						Classes:12	
Capital Budgeting: Meaning, Features, Importance, methods of capital budgeting, Risk analysis in capital budgeting, Different methods- Cost of Capital of different sources of capital, weighted average cost of capital and marginal cost of capital.								
UNIT-III	CAPITAL STRUCTURE AND LEVERAGE						Classes:12	
Capital Structure and Leverage: Capital Structure -meaning, features, factors, approaches, Capital Structure Theories – NI, NOI, Traditional and M-M Theories, leverages, Operating leverage, financial leverage and Combined leverage, Dividend Policy- determinants of dividend Policy, Dividend Theories- M-M Theory, Walter Theory, Gordon Theory and Linter’s Theory								
UNIT-IV	WORKING CAPITAL MANAGEMENT						Classes:12	
Working Capital Management: Meaning, need, determinants, estimation of working capital requirements, Management of cash, Inventories & Receivables (Theory and Problems).								
UNIT-V	CORPORATE RESTRUCTURE						Classes:12	
Corporate Restructure-an overview: Corporate Mergers and Acquisitions and Takeovers, types of Mergers and motives for mergers, principles of good corporate governance.								
<b>Text Books:</b>								
<ol style="list-style-type: none"><li>1. Dr.S.N.Maheshwari, financial management, Sultan Chand &amp; Sons.</li><li>2. Sudhindra Bhat, Financial Management –Principles and Practice, Excel Books, 2nd edition.</li></ol>								
<b>Reference Books:</b>								
<ol style="list-style-type: none"><li>1. Dr. Prasanna Chandra, Financial Management, TMH, New Delhi.</li><li>2. Khan M.Y and Jain P.K, Financial Management, Tata McGraw Hill, New Delhi.</li><li>3. Van Horn, James. c, Financial Management and Policy, Prentice Hall of India</li><li>4. I. Vikas.Financial Management, Publishing House, New Delhi.</li></ol>								
<b>Web References:</b>								
<ol style="list-style-type: none"><li>1. www.visionfinancialmanagement.net</li><li>2. www.mint.com</li></ol>								

**E-Text Books:**

1. <https://www.icaew.com/library/library-collection/ebooks/financial-management>

**Outcomes:**

At the end of the course students able to

1. Will understand the concept of organization financial functions and objectives.
2. Can calculate capital budgeting and resource allocation.
3. Will be able to apply measures of cost of capital and financial leverage to form long-term financial policies for business.
4. Understand the meaning and determinants of working capital and corporate restructure

## MARKETING MANAGEMENT

MBA II Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB203	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
<b>OBJECTIVES:</b> The course should enable the students to: <div><div>1. To understand and appreciate the concept of marketing in theory and practice.</div><div>2. To evaluate the environment of marketing and develop a feasible marketing plan (process).</div><div>3. To understand and apply the STP of marketing (segmentation, targeting, positioning).</div><div>4. To have an elementary knowledge of consumer behaviour and marketing research.</div></div>								
UNIT-I	INTRODUCTION TO MARKETING						Classes:12	
Introduction to Marketing: Definition of Marketing - Core Concepts of Marketing, Needs, Wants /Demands, Products, Exchange, Transactions, Market and Marketing. Marketing Concepts / Orientations: Production Concept, Product Concept, Sales Concept, Marketing Concept, Societal Market Concept-Indian Marketing Environment.								
UNIT-II	MARKET SEGMENTATION						Classes:12	
Market Segmentation and Targeting: Meaning, definition, nature, identification of Market Segment- Segmenting Consumer Markets. Product Management: Target Markets, Selection, Segmentation and Targeting as a Basis for Strategy Formulation, Developing and designing a product Positioning Strategy, Marketing Mix – Constituents of a Product - Product Mix and Product Line								
UNIT-III	NEW PRODUCT/SERVICE						Classes:12	
New Product/Service: new product development- New Service Development- Stages of Product/ Service innovation development, The process of adoption, Branding- Product Life Cycle- PLC as a tool for marketing strategy.								
UNIT-IV	DISTRIBUTION DECISION,		PROMOTION		&		Classes:12	
		COMMUNICATION STRATEGIES						
Distribution Decisions, Promotion & Communication Strategies: Marketing Channels, Channel intermediates and functions, channel structure, channel for consumer products, business and industrial products, alternative channel, channel strategy decisions. The promotional mix, advertising, public relations, sales promotion, personal selling, Direct and online Marketing. Marketing communication- communication process, communication promotion mix, factors affecting the promotion mix.								
UNIT-V	PRICING DECISIONS & PERSONAL COMMUNICATION						Classes:12	
Pricing Decisions & Personal Communication: Importance of price, cost determinant of price, markup pricing, profit maximization pricing, break even pricing, pricing strategies, ethics of pricing strategy, product line pricing, WOM, Rural marketing, BOP, relationship Marketing, Digital marketing, Social media marketing, postmodern marketing, market sustainability and ethics, Global marketing, green marketing.								
<b>Text Books:</b> <div><div>1. Phillip Kotler, Marketing Management, Pearson, 14th edition, 2013</div></div>								

2. V.S. Ramaswamy and S. Namakumari, Marketing Management, McMillan, 3rd edition, 2003.
<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Rajan Saxena, Marketing Management, TMH, 2008.</li> <li>2. The Core, Kerin, Hartley and Rudelius, Marketing, McGraw Hill, Irwin, 2007.</li> <li>3. Srinivasan, Case Studies in Marketing- The Indian Context, PHI, 2009</li> <li>4. Lamb, Hair and McDaniel, Marketing, Thomson Publishers, 7th edition, 2006</li> </ol>
<b>Web References:</b> <ol style="list-style-type: none"> <li>1. www.everymedia.com</li> <li>2. www.marketingagency.com</li> </ol>
<b>E-Text Books:</b> <ol style="list-style-type: none"> <li>1. <a href="https://www.amazon.in/Marketing-Management-Keller...ebook/dp/B071GNMDDM">https://www.amazon.in/Marketing-Management-Keller...ebook/dp/B071GNMDDM</a></li> </ol>
<b>Outcomes:</b> At the end of the course students able to <ol style="list-style-type: none"> <li>1. can understand Production management, it's functions and product&amp; process Design</li> <li>2. will be able to classify different plant layouts and find optimum production strategy</li> <li>3. can execute production scheduling and understand method study</li> <li>4. will comprehend Productivity and Quality management</li> </ol>

## PRODUCTION AND OPERATIONS MANAGEMENT

MBA II Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB204	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
<b>OBJECTIVES:</b> The course should enable the students to: <div><div>1. To get acquainted with the basic aspects of Production Management.</div><div>2. The course attempts to discuss various important planning, organizing and controlling aspects of Operations Management.</div><div>3. Through text and case studies, this course prepares for a study of different operational issues in manufacturing and services organizations</div></div>								
UNIT-I	INTRODUCTION TO POM						Classes:12	
Introduction to POM: - Over view of Production & Operations Management, Functions, Historical development of POM, POM scenario today. Product and Process Design: Product & Process Development, Manufacturing Process Technology, CAD/ CAM.								
UNIT-II	FACILITIES MANAGEMENT						Classes:12	
Facilities Management: Location of Facilities, Layout of Facilities, Classification of Layout and Flexible Manufacturing. Aggregate Planning: Preparation of aggregate demand Forecast, Determination of optimal production strategy								
UNIT-III	SCHEDULING						Classes:12	
Scheduling: Job Scheduling, Shop Type Production, Assignment and Sequencing, Scheduling In Mass, Continuous and Project Type Production. Work Study: Method study, Work measurement, Job Design, Industrial Engineering Techniques.								
UNIT-IV	PRODUCTIVITY AND QUALITY MANAGEMENT						Classes:12	
Productivity and Quality management: Productivity Cycle, Productivity Engineering and Management, Total productivity model.								
UNIT-V	QUALITY MANAGEMENT						Classes:12	
Quality management: Economics of Quality Assurance, Inspection and Quality Control, Acceptance Sampling, Total Quality Management – ISO 9000 series standards, Six Sigma.								
<b>Text Books:</b> <div><div>1. R.Panneerselvam, Production and Operations Management, PHI Learning private Ltd</div><div>2. Aswathappa.K, Production and Operation Management, Himalaya publishing house, Mumbai</div></div>								
<b>Reference Books:</b> <div><div>1. Upendra-Kachru, Production and operations management, Excel books, New Delhi.</div><div>2. S N Chary, Production and Operations Management, Tata McGraw Hill, New delhi,2008.</div><div>3. Chase, Aquilano, Jacobs, Operations management for competitive advantage, Tata McGraw Hill.</div><div>4. Elwood S.Buffa and Rakesh k.Sarin, Modern production/operations management, Wiley India.</div></div>								
<b>Web References:</b> <div><div>1. www.sixsigma.com</div><div>2. www.tqm.com</div></div>								

**E-Text Books:**

1. <https://www.ebooks.com/en-aw/...production-operations-management-ebooks/406/>

**Outcomes:**

At the end of the course students able to

1. can understand Production management, it's functions and product& process Design
2. will be able to classify different plant layouts and find optimum production strategy
3. can execute production scheduling and understand method study
4. will comprehend Productivity and Quality management



## OPERATIONS RESEARCH

MBA II Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB205	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
<b>OBJECTIVES:</b>								
The course should enable the students to:								
<div>1. To provide a formal quantitative approach to problem solving and an intuition about situations where such an approach is appropriate.</div> <div>2. To introduce some widely-used mathematical models. The understanding of these models will allow the students to communicate with persons who run them and to evaluate the results they present</div> <div>3. To provide a tool that the students can use to solve management problems.</div>								
UNIT-I	LINEAR PROGRAMMING PROBLEMS						Classes:12	
Linear programming problems: Linear programming problems - Formulation - Graphical Solution LP problems - Simplex method – Big – M and Artificial variables methods.								
UNIT-II	TRANSPORTATION & ASSIGNMENT PROBLEMS						Classes:12	
Transportation & Assignment Problems: Definition and application of transportation problem – Initial Basic Feasible solutions by North – West corner, least cost, and Vogel’s approximation methods - Solution of the transportation problem – Optimality test-Hungarian Algorithm for balanced and unbalanced problems - Travelling salesman problem.								
UNIT-III	SEQUENCING PROBLEMS						Classes:12	
Sequencing problems : Introduction to Sequencing - n’ jobs on two and three machines, two jobs on ‘n’ machines								
UNIT-IV	GAME THEORY						Classes:12	
Game Theory: Two - person zero - sum game - Pure strategy - Games with saddle point - mixed strategies – 2 X 2 games without saddle point - Arithmetic Methods for 2 x 2 games - Rules of Dominance – Algebraic method.								
UNIT-V	INTRODUCTION TO NETWORKS						Classes:12	
Introduction to networks - Network diagram construction – PERT- calculations of estimated time - standard deviation and probability - CPM - Identification of critical path.								
<b>Text Books:</b>								
<div>1. S.D. Sharma, “Operations Research” - S. Chand (For 1, 2, and 3 units)</div> <div>2. Kanti Swarup, P.K. Gupta, and Man Mohan - “Operations Research” – Sultan Chand &amp; Sons – 8 th thoroughly revised edition</div>								
<b>Reference Books:</b>								
<div>1. Prem kumar Gupta, Hira, “Operations Research”, - S.Chand, 2008</div> <div>2. Hamdy, A.Taha, “Operations Research” - An Introduction, - Person Education</div>								
<b>Web References:</b>								
<div>1. <a href="http://www.advancedanalytical.com">www.advancedanalytical.com</a></div> <div>2. <a href="http://www.caseeducation.com">www.caseeducation.com</a></div>								
<b>E-Text Books:</b>								
<div>1. <a href="https://faculty.psau.edu.sa/.../doc-6-pdf-14b14198b6e26157b7eba06b390ab763">https://faculty.psau.edu.sa/.../doc-6-pdf-14b14198b6e26157b7eba06b390ab763</a></div>								

**Outcomes:**

At the end of the course students able to

1. get the various methods of simplex methods to industrial applications
2. handle the practical situations of transport, assignment, and sequencing problem
3. gain the decision making analysis using game theory
4. solve the problems related to CPM and PERT using the network construction

## BUSINESS RESEARCH METHODS

MBA II Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB206	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
<b>OBJECTIVES:</b> The course should enable the students to: <div><div>1. To understand the concept and process of Business research in business environment.</div><div>2. To know the use of tools and techniques for exploratory, conclusive and causal research</div><div>3. To understand the concept of measurement in empirical systems and its validity and reliability</div></div>								
UNIT-I	INTRODUCTION						Classes:12	
Introduction: Business Research: Definition-Types of Business Research, Scientific Investigation, The Building Blocks of Science in Research. The Language of Research: Concepts, Constructs, Definitions, Variables, Propositions and Hypotheses, Theory and Models. Role of Business Research in Managerial Decisions.								
UNIT-II	THE RESEARCH PROCESS						Classes:12	
The Research Process: Problem Identification- Broad Problem area-Preliminary Data gathering, Literature Survey - Online Data Bases Useful for Business Research, Problem Definition-Theoretical Framework- Components of Theoretical Framework - Hypothesis Development.								
UNIT-III	THE RESEARCH DESIGN						Classes:12	
The Research Design: Types of Research Designs- Exploratory, Descriptive, Experimental Designs and Case Study - Measurement of Variables- Operational Definitions and Scales Nominal and Ordinal Scales- Rating Scales- Ranking Scales- Reliability and Validity								
UNIT-IV	COLLECTION OF DATA						Classes:12	
Collection of Data: Sources of Data-Primary Sources and Secondary Sources of Data - Data Collection Methods- Interviews- Structured Interviews and Unstructured Interviews-Face to Face and Telephonic Interviews. Observational Surveys: Questionnaire Construction Organizing Questions-Structured and Unstructured Questionnaires – Guidelines for Construction of Questionnaires.								
UNIT-V	DATA ANALYSIS						Classes:12	
Data Analysis: An overview of Descriptive, Associational and Inferential Statistical Measures-Hypothesis testing, T-test, F-test, Chi-square test (Theory and Problems). The Research Report: Guidelines for Preparing a Good Research Report- Oral Presentation Deciding on the Content-Visual Aids- Handling Questions.								
<b>Text Books:</b> <div><div>1. C.R.Kothari, Vishwaprakashan, Research Methodology – Methods, Techniques, New Delhi.</div><div>2. Uma Sekharan, Research Methods for Business, A Skill Building Approach, John Wiley &amp; Sons (Asia) Pvt.Ltd, Singapore, 2003.</div></div>								
<b>Reference Books:</b> <div><div>1. Donald R Cooper and Pamela S Schindler, Research Methods, 9th edition, Tata McGraw Hill Publishing Company Limited, New Delhi, 2009</div></div>								

**Web References:**

1. [www.brm.com](http://www.brm.com)
2. [www.brmchrm.com](http://www.brmchrm.com)

**E-Text Books:**

1. <https://www.pdfdrive.com/business-research-methods-books.html>

**Outcomes:**

At the end of the course students able to

1. Will understand the fundamental concepts of business research methods
2. Comprehend appropriate quantitative methodologies for use in a study to be performed.
3. will be able to construct a questionnaire relying on several types of question
4. Can write an effect research proposal that spells out a project.

## BUSINESS SIMULATION LABORATORY

MBA II Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB207	Core	L	T	P	C	CIA	SEE	TOTAL
		0	0	4	2	25	50	75
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
<b>OBJECTIVES:</b> The course should enable the students to: <div><div>1. To impact real entrepreneurial abilities among the students.</div><div>2. To make them to become entrepreneurs in the competitive world.</div><div>3. Understand the basic and advanced features and application of SPSS 20.0</div></div>								
UNIT-I							Classes:12	
Activity I: Business start ups- The students will assume as entrepreneur in any of the fields and present the problems, prospects and explain why he/she has selected that particular start up? Activity II: Business plan- students will be in a group of 2 or 3 will select a business and formulate the plan to start up. They will have to present in an open forum regarding the total finance requirement and outlay, HR requirement, Marketing planning, strategy and techniques, production process, advertising and sales promotion aspects.								
UNIT-II							Classes:12	
Activity III: Business Proposal- students will be trained to write business proposal and asked to write a business proposal of their own after their business plan. The same will be presented on stage through PPT presentation. Activity IV: Board meeting and minutes- Students will be asked to simulate the corporate board meeting by assigning themselves various executive positions and prepare minutes and sign in that.								
UNIT-III							Classes:12	
Activity V: corporate executives problem solving- Every student will have a chance to take up the role of managers and a given problem will have to be solved by them and the same will be presented. Activity VI: Simulations in all business areas- Students will be given to take up a simulation i.e., Real context in entrepreneurship, finance, marketing, negotiation, operations management, organizational behaviour, strategy, etc.								
UNIT-IV							Classes:12	
SPSS: Overview of SPSS, Uses, Data Analysis. Making students/Learn Familiar with Main menu and other features of SPSS Package. Datasets will be supplied to the students asking them to perform various operations by using software.								
UNIT-V							Classes:12	
Basic R- Programming features: introduction to the main data types and visualization, Introduction to functions. More on lists and data frames, Programming structures: relational and logical operations; flow control. Data management: data import/export and data frames, Math and simulations in R, statistical models in R, Simulation, code profiling, Machine learning algorithms etc.								
Reference Books: <div><div>1. Manuel Laguna and Johan Marklund, Business Process Modeling- Simulation, Pearson Education.</div><div>2. Business simulation, Harvard business publication.</div></div>								

**Web References:**

1. [www.analyticsworld.com](http://www.analyticsworld.com)
2. [www.spss.com](http://www.spss.com)

**E-Text Books:**

1. [https://www.simstudios.com/Simulation\\_eBooks/business\\_simulation\\_eBooks.html](https://www.simstudios.com/Simulation_eBooks/business_simulation_eBooks.html)

**Outcomes:**

At the end of the course students able to

1. Know to transfer the theoretical and conceptual aspects to real business.
2. Will be able to explore the experimentally and collaborate as to the situations.
3. Will understand statistical tools learnt in SPSS and R-Programming
4. Can analyse the data to draw inference for decision making.

## BUSINESS ETHICS AND CORPORATE GOVERNANCE

MBA III Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB301	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
<b>OBJECTIVES:</b> The course should enable the students to: <div><div>1. To gain practice in seeing the ethical dilemmas in common business situations, to recognize them and to find ways to resolve</div><div>2. To broaden ones understanding of what it means to act rightly while in business</div><div>3. To commit oneself to mutual ethical treatment of the human person and do ethical business and ethical leadership</div><div>4. To make ethical decisions effectively and decisively based on ethical thinking and decision making processes using decision frameworks.</div></div>								
UNIT-I	INTRODUCTION TO BUSINESS ETHICS						Classes:12	
Introduction to Business Ethics: Ethical theories and Approaches, Importance of Ethics in Business, Modern Decision Making, Models for Decision Making								
UNIT-II	ETHICAL ISSUES IN HRM & MARKETING						Classes:12	
Ethical Issues in HRM & Marketing: Ethics in Selection, Training &Development, Ethics at work place and performance appraisal. Advertising Ethics, Ethics in Business Competition.								
UNIT-III	ETHICAL ISSUES IN FINANCE & IT						Classes:12	
Ethical Issues in Finance & IT: Insider trading, ethical investment, combating Frauds, Information Security and Threats, Intellectual Property Rights, Cybercrime – Right to information Act.								
UNIT-IV	CORPORATE GOVERNANCE						Classes:12	
Corporate Governance: Purpose, theories and practice of corporate governance, Indian model of governance- good corporate governance-land marks in emergence of governance, various committee reports on corporate governance.								
UNIT-V	CORPORATE SOCIAL RESPONSIBILITY						Classes:12	
Corporate Social Responsibility- Stakeholders, Environment, Social Development, community development, contemporary issues in corporate social responsibility.								
<b>Text Books:</b> <div><div>1. C.S.V. Murthy, Business Ethics, Himalaya publishing.</div><div>2. Fernando, Business Ethics - An Indian perspective, Pearson Education, 2009</div></div>								
<b>Reference Books:</b> <div><div>1. Bob tricker, Corporate Governance, Oxford, 2009. Laura p Hartman, Perspectives in Business Ethics, Tata McGraw Hill.</div><div>2. Balachandran chandrasekharan, Corporate Governance and social responsibility, PHI.</div><div>3. Weiss, Business Ethics - concepts and cases, cengage, 2009.</div><div>4. Satish Modh, Ethical Management, McMillan.</div><div>5. Jayashree sadri, Dastoor, Jaico, The Theory and practice of Managerial Ethics, 2008</div></div>								

**Web References:**

1. [www.business-ethics.com](http://www.business-ethics.com)
2. [www.globeethics.net](http://www.globeethics.net)

**E-Text Books:**

1. [https://books.google.co.in/books/.../Business\\_Ethics\\_and\\_Corporate\\_Governance.html](https://books.google.co.in/books/.../Business_Ethics_and_Corporate_Governance.html)

**Outcomes:**

At the end of the course students able to

1. Can apply contemporary Ethics & Governance issues in a business context.
2. Will understand ethics to contemporary business practice.
3. Will know the key perspectives on corporate social responsibility and their application.
4. Can evaluate different corporate ownership structures and their key governance features.
5. Familiarize all of the corporate governance perspectives to contemporary business practice



## ENTREPRENEURSHIP DEVELOPMENT

MBA III Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB302	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
OBJECTIVES:								
The course should enable the students to:								
<div>1. The course is designed primarily for those who at some point of their career want to start their own ventures, or run their own family businesses.</div> <div>2. It is equally useful to those who plan to work in or with new ventures either as venture capitalists, consultants to new firms or in new business development units of larger corporate.</div> <div>3. This will involve working together to investigate, understand and internalize the process of founding a startup</div>								
UNIT-I	CONCEPT OF ENTREPRENEURSHIP						Classes:12	
Entrepreneurship: Concept of Entrepreneurship - Characteristics, types of Entrepreneurs, theories of entrepreneurship, evolution of entrepreneurship, importance of entrepreneurship - Difference between entrepreneurship and intrapreneurship. Successful entrepreneurship: Need of entrepreneurship and devastating unemployment problems in India - Importance of small business in Indian Economy- Role of entrepreneurship in economic development.								
UNIT-II	FORMS OF ENTERPRISE						Classes:12	
Forms of enterprise: Types of Ownership - sole trading, partnership and other forms - Important features of various types of business - Corporate entrepreneurship - Distinction between an entrepreneur and a manager – Role of government in the promotion of entrepreneur - State enterprises in India- Business idea generation, business proposals, business opportunities and business plans - SWOT Analysis. Intellectual property rights (IPR): Patents, copy rights and trademarks								
UNIT-III	WOMEN ENTREPRENEURSHIP						Classes:12	
Women Entrepreneurship: Concept of women entrepreneurship- Functions- Growth of women entrepreneurship – Problems of women entrepreneurship- Women entrepreneurship development programs - Development of women entrepreneurship In India, Recent trends.								
UNIT-IV	RURAL ENTREPRENEURSHIP						Classes:12	
Rural Entrepreneurship: Need problems of rural entrepreneurship- Development of rural entrepreneurship and its contribution - NGO’s and rural entrepreneur- Central and state Government policies to support rural enterprises.								
UNIT-V	MSME						Classes:12	
MSME: Characteristics, problems - Role of MSME in economic development – Entrepreneur development cell (EDC) - Need, objectives and phases of entrepreneurship development programs (EDPs) - Institutional support to MSMEs. Finance to Enterprise: Need for finance plans- Sources of finance - Capital structure and capital budgeting - Venture capital- Seed money/seed funding- Angel funding, crowd funding, international funding agencies for start-ups - Institutional Finance to Entrepreneurs.								
Text Books:								
<div>1. Vasanth Desai, The Dynamics of Entrepreneurial Development and Management,</div>								

<p>Himalaya, 2009.</p> <p>2. Bholanath Dutta, Entrepreneurship Management (Text and Cases), Excel Books, 2009</p>
<p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. S.S. Khanka, Entrepreneurial Development, S. Chand and Company Limited, New Delhi, 2009.</li> <li>2. H. Nandan, Fundamentals of Entrepreneurship, PHI, New Delhi, 2009.</li> <li>3. Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Entrepreneurship, 6th edition, TMH,</li> </ol>
<p><b>Web References:</b></p> <ol style="list-style-type: none"> <li>1. <a href="http://www.entrepreneurs.com">www.entrepreneurs.com</a></li> <li>2. <a href="http://www.innovationidea.com">www.innovationidea.com</a></li> </ol>
<p><b>E-Text Books:</b></p> <ol style="list-style-type: none"> <li>1. <a href="https://books.google.com">https://books.google.com</a> › Business &amp; Economics › Management</li> </ol>
<p><b>Outcomes:</b></p> <p>At the end of the course students able to</p> <ol style="list-style-type: none"> <li>1. Can understand the concept of entrepreneurship and key perspectives of women and rural entrepreneurs.</li> <li>2. Can evaluate different forms of ownership structures in business and Comprehend knowledge on MSME and ED programmes and various sources of finance, seed money/capital, angel funding, crowd funding and international funding agencies.</li> </ol>

## FINANCIAL INSTITUTIONS, MARKET AND SERVICES (ELECTIVE-I)

MBA III Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB303	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
<b>OBJECTIVES:</b> The course should enable the students to: <div><div>1. To indulge knowledge over various financial institutions and markets in India.</div><div>2. To make them to create awareness over various financial instruments in the business world</div></div>								
UNIT-I	FINANCIAL SYSTEM, REGULATORY AND PROMOTIONAL INSTITUTIONS						Classes:12	
Financial System, Regulatory and Promotional Institutions: Financial System and Economic Development, Financial Sector reforms, financial inclusion. Regulatory and Promotional Institutions: Functions and Role of RBI, Monetary policy and techniques of monetary control of RBI, The Role and Functions of SEBI.								
UNIT-II	THE BANKING AND NON-BANKING FINANCIAL INSTITUTIONS						Classes:12	
The Banking and Non-Banking Financial Institutions: The public and private sectors, structure, Bank capital and Banking Innovations, Commercial and Co-operative Banks, Nonbanking Financial Institutions, Insurance Companies - Role of IRDA. Mutual Funds: Growth of Indian Mutual Fund and its Regulations- The Role of AMFI.								
UNIT-III	FINANCIAL MARKETS						Classes:12	
Financial Markets: Structure and Functions of Call Money Market, Government Securities Market, Treasury Bills Market, Commercial Bills Market, Commercial Paper and Certificates of Deposits.								
UNIT-IV	SECURITIES MARKETS						Classes:12	
Securities Markets: Organization and Structure, Listing, Trading and Settlement, SEBI and Regulations of Primary and Secondary Markets.								
UNIT-V	FINANCIAL SERVICES						Classes:12	
Financial Services: Asset/Fund Based Financial Services - Lease Finance, Consumer Credit And Hire Purchase Finance, Factoring - Definition, Functions, Advantages, Evaluation And Forfeiting, Bills Discounting, Housing Finance. Venture Capital Financing: Fee-based / Advisory services, Stock Broking, Credit Rating.								
<b>Text Books:</b> <div><div>1. Dr.S.N.Maheshwari, financial management, Sultan Chand &amp; Sons.</div><div>2. Sudhindra Bhat, Financial Management –Principles and Practice, Excel Books, 2<sup>nd</sup> edition.</div></div>								
<b>Reference Books:</b> <div><div>1. <a href="https://www.mheducation.co.in/.../finance/financial-institutions-markets/text-book">https://www.mheducation.co.in/.../finance/financial-institutions-markets/text-book</a></div><div>2. <a href="https://www.pdfdrive.com/financial-institutions-and-markets-books.html">https://www.pdfdrive.com/financial-institutions-and-markets-books.html</a></div></div>								
<b>Web References:</b> <div><div>1. <a href="http://www.finmarketguru.com">www.finmarketguru.com</a></div><div>2. <a href="http://www.capitalmind.com">www.capitalmind.com</a></div></div>								

**E-Text Books:**

1. <https://www.kopykitab.com/A-Textbook-Of-International-Financial-Management-by->
2. <https://www.amazon.in/International-Financial-Management-Jeff.../dp/1133947832>

**Outcomes:**

At the end of the course students able to

1. Will understand the role of the financial system in the economy.
2. Will be able to know various financial instruments.
3. Can formulate the efficient market hypothesis.
4. Can analyze structure of interest rates.
5. Familiarize role of financial intermediaries in financial system.

## CONSUMER BEHAVIOUR (ELECTIVE-I)

MBA III Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB304	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
<b>OBJECTIVES:</b>								
The course should enable the students to:								
<div><div>1.</div><div>Proficient and knowledgeable about the various disciplines contribution in understanding buyer behaviour in a holistic manner</div></div> <div><div>2.</div><div>Familiar with the advances in consumer research in deciphering buyer motivation, and behaviour (pre-purchase, purchase and post purchase), impact of social and cultural variables on consumption decisions</div></div> <div><div>3.</div><div>Equipped with frameworks to analyse consumer’s behaviour and use them in designing marketing strategies and in enhancing the effectiveness of marketing programmes.</div></div>								
UNIT-I	INTRODUCTION TO CONSUMER BEHAVIOUR						Classes:12	
Introduction to Consumer Behaviour – Inter Disciplinary Approach; Consumer and Marketing Strategy –Methods of Consumer Research, Diversity of Consumers and their behaviours; Profiling the consumer and understanding their needs; Determinants of Consumer Behaviour – Profile of the Indian Consumer								
UNIT-II	CONSUMERS NEED STUDY						Classes:12	
Consumers need Study: Theories of Motivation and their applications. Process theories and content theories. Personality and self concept. Theories of personality. Trait theory and measurement. Motivational Research.								
UNIT-III	PERCEPTION						Classes:12	
Perception – Nature of Perception – Perception and Marketing Strategy; Motivation – Motivation Theory and Marketing Strategy; Personality and Emotion.								
UNIT-IV	LEARNING AND CONSUMER BEHAVIOUR						Classes:12	
Learning and Consumer Behaviour- Learning theories: Behavioural Learning Theories Classical Conditioning, Instrumental Conditioning, Cognitive Learning Theory, Involvement Theory, Brand loyalty, Brand extensions.								
UNIT-V	CONSUMER DECISIONS PROCESS						Classes:12	
Consumer Decisions Process – Problem Recognition – Information Search – Evaluation Alternative and Selection – Post Purchase Behaviour – Organizational Buyer Behaviour Attitude, Measurement and Change; Self Concept and Life Style Marketing, Segmentation – Consumer decision making process, Evaluative Criteria and decision rules;								
Text Books:								
<div><div>1.</div><div>Leon G.Schiffman and Leslie Hazer Kanuk, Consumer Behaviour, Perason Education, Asia:2008</div></div> <div><div>2.</div><div>Henry Assael, Willey Consumer Behavior-India, New Delhi.</div></div>								
Reference Books:								
<div><div>1.</div><div>Jagadish N Seth, Atul Parvati Rao and G.Shainesh, Customer Relationship Management- Emerging concepts, tools and applications, TMC New Delhi</div></div>								

2. Mukesh Chaturvedi and Abhinav Chaturvedi: Customer Relationship Management: An Indian Perspective, excel publishers.

**Web References:**

1. [www.consumerpsychologist.com](http://www.consumerpsychologist.com)
2. [www.crm.com](http://www.crm.com)

**E-Text Books:**

1. <https://www.amazon.in/Consumer-Behaviour-Insights-Indian-Market/.../8120339630>
2. <https://www.amazon.in/Consumer-Behaviour-Insights-Indian-Market/.../8120339630>

**Outcomes:**

At the end of the course students able to

1. Will understand the Consumer rational behavior.
2. Will be able to know consumer perception.
3. Can analyze the Attitudes and Attitude Change.

**INDUSTRIAL RELATIONS & LABOUR LAWS  
(ELECTIVE-I)**

MBA III Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB305	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
<b>OBJECTIVES:</b> The course should enable the students to: 1. To know the industrial laws and labour legislations 2. To learn the trade union and its procedures in conflict. 3. To learn Industrial conflicts, Causes, Types, Consequences, Prevention and Settlement Collective Bargaining.								
UNIT-I	INDUSTRIAL RELATIONS						Classes:12	
Industrial Relations: Concept, Scope, Objectives, emerging socio-economic and techno economic profile; Impact of technological change on Industrial Relations; Role of State in managing industrial relations - Factors affecting Industrial Relations.								
UNIT-II	TRADE UNIONS						Classes:12	
Trade Unions: Introduction, Definition and objectives, growth of Trade Unions in India. Trade Unions Act, 1926 and Legal framework, Union recognition, Union problems, Employees Association – Introduction, Objective, Membership, and Financial Status.								
UNIT-III	LABOUR LEGISLATION-I						Classes:12	
Labour Legislation-I: Factories Act 1948; Contract Labour (Regulation and Abolition) Act 1970, Workmen’s Compensation Act, 1923,								
UNIT-IV	LABOUR LEGISLATION-II						Classes:12	
Labour Legislation-II: ESI Act, 1948- Payment of Wages Act, 1936, Minimum Wages Act, 1948, Payment of Bonus Act, 1965, National Wage Policy.								
UNIT-V	INDUSTRIAL CONFLICT						Classes:12	
Industrial Conflict: Causes, Types, Consequences, Prevention and Settlement – Collective Bargaining-Role, Methods, Degree of success, Problems and Issues – Grievance handling, Negotiation, Conciliation, Arbitration, Adjudication								
<b>Text Books:</b> 1. Arun Monappa, Industrial Relations, Tata Mc Graw Hill, New Delhi, 2003. 2. P. SubbaRao, Human Resource and Industrial Relations, Tata Mc Graw Hill.								
<b>Reference Books:</b> 1. Shamshuddin Shaik, Management of Industrial Relations, Students helpline Publishing House Pvt. Ltd., Hyderabad,2011 2. V. S. P. Rao, Human Resource Management - Text & Cases, Anurag Jain, New Delhi,2002 3. R.S.Dwivedi, Managing Human Resources/Personnel Management in Indianenterprises, Golgotha Publishing Company, New Delhi,2002. 4. Sinha, Sinha & Shekhar, Industrial Relations, Trade Unions and Labour Legislations, Pearson Education.								
<b>Web References:</b> 1. www.workplacereactions.ie 2. www.industrialrelations.nsw.gov.in								

**E-Text Books:**

1. <https://libguides.csu.edu.au/c.php?g=593350&p=4104374>
2. <https://www.amazon.in/Industrial-Relations-Labour-Laws-Fifth/dp/8125918310>

**Outcomes:**

At the end of the course students able to

1. Identify resources available to the manager seeking guidance in addressing issues of workplace law.
2. Use and understand the basic legal vocabulary of employment law.
3. Explain and apply the legal principles that apply to a wide range of workplace issues.
4. Understand your individual legal obligations as a manager or human resources specialist in confronting legal issues that arise in the workplace.



**MOBILE COMMERCE  
(ELECTIVE-I)**

MBA III Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB306	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
<b>OBJECTIVES:</b> The course should enable the students to: 1. To know electronic commerce ,value chains and role of E-commerce 2. Infrastructure of M–Commerce, Types of Mobile Commerce Services, Technologies of Wireless Business. 3. To know the business to business models and Mobile theory applications.								
UNIT-I	ELECTRONIC COMMERCE						Classes:12	
Electronic Commerce: Traditional commerce and E-commerce – Internet and WWW – Role of WWW – Value Chains – Strategic Business And Industry Value Chains – Role of Ecommerce.								
UNIT-II	MOBILE COMMERCE						Classes:12	
Mobile Commerce: Introduction – Infrastructure of M–Commerce – Types of Mobile Commerce Services – Technologies of Wireless Business – Benefits and Limitations, Support, Mobile Marketing & Advertisement, Non– Internet Applications In M–Commerce – Wireless/Wired Commerce Comparisons.								
UNIT-III	MOBILE COMMERCE APPLICATIONS						Classes:12	
Mobile Commerce: Theory and applications: The Ecology Of Mobile Commerce – The Wireless Application Protocol – Mobile Business Services – Mobile Portal – Factors Influencing The Adoption of Mobile Gaming Services –								
UNIT-IV	MOBILE COMMERCE AND DATA TECHNOLOGY						Classes:12	
Mobile Commerce and Data Technology: Mobile Data Technologies And Small Business Adoption And Diffusion – E-commerce in The Automotive Industry – Location– Based Services: Criteria For Adoption And Solution Deployment – The Role of Mobile Advertising In Building A Brand – M–commerce Business Models								
UNIT-V	BUSINESS– TO– BUSINESS AND MOBILE E– COMMERCE						Classes:12	
Business– to– Business Mobile E– Commerce: Enterprise Enablement – Email and Messaging – Field Force Automation (Insurance, Real Estate, Maintenance, Healthcare) – Field Sales Support (Content Access, Inventory) – Asset Tracking and Maintenance/Management – Remote IT Support – Customer Retention (B2C Services, Financial, Special Deals) – Warehouse Automation – Security.								
<b>Text Books:</b> 1. E.Brian Mennecke, J.Troy Strader, “Mobile Commerce: Technology, Theory and Applications”, Idea Group Inc., IIRM press, 2003. 2. Ravi Kalakota, B.Andrew Whinston, “Frontiers of Electronic Commerce”, Pearson Education, 2003.								
<b>Reference Books:</b> 1. P. J. Louis, “M-Commerce Crash Course”, McGraw- Hill Companies February 2001. 2. Paul May, “Mobile Commerce: Opportunities, Applications, and Technologies Of Wireless								

**Web References:**

1. [www.ebanking.com](http://www.ebanking.com)
2. [www.ecommerce.com](http://www.ecommerce.com)

**E-Text Books:**

1. <https://www.amazon.in/commerce-Mobile-Commerce-Technologies/dp/8121928419>
2. <https://books.google.co.in> › Business & Economics › Marketing › General

**Outcomes:**

At the end of the course students able to

1. Students will understand the role of internet in E-Commerce.
2. They will come to know about types of mobile Commerce services and internet applications.
- 3 To understand the technology based services available in M-Commerce.
- 4 To understand the Mobile advertising concepts and models.
- 5 To know the importance of e-mail marketing i.e. used for insurance, real estate and IT Services.

## PORT OPERATIONS AND TERMINAL MANAGEMENT (ELECTIVE-I)

MBA III Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB307	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
<b>OBJECTIVES:</b> The course should enable the students to: 1. To learn port operations concern functions, role of ports in transportation 2. To understand the concepts of Ships and Cargoes 3. Port marketing and port prices aspects in national and international aspects								
UNIT-I	PORTS AND FUNCTIONS						Classes:12	
Ports and Functions: Introduction, meaning and objectives- Types of ports- Geographic reasons for port locations- Role of ports in international Trade- Role of ports in Transportation Impact of globalization on ports.								
UNIT-II	SHIPS AND CARGOES						Classes:12	
Ships and Cargoes: Meaning, types of ships: dry bulk cargo ships-general purpose ships liners-break bulk. Different types of Tankers: Crude oil-petroleum-liquid gases- chemicals vegetable oils. Role of port users: Ship owners and operators-ship agents- forwarders truckers- rail and barge operations.								
UNIT-III	PORT COMPETITION AND MARKETING, PRICING: PORT COMPETITION						Classes:12	
Port Competition and Marketing, Pricing: Port Competition: National and international Trade growth- vessel development- commercial needs and financial viability. Role of ship operators. Cost factors in pricing: Infrastructure- Navigation services- Equipment staff and labour- Security and safety.								
UNIT-IV	LEGAL ASPECTS OF PORT MANAGEMENT						Classes:12	
Legal Aspects of Port Management: Port laws and bylaws- National legislation- Finance operators' liability and insurances- Role of Trade unions and labour organizations- ITF- Role of Statutory bodies- customs, immigrations, port health, marine safety.								
UNIT-V	PRICING ASPECTS OF PORT MANAGEMENT						Classes:12	
Pricing Aspects of Port Management: Cost factors in pricing: Infrastructure- Navigation services- Equipment staff and labour- Security and safety.								
<b>Text Books:</b> 1. Alderton P., Port Management and Operations, Informa, 2008. 2. Branch A. E., Elements of Port Operation and Management, Springer, 1986								
<b>Reference Books:</b> 1. www.portstrategy.com 2. www.portoperations.com								
<b>Web References:</b> 1. www.portoperations.com 2. www.portmanagement.com								

**E-Text Books:**

1. <https://www.amazon.com/Port-Operations...Terminal-Management/dp/3639365682>
2. <https://www.ics.org.uk/learning/publications...support/port-and-terminal-management>

**Outcomes:**

At the end of the course students able to

1. Analyse and discuss business activities of managers in ports and terminals in the context of maritime logistics and global supply chains.
2. Will be able to learn ships and cargoes maintenance
3. Critically analyse port performance, port service quality, and port competition with application of theories and principles and suggest competitive port strategy.
4. Students will be able to know legal aspects of port operations.

## SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (ELECTIVE-II)

MBA III Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB308	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
<b>OBJECTIVES:</b> The course should enable the students to: <div><div>1. To know the investment and different types of investors, Investment Alternatives</div><div>2. Fundamental and technical analysis relation to securities market</div><div>3. Measurement of risk and return calculation procedure and to know the different models of portfolio analysis</div></div>								
UNIT-I	INVESTMENT						Classes:12	
Investment: Meaning, objectives, process of Investment, Investment Alternatives, Difference between speculation and Investment and gambling, stock exchanges- meaning, features , functions, SEBI- Rights, powers, functions, NSE – BSE – OTCEI – Trading in stock exchanges.								
UNIT-II	SECURITY ANALYSIS						Classes:12	
Security Analysis: Fundamental Analysis-Economy, Industry and company analysis, Technical Analysis-Dow theory, Relative strength index, Elliott wave theory, Moving average theory, technical Vs Fundamental analysis								
UNIT-III	CONCEPT OF RETURN AND RISK						Classes:12	
Concept of Return and Risk: Revenue Return and Capital appreciation, Holding period statistical Methods- Probability Distribution- Calculation of Expected Return. Risk Factors Types of Risks- Measurement of Risk- Standard Deviation- Variance- Correlation Coefficient-Beta.								
UNIT-IV	PORTFOLIO MANAGEMENT						Classes:12	
Portfolio Management: Process of Portfolio Management, Diversification, Approaches of Valuation- Bond Valuation, Preference Share valuation and Common Stock Valuation								
UNIT-V	MODERN PORTFOLIO						Classes:12	
Modern Portfolio: Portfolio models, Markowitz model- Sharpe single index model, Capital Asset Pricing Model (CAPM) - Optimum Portfolio - Portfolio Revision and Evaluation.								
<b>Text Books:</b> <div><div>1. S.KEVIN, Security Analysis and Portfolio Management, PHI, New Delhi, 9th edition.</div><div>2. Dr. Prasanna Chandra, Investment Analysis and Portfolio Management, Tata Mcgraw Hill, 2009.</div></div>								
<b>Reference Books:</b> <div><div>1. Sudhindra Bhat, Security Analysis and Portfolio Management, Excel Books.</div><div>2. Bhalla V.K, Investment Management, Sultan Chand &amp;Co, 4th Edition, 2008.</div><div>3. Punithavathi Pandian, Security Analysis and Portfolio Management, Vikas Publication, 2009.</div></div>								
<b>Web References:</b> <div><div>1. www.capitalstock.com</div><div>2. www.moneycontrol.com</div></div>								

**E-Text Books:**

1. <https://www.amazon.in/Security-Analysis-Portfolio...Kevin-ebook/dp/B00K7YGOZ4>
2. [https://books.google.co.in/books/about/Security\\_Analysis\\_Portfolio\\_Management.htm](https://books.google.co.in/books/about/Security_Analysis_Portfolio_Management.htm).

**Outcomes:**

At the end of the course students able to

1. Understand about investment and portfolio.
2. Will be able to analyze the fundamental and technical aspects.
3. Know Calculation of risk and return.
4. Can apply the concept of risk, its measurement for single assets and portfolios, various types

## SERVICES MARKETING (ELECTIVE-II)

MBA III Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB309	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
<b>OBJECTIVES:</b> The course should enable the students to: 1. To know the Customer Relationship Management practices in present environment. 2. To understand the service market segmentations, creating value in a competitive market. 3. Different strategies in Pricing and promotions in service marketing.								
UNIT-I	UNDERSTANDING SERVICES MARKETING AND CUSTOMER RELATIONSHIP MARKETING						Classes:12	
Understanding services marketing and Customer Relationship Marketing : Introduction, services in modern economy, Classification of services, marketing services Vs. Physical services, services as a system, Relationship Marketing- nature of services, understanding customer needs and expectations, Strategic responses to intangibility of service performances.								
UNIT-II	SERVICES MARKET SEGMENTATIONS AND CREATING VALUE IN A COMPETITIVE MARKET						Classes:12	
Services market segmentations and creating value in a competitive market: process of market segmentation, selecting the appropriate customer portfolio, creating and maintaining valued relations, customer loyalty, positioning a service in the market, value addition to service product, planning and branding service products, new service development.								
UNIT-III	PRICING STRATEGIES FOR SERVICES AND SERVICE PROMOTION						Classes:12	
Pricing strategies for services and Service promotion : Service pricing, establishing monetary pricing objectives, foundations of pricing objectives, pricing and demand, putting service pricing strategies into practice,								
UNIT-IV	STRATEGIES FOR SERVICE PROMOTION						Classes:12	
Strategies for Service promotion: The role of marketing communication, Implication for communication strategies, setting communication objectives, marketing communication mix								
UNIT-V	PLANNING AND MANAGING SERVICE DELIVERY AND MARKETING PLANS FOR SERVICES						Classes:12	
Planning and managing service delivery and Marketing plans for services: Creating delivery systems in price, cyberspace and time, physical evidence of service space, role of intermediaries, enhancing value by improving quality and productivity, marketing planning process, strategic context, situation review marketing strategy formulation, resource allocations and monitory marketing planning and services.								
<b>Text Books:</b> 1. Valarie A.Zeithaml & Mary Jo-Bitner, Services Marketing - Integrating Customer Focus Across the Firm, TMH, 3 <sup>rd</sup> edition, 2003. 2. Christopher Lovelock, Services Marketing People, Technology, Strategy, Pearson Education, Fourth Edition, 2002.								

**Reference Books:**

1. Mark Davis, Managing Services People and Technology, McGraw-Hill International.
2. Thomas J. DeLong & Asish Nanda, Managing Professional Services-Text and Cases, McGraw-Hill International, 2002.
3. Adrian Payne, The Essence of Services Marketing, Prentice-Hall of India Pvt. Ltd., 2002.
4. Roland T. Rust and P.K. Kannan, E-Service New Directions in Theory and Practice, Prentice-Hall of India Pvt. Ltd., 2002.

**Web References:**

1. [www.managementstudyguide.com](http://www.managementstudyguide.com)
2. [www.marketservice.com](http://www.marketservice.com)

**E-Text Books:**

1. [https://books.google.co.in/books/about/Services\\_Marketing.html?id=eZ-rErQSbSsC](https://books.google.co.in/books/about/Services_Marketing.html?id=eZ-rErQSbSsC)
2. <https://www.pdfdrive.com/services-marketing-books.html>

**Outcomes:**

At the end of the course students able to

1. Will understand the concept of service marketing and customer relationship management.
2. Comprehend various marketing segmentation and creating value in competitive market.
3. Will be able to apply various pricing strategies and communication in service.
4. Can plan and manage service delivery and marketing strategy formulation.



## HUMAN RESOURCE DEVELOPMENT (ELECTIVE-II)

MBA III Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB310	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
<b>OBJECTIVES:</b> The course should enable the students to: 1. To know the human resources development functions and roles. 2. Understand the different programmes of human resources development. 3. Understand the human resource development Audit Practices.								
UNIT-I	INTRODUCTION TO HUMAN RESOURCES DEVELOPMENT (HRD)						Classes:12	
Introduction to Human Resources Development (HRD): Concepts of HR, HRM and HRD, Issues in HRD, Overview of HRD Practices, Integrated HRD system, Role and functions of HRD specialist, HRD Departments and their tasks, Competencies required for HRD staff.								
UNIT-II	HRD PROGRAMMES						Classes:12	
HRD Programmes: Designing Employee and Managerial Development Programmes, Programs for employees who reach career plateau, parallel career paths,								
UNIT-III	HRD STRATEGIES						Classes:12	
HRD Strategies: Retraining and redeployment, Job enrichment and Job sculpting, Succession Planning, HRD Interventions, HRD Matrix, development of reliable and valid HRD instruments.								
UNIT-IV	IMPLEMENTING AND EVALUATING HRD PROGRAMMES						Classes:12	
Implementing and Evaluating HRD Programmes: Delivering effective career development systems; Models and frameworks for evaluating HRD programmes; assessing the impact of HRD programs in monetary terms. HRD Audit.								
UNIT-V	HRD CULTURE AND CLIMATE						Classes:12	
HRD Culture and Climate: HRD climate and Organizational climate, Counseling and mentoring of employees, Models for HRD, Elements and metrics of HRD climate, HRD approach to Industrial Relations.								
<b>Text Books:</b> 1. Tapomoy Deb, Human Resource Development- Theory and Practice, Anne Books, New Delhi,2010. 2. Krishnaveni R., Human Resource Development - A Researcher's Perspective, Excel Books, New Delhi, 2008.								
<b>Reference Books:</b> 1. Tripathi P. C, Human Resource Development, Sulthan Chand and Sons. 2. Uday Kumar Haldar, Human Resource Development, Oxford press. Desimone R.L. and J.M. Werner, Human Resource Development, Thomson Learning, 5 th edition, 2008. 3. Richard A. Swanson and Elwood F. Holton III, Foundations of Human ResourceDevelopment , Berrett - Koehler Publications, 2009								

**Web References:**

1. [www.hrd.com](http://www.hrd.com)
2. [www.hrmorning.com](http://www.hrmorning.com)

**E-Text Books:**

1. <https://www.amazon.in/Textbook-Human-Resource-Management-ebook/.../B01FDRH...>
2. [https://books.google.co.in/books/about/Human\\_Resources\\_Management.html?id...](https://books.google.co.in/books/about/Human_Resources_Management.html?id...)

**Outcomes:**

At the end of the course students able to

1. Will understand the concepts issues of human resources development.
2. Comprehend designing of employee and managerial development and programmes.
3. Will know about the Intervention and career development systems.
4. Will be able to understand about the importance of organizational climate, mentoring and counseling.

**MANAGEMENT OF SOFTWARE PROJECTS  
(ELECTIVE-II)**

MBA III Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB311	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
<b>OBJECTIVES:</b> The course should enable the students to: 1. To learn the different software projects and design concepts. 2. To know the software design concepts of modularization, Design strategies, Real time distributed systems design. 3. To understand the quality assurance and software maintenance								
UNIT-I	INTRODUCTION TO SOFTWARE ENGINEERING						Classes:12	
Introduction to software Engineering: Size, Quality and productivity factors, planning a software project, Cost estimation.								
UNIT-II	SOFTWARE DESIGN CONCEPTS						Classes:12	
Software design concepts: modularization, Design strategies, Real time distributed systems design, Test plans.								
UNIT-III	QUALITY ASSURANCE						Classes:12	
Quality Assurance : Walk through and inspection, Static Analysis, Symbolic execution								
UNIT-IV	TESTING PROCEDURE						Classes:12	
Testing Procedure: Unit testing &debugging, system testing and formal verification. Implementation issues- Structured Coding Techniques.								
UNIT-V	SOFTWARE MAINTENANCE						Classes:12	
Software Maintenance: Maintainability, Managerial aspects, configuration management, source code metrics, other maintenance tools and techniques.								
<b>Text Books:</b> 1. Pressman, Software Engineering, Tata McGraw Hill. 2. Carlo Ghezzi, Mehdi Jazayuni and Dino Mandnioli, Fundamentals of Software Engineering, Prentice Hall of India.								
<b>Reference Books:</b> 1. Rechord Fairley, Software Engineering Concept, Tata McGraw Hill. 2. Yary W.Hansen, Software Engineering, Prentice Hall of India. 3. Jeffray A. Hoffer, Joey F. George & Joseph, Modern Systems and Software Engineering, Tata Mc Graw Hill. 4. Nair N. G, Management Systems, S. Chand & sons, New Delhi.								
<b>Web References:</b> 1. www.softwareindia.com 2. www.itsoftware.com								
<b>E-Text Books:</b> 1. https://www.e-booksdirectory.com/listing.php?category=106 2. https://www.kobo.com › Kobo Books › eBooks › Nonfiction								

**Outcomes:**

At the end of the course students able to

1. Will Understand the purpose for developing Software projects, including difference between operational and decision support system.
2. Comprehend the architecture of a Software project.
3. Know project planning aspects of building a Software projects.
4. Will be able to describe the purpose of Software projects.

## WARE HOUSE MANAGEMENT (ELECTIVE-II)

<b>MBA III Semester: Master of Business Administration</b>								
<b>Course code</b>	<b>Category</b>	<b>Hours/week</b>			<b>Credits</b>	<b>Maximum Marks</b>		
<b>18MB312</b>	<b>Core</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CIA</b>	<b>SEE</b>	<b>TOTAL</b>
		4	0	0	4	40	60	100
<b>Contact Classes:60</b>	<b>Tutorial Classes: -</b>		<b>Practical Classes: Nil</b>			<b>Total Classes:60</b>		
<b>OBJECTIVES:</b> <b>The course should enable the students to:</b> <div><div></div><div></div><div></div></div>								
<b>UNIT-I</b>	<b>Concept of Warehouse</b>						<b>Classes:12</b>	
Concept of Warehouse : Introduction, Meaning, Objectives, Need for warehousing management, Evolution of warehousing, Role of a warehouse manager, Functions of Warehouses, Types of Warehouses, Warehousing Cost, Warehousing Strategies, Significance of Warehousing in Logistics, Warehousing Management Systems (WMS), Warehouse Structure, Warehouse Operations,								
<b>UNIT-II</b>	<b>Strategic Aspects of Warehousing</b>						<b>Classes:12</b>	
Strategic Aspects of Warehousing: Introduction, Objectives, Different Types of Customers in Warehousing, Importance of Warehouse in a Value Chain, Warehouse Location, Modern Warehouse Operations, World-class Warehousing.								
<b>UNIT-III</b>	<b>Strategic Retail Distribution and Replenishment</b>						<b>Classes:12</b>	
Strategic Retail Distribution and Replenishment: Introduction, Objectives, Retail Distribution, Retail Replenishment, Direct Store Delivery, Managing Retail Home Delivery, Measures for Retail Distribution and Replenishment, Role of IT in Retail Distribution and Replenishment.								
<b>UNIT-IV</b>	<b>Inventory Stock Analysis</b>						<b>Classes:12</b>	
Inventory Stock Analysis: Introduction, Objectives, Concept of Inventory, Need for holding stock, Receiving inventory, Picking inventory, Locating inventory, Organizing inventory, Dispatching inventory, Equipment Used for a Warehouse, Planning and controlling of stock levels, Effects of excess inventory on business, Product Classification, Demand analysis, ABC analysis, Product Coding, Product Handling Groups.								
<b>UNIT-V</b>	<b>Technology Aids in Retail warehouse Management</b>						<b>Classes:12</b>	
Technology Aids in Retail warehouse Management: Introduction, Objectives, Bar Code Scanners, Wireless LAN, Mobile Computers, and Radio Frequency Identification (RFID). Health and Safety Perspective: Introduction, Objectives, Health and Safety at Work, Health and Safety Risks at the Warehouse, Assessment of Risks, Management of Health and Safety.								
<b>Text Books:</b> <div><div></div><div></div></div>								
<b>Reference Books:</b> <div><div></div><div></div></div>								

3. Principles of Supply Chain Management – A balanced approach, Wisner, Leong, Tan, Cengage
<b>Web References:</b> <ol style="list-style-type: none"> <li>1. <a href="http://www.inventorycontrol.com">www.inventorycontrol.com</a></li> <li>2. <a href="http://www.supplychain.com">www.supplychain.com</a></li> </ol>
<b>E-Text Books:</b> <ol style="list-style-type: none"> <li>1. <a href="https://www.pdfdrive.com/warehouse-management-books.html">https://www.pdfdrive.com/warehouse-management-books.html</a></li> <li>2. <a href="https://www.smartturn.com/pdf/inventory-warehouse-management-best-practices-ebo">https://www.smartturn.com/pdf/inventory-warehouse-management-best-practices-ebo</a>.</li> </ol>
<b>Outcomes:</b> At the end of the course students able to <ol style="list-style-type: none"> <li>1. Will understand warehouse processes, systems, and performance measures.</li> <li>2. Students will be able to identify the principles of customer and supplier relationship management in supply chains.</li> <li>3. Students will be able to know the inventory maintenance</li> <li>4. Will understand the technology Aids in retail management</li> </ol>

## RISK AND INSURANCE MANAGEMENT (ELECTIVE-III)

MBA III Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB313	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
<b>OBJECTIVES:</b> The course should enable the students to: <ol style="list-style-type: none"><li>1. To understand the different types insurance risks and Risk Management Process.</li><li>2. To know Insurable risk, Principles of Insurance, Kinds of Insurance.</li><li>3. Understand the functions and regulatory frame work bodies in insurance management.</li></ol>								
UNIT-I	UNDERSTANDING RISK						Classes:12	
Understanding Risk: Types of risk - Risk Management & Control - Risk Management Process - Methods - Cost of Risk - Maximizing Value by Minimizing the Cost - Measuring the Cost of Risk - Risk management by individuals - corporate risk management.								
UNIT-II	RISK SHIFTING THROUGH LIMITED LIABILITY						Classes:12	
Risk shifting through limited liability: Liability for actions of Employees and other parties - Products- Liability- Environmental liability- Directors and Officers liability.								
UNIT-III	INSURANCE						Classes:12	
Insurance: Insurable risk, Principles of Insurance, Kinds of Insurance- Costs and benefits of Insurance, Pooling in Insurance - Factors that limit the insurability of risk, Reinsurance.								
UNIT-IV	INSURANCE POLICY FRAME WORK						Classes:12	
Insurance policy frame work: Framework of Insurance business - privatization of Insurance business - Insurance Regulatory and Development Authority (IRDA)-								
UNIT-V	INSURANCE BUSINESS IN INDIA						Classes:12	
Insurance business in India :Govt. Policy on Insurance sector-Functions of insurers - Product design and development - Pricing strategy - Insurance intermediaries - Promotion of Insurance - IT in Insurance.								
<b>Text Books:</b> <ol style="list-style-type: none"><li>1. Harrington. Niehaus, Risk Management &amp; Insurance, McGraw Hill.</li><li>2. George E. Rajda, Principles of Risk Management &amp; Insurance, Pearson.</li></ol>								
<b>Reference Books:</b> <ol style="list-style-type: none"><li>1. James Triesehmann, Risk Management &amp; Insurance, Thomson.</li><li>2. Dr.P.K. Gupta, Insurance &amp; Risk Management, Himalaya Publishing.</li></ol>								
<b>Web References:</b> <ol style="list-style-type: none"><li>1. www.insurer.com</li><li>2. www.riskmanagement.com</li></ol>								
<b>E-Text Books:</b> <ol style="list-style-type: none"><li>1. <a href="https://www.amazon.in/INSURANCE-AND-RISK-MANAGEMENT/dp/9386184060">https://www.amazon.in/INSURANCE-AND-RISK-MANAGEMENT/dp/9386184060</a></li><li>2. <a href="https://www.amazon.in/Insurance-Risk-Management-Preet/dp/8193400623">https://www.amazon.in/Insurance-Risk-Management-Preet/dp/8193400623</a></li></ol>								

**Outcomes:**

At the end of the course students able to

1. Understand the characteristics of existing insurance coverage.
2. Comprehend current and potential risk management strategies.
3. Will be able to assess exposure to financial risk.
4. Familiarize client's risk exposure against current insurance coverage and risk management strategies.



## SALES AND DISTRIBUTION MANAGEMENT (ELECTIVE-III)

MBA III Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB314	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
<b>OBJECTIVES:</b> The course should enable the students to: 1. To know the sales management, Roles, Types and Skills of Sales Managers in sales management. 2. To understand Types of Sales organization structures, Emerging Trends in Sales Management. 3. To know Channel Design factor - Channel planning process - Ideal Channel structure.								
UNIT-I	INTRODUCTION OF MANAGEMENT OF SALES						Classes:12	
Introduction of Management of Sales: Evolution of Sales Management- Nature and importance of Sales Management- Roles, Types and Skills of Sales Managers- Sales Objectives, Strategies and Tactics- Emerging Trends in Sales Management- Linking Sales and Distribution Management. Strategic Planning- Role of Marketing & Sales- Marketing & personal selling Strategies - Sales Strategy - Developing sales forecast-Forecasting approaches								
UNIT-II	SALES ORGANIZATION: CONCEPTS OF SALES ORGANIZATION						Classes:12	
Sales Organization: Concepts of Sales Organization- Types of Sales organization structures Specialization within sales organization- Sizing and Staffing the Sales force - Training and Motivating Sales Force- Compensating and Leading Sales force- Sales force expenses.								
UNIT-III	MANAGEMENT OF DISTRIBUTION						Classes:12	
Management of Distribution: -Definition- Need for Distribution Management- Need for Distribution Channels - Value addition of Distribution Management- Marketing Channels Channel Formats-Relationship of flows to service levels - Channel levels - Service Channels.								
UNIT-IV	CUSTOMER-ORIENTED LOGISTICS MANAGEMENT AND RETAIL MANAGEMENT						Classes:12	
Customer-Oriented Logistics Management and Retail Management: Introduction objectives of Logistics- Logistics planning- Inventory Management decisions - Transportation decision. Retail Management- Introduction-Retail Marketing Mix and retail positioning - developing and Implementing Merchandise strategies-deciding on the customer service levels trading format - customer communication strategy in retail outlets.								
UNIT-V	DESIGNING CHANNEL SYSTEMS AND MANAGING THE INTERNATIONAL CHANNELS OF DISTRIBUTION						Classes:12	
Designing Channel Systems and Managing the International Channels of Distribution : Channel Design factor - Channel planning process - Ideal Channel structure - Training, Motivating & Evaluating Channel members- Channel Design Comparison - Implementation, International Channels of Distribution-Introduction- Differences in customer- expectations across Countries - International orientation of companies - model of entry decision - implications of entry modes.								
<b>Text Books:</b> 1. S L Gupta, Sales and Distribution Management, Excel, 2009. 2. Krishna K. Havaladar & Vasant M Cavale, Sales and Distribution Management, TMH, 2007.								

**Reference Books:**

1. John F. Tanner Jr, Earl D. Honeycutt, Jr & Robert C. Erffmeyer, Sales Management, Pearson Education, 2009.
2. Chunawala, Advertising, Sales and promotion Management, Himalaya, 2009.
3. Tapan K.Panda, Sunil Sahadev, Sales and Distribution Management, Oxford, 2009.

**Web References:**

1. [www.marketing-schools.org](http://www.marketing-schools.org)
2. [www.quickdistribution.com](http://www.quickdistribution.com)

**E-Text Books:**

1. <https://www.amazon.in/Sales-Distribution-Management-Perspective.../8178298481>
2. <https://www.amazon.in/Sales-Distribution-Management-Nag-ebook/dp/B00LE8BCEU>

**Outcomes:**

At the end of the course students able to

1. Will understand linkage between sales and distribution management.
2. Know emerging trends in sales management and roles and skills of sales managers.
3. Comprehend objectives, strategies and tactics of sales management.
4. Familiarize retail Management and trading format as per customer strategy. Can evaluate about International channels of distribution.

**STRATEGIC HUMAN RESOURCE MANAGEMENT  
(ELECTIVE-III)**

MBA III Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB315	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
<b>OBJECTIVES:</b> The course should enable the students to: <div><div>1. To know the strategic human resource management process and design of work system models.</div><div>2. To understand the types of organizational capital, understanding and measuring Human capital.</div><div>3. To learn levels of needs assessment, relationship between training, performance management d compensation</div></div>								
UNIT-I	Strategic Management						Classes:12	
Strategic Management: Models and types of strategy, strategic management process, corporate strategies, business unit strategies, strategy HR Vs Traditional HR, Barriers to strategic HR, design of work system models, strategic work redesign in action, Internal Assignment diversity.								
UNIT-II	Strategic HR						Classes:12	
Strategic HR : Meaning, purpose, need and significance of strategic HRM, Sources of employee value, adopting and investment perspective.								
UNIT-III	HR organizational Aspects						Classes:12	
HR organizational Aspects: types of organizational assets/ capital, understanding and measuring Human capital, HR value chain, the risks, linking HR processes for strategy.								
UNIT-IV	Strategic Training						Classes:12	
Strategic Training: Strategizing training, levels of needs assessment, relationship between training, performance management and compensation. Strategic choices of performance management.								
UNIT-V	Strategies in employee reduction						Classes:12	
Strategies in employee reduction: Strategies for managing employee surpluses and avoiding lay-offs, Strategic management of turnover and retention, strategic HR issues in global assignments.								
<b>Text Books:</b> <div><div>1. Jeffrer. A. Mello, Strategic Human Resource Management, Second Edition, Thomson, 2007.</div><div>2. Kenneth. J.Mc Bey, Monica Belcourt, Strategic HR Planning,3 rd Edition, Thomson, 2008.</div></div>								
<b>Reference Books:</b> <div><div>1. Charles. R.Greer, Strategic HRM, second edition, Pearson Edition.</div><div>2. George.F.Dreher, Thomas.W.Dougherty, Human Resource Strategy, TATA Mc Grawhill, 2007</div></div>								
<b>Web References:</b> <div><div>1. www.shrm.com</div><div>2. www.ghrm.com</div></div>								

**E-Text Books:**

1. <https://www.amazon.in/Strategic-Human-Resource-Management-Catherine/.../019958>.
2. <https://bookboon.com/en/hrm-ebooks>

**Outcomes:**

At the end of the course students able to

1. Understands and implements the assumptions of planned change in the system
2. Define the learning structure and programs for change.
3. Describes the usage of OD as a diagnosis and intervention process.
- 4 Develops excellence in group for overall development.

## ENTERPRISE RESOURCE PLANNING (ELECTIVE-III)

MBA III Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB316	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
<b>OBJECTIVES:</b> The course should enable the students to: 1. To know the enterprise Resource planning, Business Modeling and Obstacles of applying IT. 2. To know the Business Intelligence Systems. 3 To learn the ERP MODELS-I, II, III.								
UNIT-I	Induction to ERP						Classes:12	
Induction to ERP : Overview of ERP,MRP,MRPII and Evolution of ERP, Integrated Management Systems, Reasons for the growth of ERP, Business Modeling, Integrated Data Model, Foundations of IS in Business, Obstacles of applying IT, ERP market. Business Process Re-engineering (BPR) - BPR Process, Clean Slate Re-engineering, Technology Enabled Re-engineering, myths regarding BPR.								
UNIT-II	Business Intelligence Systems						Classes:12	
Business Intelligence Systems: Data Mining, Data Warehousing, On-line Analytical Processing (OLAP).								
UNIT-III	ERP Module I						Classes:12	
ERP Module I: Finance, Controlling, Accounting System, Manufacturing and Production Systems.ERP Module II: Sales and Distribution Systems, Human Resource Systems.								
UNIT-IV	ERP Module III						Classes:12	
ERP Module III: Plant Maintenance System, Material Management System, Quality Management System, ERP System Options and Selection, ERP proposal Evaluation.								
UNIT-V	ERP Implementation and Maintenance						Classes:12	
ERP Implementation and Maintenance: Implementation Strategy Options, Features of Successful ERP Implementation, Strategies to Attain Success, User Training, Maintaining ERP and IS, ERP Products - SAP, Oracle, Microsoft Dynamic, People Soft, Baan and their impact on enterprise applications.								
<b>Text Books:</b> 1. Motiwala, Enterprise Resource Systems, Pearson, 2009. 2. Alexis Leon, Enterprise Resource Plannin, TMH, 2008.								
<b>Reference Books:</b> 1. Venugopal Rao, Enterprise Resource Planning and MIS, Excel, 2009. 2. Vinod Kumar Kard and NK Venkata Kristean, ERP concepts & Practice, PHI, 2008. 3. Monk, Concepts in ERP, Thomson, 2nd edition, 2009. 4. Mahadeo Jaiswal & Ganesh Vanapalli, Enterprise Resource Planning, Macmillan, 2008.								
<b>Web References:</b> 1.www.enterpriseresource.com 2.www.erpmodules.com								

**E-Text Books:**

1. <https://solutionsreview.com/enterprise-resource-planning/top-books-on-enterprise-reso...>
2. [https://books.google.com/books/.../Textbook\\_of\\_Enterprise\\_Resource\\_Planning.html...](https://books.google.com/books/.../Textbook_of_Enterprise_Resource_Planning.html...)

**Outcomes:**

At the end of the course students able to

1. Will understand why organizations should develop and adapt enterprise wide information system?
2. Can develop alternative perspectives on data to be included in enterprise wide IS.
3. Comprehend how integrated systems facilitate electronic commerce?
4. Will be able to apply in the fields of supply chain management, customer relationship management systems

**PORT SECURITY MANAGEMENT, SAFETY & ENVIRONMENT  
(ELECTIVE-III)**

<b>MBA III Semester: Master of Business Administration</b>								
<b>Course code</b>	<b>Category</b>	<b>Hours/week</b>			<b>Credits</b>	<b>Maximum Marks</b>		
<b>18MB317</b>	<b>Core</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CIA</b>	<b>SEE</b>	<b>TOTAL</b>
		4	0	0	4	40	60	100
<b>Contact Classes:60</b>	<b>Tutorial Classes: -</b>		<b>Practical Classes: Nil</b>			<b>Total Classes:60</b>		
<b>OBJECTIVES:</b>								
<b>The course should enable the students to:</b>								
1. To know the Safety in Cargo Handling and Job Safety analysis.								
2. To understand the port security management and marine security management.								
3. To learn the customs and technologies in port management.								
<b>UNIT-I</b>	<b>Safety in Cargo Handling</b>						<b>Classes:12</b>	
Safety in Cargo Handling: Introduction, Meaning Objectives of Port security Management, Terminology, Causes of Accidents and Their Preventive Measures, Work permit system, Types of permit to work, Administration Process Chart, Job Safety analysis, Job Safety in Port operation. Types of Accidents Importance of safety training in a Port.								
<b>UNIT-II</b>	<b>Port Security Management</b>						<b>Classes:12</b>	
Port Security Management: Security Challenges in Port Operations, Risk Assessment process, Problem solving Strategies, Developing a Port Security Plan.								
<b>UNIT-III</b>	<b>Marine Security</b>						<b>Classes:12</b>	
Marine Security: Introduction, Different types of securities, Stake holders of Marine Security, Coast –guard, Coastal Security, Marine Police, Fisheries, immigrations.								
<b>UNIT-IV</b>	<b>Customs</b>						<b>Classes:12</b>	
Customs: Introduction, types of divisions, Different types of Duties, Categories of Import, import clearance procedure, Export Documentation and procedures, Bill of Export procedure.								
<b>UNIT-V</b>	<b>Technologies in Port Management</b>						<b>Classes:12</b>	
Technologies in Port Management: Introduction, Types of Software, new technologies and shipping Industry, Cyber security, Enterprise Port Management System. AVLS Methods, Advantages. RFID-FTMS Functional Units.								
<b>Text Books:</b>								
1. Alderton P., Port Management and Operations, Informa, 2008.								
2. Branch A. E., Elements of Port Operation and Management, Springer, 1986								
<b>Reference Books:</b>								
1. Hwan Kim K. (Editor) & Gunther H.O. (Editor), Container Terminal and Cargo Systems: Design, Operations Management and Logistics Control Issues, 2007.								
<b>Web References:</b>								
1. www.portstrategy.com								
2. www.portmanagement.com								
<b>E-Text Books:</b>								
1. https://www.amazon.in/Port-Management-Operations-Maria-Burns/dp/1482206757								
2. https://www.springer.com/in/book/9783319623641								

**Outcomes:**

At the end of the course students able to

1. Analyse and discuss business activities of managers in ports Security and Safety management.
2. Will be able to learn Customs procedures.
3. Critically analyse port Technologies and new Softwares, AVLS, and RFID-FTMS.
4. Students will be able to know safety in Cargo Handling operations.



**BUSINESS TAXATION  
(ELECTIVE-IV)**

MBA III Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB318	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
<b>OBJECTIVES:</b> The course should enable the students to: <div><div>1.</div><div>To enable students understand the fundamentals of Business taxes in general and Income tax and Wealth Tax in particular.</div></div> <div><div>2.</div><div>To learn the taxable sources of income</div></div> <div><div>3.</div><div>To know Wealth Tax</div></div>								
UNIT-I	Income Tax Act						Classes:12	
Income Tax Act : Definition – Income – Agricultural Income – Asses – Previous year – Assessment year – Residential status – Scope of Total Income – Capital and Revenue – Receipts and Expenditure – Exempted Incomes.								
UNIT-II	Computation of Income						Classes:12	
Computation of Income: Computation of Income from Salary and Income from House property								
UNIT-III	Computation of Taxable Income						Classes:12	
Computation of Taxable Income : Computation of taxable income from Business and profession –Capital gains – Income from other sources- Gross total Income- Deductions from Gross total Income								
UNIT-IV	Income Assessment						Classes:12	
Income Assessment: Income-Assessment of individuals – Set off and carry forward of losses Income tax authorities – E-Filing of IT Returns.								
UNIT-V	Wealth Tax Act						Classes:12	
Wealth Tax Act: Computation of taxable wealth- Exemptions and Deductions.								
<b>Text Books:</b> <div><div>1.</div><div>Gaur &amp; Narang, “Income Tax Law &amp; Practice”</div></div> <div><div>2.</div><div>Dr. Bhagavathi Prasad ,“ Income Tax”</div></div>								
<b>Reference Books:</b> <div><div>1.</div><div>Dr. H.C.Mehrotra “Income Tax Law &amp; Practice”</div></div> <div><div>2.</div><div>Dingar Pagare “Tax Laws”</div></div> <div><div>3.</div><div>B.B. Lal “Direct Taxes”</div></div> <div><div>4.</div><div>Dr. Vinod Singhania “Direct Taxes”</div></div>								
<b>Web References:</b> <div><div>1.</div><div>www.indiantaxsystem.com</div></div> <div><div>2.</div><div>www.businesstax.com</div></div>								
<b>E-Text Books:</b> <div><div>1.</div><div><a href="https://www.amazon.in/Business-Taxation-3e-Akhileshwar...ebook/dp/B0126W0XJC">https://www.amazon.in/Business-Taxation-3e-Akhileshwar...ebook/dp/B0126W0XJC</a></div></div> <div><div>2.</div><div><a href="https://www.bookganga.com/eBooks/Books/Details/5465670787418656865">https://www.bookganga.com/eBooks/Books/Details/5465670787418656865</a></div></div>								

**Outcomes:**

At the end of the course students able to

1. Analyse and discuss business taxation procedures.
2. Will be able to learn taxes.
3. Students can understand current taxation policies introduced by Indian government.

**LOGISTICS AND SUPPLY CHAIN MANAGEMENT  
(ELECTIVE-IV)**

<b>MBA III Semester: Master of Business Administration</b>								
<b>Course code</b>	<b>Category</b>	<b>Hours/week</b>			<b>Credits</b>	<b>Maximum Marks</b>		
<b>18MB319</b>	<b>Core</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CIA</b>	<b>SEE</b>	<b>TOTAL</b>
		4	0	0	4	40	60	100
<b>Contact Classes:60</b>	<b>Tutorial Classes: -</b>		<b>Practical Classes: Nil</b>			<b>Total Classes: 60</b>		
<b>OBJECTIVES:</b>								
<b>The course should enable the students to:</b>								
<div><div>1. To gain the knowledge of possibilities of efficient optimization and management of operation in integrated supply chain management.</div><div>2. To know the Net work design decisions and Production in supply chain management.</div><div>3. To know the Supply chain integration and Measuring Performance in the supply chain management.</div></div>								
<b>UNIT-I</b>	<b>Role of Distribution in Value discovery and supply chain management</b>						<b>Classes:12</b>	
Role of Distribution in Value discovery and supply chain management: Designing a distribution logistics system – Outsourcing of distribution logistics – Distinction between distribution logistics and supply chain management. Meaning and definition of Supply chain management in the global environment.								
<b>UNIT-II</b>	<b>Customer focus in supply chain management</b>						<b>Classes:12</b>	
Customer focus in supply chain management: Planning demand and supply in a supply chain: Supply chain drivers and obstacles, Customer Service, Customer Satisfaction. Planning and Managing inventories in a supply chain – Transportation in a supply chain, modes of transportation, and Transportation cost in E-retaining.								
<b>UNIT-III</b>	<b>Network design decisions and Production in supply chain management</b>						<b>Classes:12</b>	
Network design decisions and Production in supply chain management: Network operations, planning, Decision problem models, Information technologies in a supply decision Purchasing in a supply chain management.								
<b>UNIT-IV</b>	<b>Supply chain integration and Measuring Performance in the supply chain</b>						<b>Classes:12</b>	
Supply chain integration and Measuring Performance in the supply chain: Coordination in a supply chain – Inter functional Coordination – Inter Corporate Coordination.								
<b>UNIT-V</b>	<b>Financial Issues</b>						<b>Classes:12</b>	
Financial Issues: financial issues in supply chain management – E-business and supply chain. Managing the supply chain – Supply chain restructuring.								
<b>Text Books:</b>								
<div><div>1. Bowersox, Closs, Cooper, “Supply chain Logistics Management”,TMH,2nd edition, 2009.</div><div>2. Janat Shah, “Supply Chain Management”, Pearson</div></div>								
<b>Reference Books:</b>								
<div><div>1. Rhaul V. Altekar ,“Supply chain management concepts and cases” , PHI, 2008</div><div>2. Agrawal, “Text Book of Logistics and Supply Chain Management” , Macmillan, 2008</div><div>3. Upendra Kachru ,“Exploring Supply Chain – theory and practice” , excel, 2009</div><div>4. R.P. Mohanty and S.G. Deshmukh, “Supply Chain Management”, Jaico , 2009</div></div>								

**Web References:**

1. [www.scmr.com](http://www.scmr.com)
2. [www.supplychaindigital.com](http://www.supplychaindigital.com)

**E-Text Books:**

1. [https://books.google.co.in/books/.../Textbook\\_of\\_Logistics\\_and\\_Supply\\_Chain\\_M.ht](https://books.google.co.in/books/.../Textbook_of_Logistics_and_Supply_Chain_M.ht).
2. <https://www.kopykitab.com/Textbook-Of-Logistics-And-Supply-Chain-Management-..>

**Outcomes:**

At the end of the course students able to

1. Will be able to learn supply chain networks.
2. Critically analyse network design decisions.
3. Students will be able to Supply chain integration and Measuring Performance in the supply chain.

## LEADERSHIP AND TEAM BUILDING (ELECTIVE-IV)

MBA III Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB320	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes: 60		
<b>OBJECTIVES:</b>								
The course should enable the students to:								
<div>1. To enable students understand the qualities of a leader and the requirements of building and leading teams.</div> <div>2. To learn the Power and Authority, and different Types of Power.</div> <div>3. To know the different types of leadership models.</div>								
UNIT-I	Leadership						Classes:12	
Leadership: Understanding Leaders and Leadership – Need for Leadership – Leader and Manager –Prerequisites of Organizational Leaders: Self-management dimensions – Leading People – Task management; Myths and Realities of Leadership – Current Issues in Leadership Inner Structure of Effective Leaders.								
UNIT-II	Attributes of Leaders						Classes:12	
Attributes of Leaders: Concepts of Power and Authority – Types of Power – Sources of Power – Leadership Skills & their development – Leadership Traits – Intelligence and Leadership – Influencing Tactics – Influencing Processes - Self efficacy.								
UNIT-III	Contemporary Leadership Styles						Classes:12	
Contemporary Leadership Styles: Transactional Leadership – Transformational Leadership – Charismatic Leadership – Value Based Leadership – Spiritual Leadership - Servant Leadership – Level 5 Leadership – Understanding and Influencing Motivation and Satisfaction of Follower – Leadership versus Job Performance.								
UNIT-IV	Building effective Teams						Classes:12	
Building effective Teams: Understanding Teams – Differentiating Groups and Teams - Advanced Skills of Team Leaders.								
UNIT-V	Team Performance						Classes:12	
Team Performance: Building High Performance Teams. – Determinants of Team Performance – Facilitating Team Building – Interpersonal Competence and Team Building – Measuring Team Effectiveness – Decision Making in Teams.								
<b>Text Books:</b>								
<div>1. Sundaray B K and Bhargav, N S, “Leadership and Team Building”, Himalaya Publication House</div> <div>2. Uday K Haldar, “Leadership and Team Building”, Oxford</div>								
<b>Reference Books:</b>								
<div>1. B. Rathana Reddy, “Team Development &amp; Leadership”, Jaico Publishing House, Mumbai, 8th Impression, 2010.</div> <div>2. Uma Jain, Udai Pareek, Madhukar Shukla “ Developing Leadership for the Global Era”, MC millan.</div> <div>3. Peter G. Northouse, “Leadership-Theory and Practice”, Response Books, 3rd Edition, 2006.</div> <div>4. Luthans ,“Organization Behaviour”, Tata McGraw Hill,8th edition.</div>								

**Web References:**

1. [www.mastersinleadership.org](http://www.mastersinleadership.org)
2. [www.clintleadership.com](http://www.clintleadership.com)

**E-Text Books:**

1. <https://www.amazon.in/Leadership-Team-Building-Kumar-Haldar/dp/0198062575>
2. <https://www.amazon.in/Leadership-Transitions-Team-Building...ebook/.../B015BWEU...>

**Outcomes:**

At the end of the course students able to

1. Will be able to learn different leadership models.
2. Critically know about the powers and authorities.
3. Students will be able to know different leadership styles.

**DATA WAREHOUSING AND DATA MINING  
(ELECTIVE-IV)**

<b>MBA III Semester: Master of Business Administration</b>								
<b>Course code</b>	<b>Category</b>	<b>Hours/week</b>			<b>Credits</b>	<b>Maximum Marks</b>		
<b>18MB321</b>	<b>Core</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CIA</b>	<b>SEE</b>	<b>TOTAL</b>
		4	0	0	4	40	60	100
<b>Contact Classes:60</b>	<b>Tutorial Classes: -</b>		<b>Practical Classes: Nil</b>			<b>Total Classes:60</b>		
<b>OBJECTIVES:</b>								
<b>The course should enable the students to:</b>								
<div><div>1. The objective of the course is to give an understanding Data Warehousing and Data Management concepts</div><div>2. To Understand the Meta Data And Its Analysis.</div><div>3. To know the Project procedure.</div></div>								
<b>UNIT-I</b>	<b>Managing Data</b>						<b>Classes:12</b>	
Managing Data: Individual Data Management, Organizational Data Warehousing and Data Management, Components of Organizational Memory, Evaluation of Database Technology. Database Systems in the Organization: Data Sharing and Data Bases – Sharing Data between Functional Units, Sharing Data between Different Levels of Users, Sharing Data between Different Locations.								
<b>UNIT-II</b>	<b>Data Warehousing Introduction</b>						<b>Classes:12</b>	
Data Warehousing Introduction: What is a Data Warehouse, Who uses Data warehouse, Need for Data Warehouse, Applications of Data Warehouse Concepts. The Data Warehouse Data Base: Context of Data Warehouse Data Base, Data Base Structures – Organizing Relational Data warehouse– Multi-Dimensional Data Structures – Choosing a Structure.								
<b>UNIT-III</b>	<b>Meta Data</b>						<b>Classes:12</b>	
Meta Data: Human Meta Data, Computer Based Meta Data for people to use, Computer based Metadata for the Computer to use. Analyzing the Contexts of the Data warehouse: Active Analysis, User Queries – OLAP.								
<b>UNIT-IV</b>	<b>Constructing a Data Warehouse System</b>						<b>Classes:12</b>	
Constructing a Data Warehouse System: Stages of the Project – Developing a Project Plan, Data warehousing Design Approaches – The Architecture Stage. Getting Data into the Data warehouse – Extraction, Transformation, Cleaning, Loading and Summarization.								
<b>UNIT-V</b>	<b>Data Mining</b>						<b>Classes:12</b>	
Data Mining: Data Mining, Creating a Decision Tree, Correlation and Other Statistical Analysis, Neural Networks, Nearest Neighbor Approaches, Putting the Results to Use.								
<b>Text Books:</b>								
<div><div>1. Efram G. Mallach, “Decision Support Systems and Data warehouse Systems”, TMH,2009</div><div>2. Marakas, “Modern Data Warehousing, Mining and Visualization”-Core Concepts, Pearson, 2008</div></div>								
<b>Reference Books:</b>								
<div><div>1. Berson Smith ,“Data warehousing, Data Mining OLAP”, TMH,2008</div><div>2. Sivanandam, Thomson, “Data Mining Techniques and Tasks”, THM 2009</div></div>								
<b>Web References:</b>								
<div><div>1. <a href="http://www.databasesmanagement.com">www.databasesmanagement.com</a></div><div>2. <a href="http://www.oracledatabase.com">www.oracledatabase.com</a></div></div>								

**E-Text Books:**

1. <https://www.amazon.in/DATA-WAREHOUSING-MINING-OLAP/dp/0070587418>
2. [https://books.google.com/books/about/Data\\_Mining\\_and\\_Warehousing.html?id...](https://books.google.com/books/about/Data_Mining_and_Warehousing.html?id...)

**Outcomes:**

At the end of the course students able to

1. Will be able to learn Data ware house and data mining
2. Critically know about the Meta data.
3. Students will be able to know constructing a Data Warehouse System.



**CONTAINER OPERATIONS MANAGEMENT  
(ELECTIVE-IV)**

<b>MBA III Semester: Master of Business Administration</b>								
<b>Course code</b>	<b>Category</b>	<b>Hours/week</b>			<b>Credits</b>	<b>Maximum Marks</b>		
<b>18MB322</b>	<b>Core</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CIA</b>	<b>SEE</b>	<b>TOTAL</b>
		4	0	0	4	40	60	100
<b>Contact Classes:60</b>	<b>Tutorial Classes: -</b>		<b>Practical Classes: Nil</b>			<b>Total Classes:60</b>		
<b>OBJECTIVES:</b>								
<b>The course should enable the students to:</b>								
1. To know the container operations and constructions of containers.								
2. To learn the different inland container depots.								
3. To understand the container terminal operations.								
<b>UNIT-I</b>	<b>CONTAINER OPERATIONS</b>						<b>Classes:12</b>	
Container Operations: Introduction, Containerization, Benefits of Containerization, Types of Container, Identification of Dangerous goods. Construction of containers: basic container Frame, Container Parts, Container door, Container numbering, Owner Code, Equipment Category identifier, Serial number, Check digit. Types of Containers: General, Open Top, Flat Track, Flatbed, Bulk Cargo, Tanker, Refer Containers								
<b>UNIT-II</b>	<b>CONTAINER TERMINAL OPERATIONS</b>						<b>Classes:12</b>	
Container Terminal Operations: Contemporary Port Management and Containerization, Container Terminals, Terminal Activities, Berth, Imports & Exports, Operations system of Container Terminal, Container Handling equipments.								
<b>UNIT-III</b>	<b>INLAND CONTAINER DEPOTS-PART1</b>						<b>Classes:12</b>	
Inland Container Depots-Part1: Introduction, Procedure to export goods through ICD, Definition of ICD/CFS, Distinction between ICD and CFS, Functions of ICD/CFS's, Benefits of ICD's/CFD's, Prior survey A Must, Land requirements, Design and layout of ICD/CFS, Equipping the ICD/CFS, Rail head ICD's, Traffic, General, Procedure for Approval of ICD/CFS and its Implementation, Core business, Container Freight Station (CFS)								
<b>UNIT-IV</b>	<b>INLAND CONTAINER DEPOTS-PART2</b>						<b>Classes:12</b>	
Inland Container Depots-Part2:Land requirements, Design and layout of ICD/CFS, Equipping the ICD/CFS, Rail head ICD's, Traffic, General, Procedure for Approval of ICD/CFS and its Implementation, Core business, Container Freight Station (CFS)								
<b>UNIT-V</b>	<b>MARKETING, SALES AND CUSTOMER SERVICES</b>						<b>Classes:12</b>	
Marketing, Sales And Customer Services: Introduction, International Product life cycle, Marketing of Container Services: Introduction, Product and Market player, Horizontal and Vertical Integration of Market Players, Market Structure of Ports. Place: Operations in Global terminal and local terminal, dedicated terminal, multiple purpose terminals. Direct Call Strategy, Market Entry Ability, Price and Promotion, leaders and followers.								
<b>Text Books:</b>								
1. Elements of Shipping-A.E Branch, 7 <sup>th</sup> Edition 1996								
2. Dictionary of shipping Terms –P.R Brodie 2nd Ed. 1996								
<b>Reference Books:</b>								
1. Container Terminals and Cargo Systems , Design, Operations Management and Logistics Control issues : Kim,Kap Hwan,Gunther,Hans-Otto (Eds.)								
2. Seaside Operations planning in Container Terminals: Meisel, Frank.								
3. Maritime Logistics: A Complete Guide to Effective Shipping and Port Management by DongWook Song, Photis M. Panayides - Kogan Page								

**Web References:**

1. [www.portstrategy.com](http://www.portstrategy.com)
2. [portmanagement.com](http://portmanagement.com)

**E-Text Books:**

1. <https://www.amazon.com/Container-Terminals-Cargo...Operations/dp/3642080499>.
2. <https://www.amazon.in/Operations-Management-12e-Jay-Heizer/dp/9332586705>.

**Outcomes:**

At the end of the course students able to

1. Will be able to learn Container operations
2. Will be able to learn Marketing, Sales and Customer Services
3. Critically analyze Container terminal operations ,Terminal Activities, Berths, Imports & Exports
4. Students will be able to know Inland container depots.

## RURAL COMMUNITY INTERNSHIP

MBA III Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB324	Core	L	T	P	C	CIA	SEE	TOTAL
		0	0	8	4	40	60	100
Contact Classes:	Tutorial Classes:		Practical Classes:			Total Classes:		
			Nil					
COURSE OUTCOME								
Students will be asked to do an internship at the end of the second semester, in which the students will have to choose any specific problem/area faced by Industries based on the management specializations opted by them in the second year of their study. The students will collect required data from the respective industry, arrange them as to the research methods given by the faculty guide and present them in the form of a project report. The project should have an internal faculty as guide. The student can initiate the project work after getting necessary idea and consultation for doing the internship.								

## STRATEGIC MANAGEMENT

MBA IV Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB401	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
<b>OBJECTIVES:</b> The course should enable the students to: 1. To understand the vision, Mission, objectives of the organization. 2. To know various techniques adapted by the organizations for strategic advantage. 3. To understand the recent developments in the field of strategic management.								
UNIT-I	INTRODUCTION TO STRATEGIC MANAGEMENT						Classes:12	
Introduction: Concepts in Strategic Management, Strategic Management Process, Developing a strategic vision, Mission, Objectives and Policies – Factors that shape a company’s strategy, Environmental Scanning: Industry and Competitive Analysis – Methods. Evaluating company resources and competitive capabilities – SWOT Analysis – Value Chain Analysis and Competitive advantage								
UNIT-II	TOOLS AND TECHNIQUES FOR STRATEGIC ANALYSIS						Classes:12	
Tools and Techniques for Strategic Analysis - Porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix, IE Matrix, The Grand Strategy Matrix. Market Life Cycle Model – and Organizational Learning, Impact Matrix and the Experience Curve, Generic Strategies- Strategy Formulation - Types of Strategies – offensive strategy, defensive strategy, Exit and entry barriers -Tailoring strategy to fit specific industry and company situations.								
UNIT-III	STRATEGY FORMULATION						Classes:12	
Strategy Formulation: Process of Strategic formulation - Formulation of strategy at corporate, business and functional levels, Types of strategies - offensive strategy, defensive strategy, vertical integration and Horizontal strategy, Tailoring Strategy to fit specific industry and company situations.								
UNIT-IV	STRATEGY IMPLEMENTATION						Classes:12	
Strategy Implementation: Strategy and Structure, Strategy and Leadership, Strategy and culture connection - Operational sing and institutionalizing strategy - Strategies for competing in Globalising markets and internet economy - Organizational Values and Their Impact on Strategy – Resource Allocation as a vital part of strategy – Planning systems for implementation.								
UNIT-V	TURNAROUND AND DIVERSIFICATION STRATEGIES						Classes:12	
Turnaround and Diversification Strategies: Turnaround strategy - Management of Strategic Change, strategies for Mergers, Acquisitions, Takeovers and Joint Ventures - Diversification Strategy: Why firms diversify, different types of diversification strategies, the concept of core competence, strategies and competitive advantage in diversified companies and its evaluation. Strategy Evaluation and control: Establishing Strategic Controls, Types of Controls, Guidelines for proper control, Role of the strategist - Benchmarking to evaluate performance - strategic information system								
<b>Text Books:</b> 1. Fred R. David, <b>Strategic management concept and cases</b> , PHI, 12 <sup>th</sup> edition, 2008. 2. Charles B Green, <b>Strategic Human Resource Management</b> , Pearson Education, New Delhi.								

**Reference Books:**

1. Jeffrey A Mello, **Strategic Human Resource Management**, Thomson Press (P) Ltd, Delhi. Sarma, **Organizational Behaviour**, Jaico Publications.
2. P.Subba Rao, **Strategic management**, Himalaya Publishers, 2009. Stephen P Robbins,
3. Thompson & Strickland, **Strategic management concepts and cases**, 2007.

**Web References:**

1. [www.strategicmanagementinsight.com](http://www.strategicmanagementinsight.com)
2. [www.strategyclub.com](http://www.strategyclub.com)

**E-Text Books:**

1. <https://www.amazon.in/Strategic-Management-15-David/dp/9332548935>
2. <https://www.textbooks.com/Catalog/BC3/Strategic-Management.php>

**Outcomes:**

At the end of the course students able to

1. Will understand the vision and mission in determining organizational success.
2. Comprehend the innovative strategies adapted by organizations.
3. Will be able to apply various techniques adapted by the organizations for strategic advantage.
4. Can identify the recent developments in the field of strategic management.

## BUSINESS ANALYTICS

MBA IV Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB402	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
<b>OBJECTIVES:</b> The course should enable the students to: 1. To inculcate research based knowledge in the minds of students. 2. To make them to get awareness regarding analytical tools in the contemporary world. 3. To create knowledge over SPSS and R- Programming.								
UNIT-I	INTRODUCTION TO BUSINESS ANALYTICS						Classes:12	
Introduction to Business Analytics: Evolution and Scope of Business Analytics. Data for Business Analytics. Analyzing uncertainty and model assumptions – What if analysis, Data tables, Scenario manager and Goal Seek. Regression modeling.								
UNIT-II	STATISTICS FOR BUSINESS ANALYTICS						Classes:12	
Statistics for Business Analytics: Brief overview of descriptive statistics, graphical representation of data, and overview of hypothesis Testing, Introduction to R-statistical software								
UNIT-III	PREDICTIVE ANALYTIC METHODS						Classes:12	
Predictive Analytic Methods: Forecasting techniques – Statistical forecasting techniques. Decomposition model – Estimation of trend, seasonality and cyclical components. Smoothing models for forecasting – moving average, Exponential smoothing methods, time series analysis								
UNIT-IV	SIMULATION, RISK ANALYSIS, DATA MINING						Classes:12	
Simulation, Risk Analysis, Data Mining: Simulation and Risk Analysis – Monte Carlo simulation Examples of simulation models, Introduction to Data Mining – Scope of Data Mining. Data exploration and reduction. Classification – Measuring classification performance. Classification techniques – K nearest neighbor, Discriminate Analysis, factor analysis, and Logistic regression.								
UNIT-V	Decision Analysis						Classes:12	
Decision Analysis: Decision making with uncertain information. Decision strategies for a minimize objective. Decision strategies for a maximize objective. Decision Trees, Building a decision tree. Decision trees and risk. Sensitivity analysis, Baye’s Rule.								
<b>Text Books:</b> 1. Albright C. S., Winston Wayne L. and Zappe C. J (2009). Decision Making Using Microsoft Excel (India Edition). Cengage Learning. 2. Evans J. R (2013). Business Analytics Methods, Models and Decisions. Pearson, Upper Saddle River, New Jersey.								
<b>Reference Books:</b> 1. Essentials of Business Analytics, Jeffrey Camm, James Cochran, Michael Fry, Jeffrey Ohlmann, David Anderson .								
<b>Web References:</b> 1. www.businessanalytics.com 2. www.spss.com								
<b>E-Text Books:</b> 1. https://www.springer.com/in/book/9783319688367								

**Outcomes:**

At the end of the course students able to

1. Understand the need and significance of business analytics for decision making
2. Use statistical tools to extract information from raw data.
3. Use regression technique to build predictive models.
4. Apply simulation technique to predict business scenarios

**FINANCIAL DERIVATIVES  
(ELECTIVE-V)**

MBA IV Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB403	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: 5		Practical Classes: Nil			Total Classes:80		
<b>OBJECTIVES:</b> The course should enable the students to: 1. To understand the financial derivatives. 2. To understand the swap contract and its types. 3. To know the options and its types for price speculations.								
UNIT-I	Introduction to Derivatives						Classes:12	
Introduction to Derivatives: Meaning and need, growth of Financial Derivatives in India, Types of derivatives, and the Regulatory frame work of Derivatives trading in India, Types of Traders/Participants, OTC and Exchange Traded Securities. Role of Derivatives Market- Uses & misuses of Derivatives.								
UNIT-II	Forwards and Futures Markets						Classes:12	
Forwards and Futures Markets: Different categories of Forwards and Futures ,difference between Forwards and Futures, Hedging strategies, using Futures, Forward and Future Price determination- Interest Rate Futures, Currency Futures and Forwards.								
UNIT-III	Option Market						Classes:12	
Option Market: Structure of Option Market, Specifications Of Option, American and European Options, Options Vs Futures, Trading strategies involving Options, Option on Stock Indices - Option Market In India.								
UNIT-IV	Option Pricing						Classes:12	
Option Pricing: Option Pricing Models - Introduction to Binomial Option Pricing Model, Black-Scholes Option Pricing Model, Option Strategies - Advanced Option Strategies, Hedging With Options, Currency Options.								
UNIT-V	Swaps						Classes:12	
Swaps: Meaning, Overview - The Structure of Swaps, Evolution of Swaps Market, Features of Swaps, Types of swaps - Interest Rate Swaps, Currency Swaps, Commodity Swaps, Equity Swaps, Index Swaps, Credit Risk Swaps, Pricing and Valuing Swaps, Management of Risk through Swaps.								
<b>Text Books:</b> 1. John C. Hull, <b>Fundamentals of Futures and Options market</b> , Pearson education. 2. Bishnu Priya Mishra and Sathya Swaroop Debasish, <b>Financial Derivatives</b> , Excel, 2009.								
<b>Reference Books:</b> 1. S.L. Gupta, <b>Financial Derivatives</b> , PHI, 2008. 2. John C. Hull, <b>Options, futures and other derivatives</b> , Pearson education. 3. N. D Vohra and B. R Bagri, <b>Futures and Options</b> , McGraw Hill.								
<b>Web References:</b> 1. www.fdcng.com 2. www.futures.com								



**E-Text Books:**

1. <https://onlinelibrary.wiley.com/doi/book/10.1002/9781118266403>
2. [https://books.google.co.in/books/about/FINANCIAL\\_DERIVATIVES.html?id=xq9ITV6XsTwC](https://books.google.co.in/books/about/FINANCIAL_DERIVATIVES.html?id=xq9ITV6XsTwC)

**Outcomes:**

At the end of the course students able to

1. Will understand financial derivatives and types.
2. Will Know about different financial instruments such as options, futures,
3. Will be able to use forward and future contract and price determination.
4. Familiarize options contract and models.

## CUSTOMER RELATIONSHIP MANAGEMENT (ELECTIVE-V)

MBA IV Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB404	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: 5		Practical Classes: Nil			Total Classes:80		
<b>OBJECTIVES:</b> The course should enable the students to: 1. To understand the practices of CRM in modern businesses. 2. To know the loyalty programmes to retain the customers. 3. To learn the Retention and cross-sell analyses .and to know the Retention and Cross-selling..								
UNIT-I	Introduction to CRM						Classes:12	
Introduction to CRM: Concepts, Evolution, Need, understanding goals and objectives of CRM, Components of CRM, Benefits, CRM as a strategic marketing tool, CRM significance to the stakeholders, CRM Applications in Consumer and Business Markets, CRM Issues & Problems.								
UNIT-II	BUILDING CUSTOMER RELATIONS						Classes:12	
Building Customer Relations: Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behaviour in relationship perspectives; individual and group customer’s -Customer life time value – Selection of Profitable customer segments - Customer Life Cycle, Business Networks and CRM.								
UNIT-III	CRM PROCESS						Classes:12	
CRM Process: Introduction and Objectives of a CRM Process; an Insight into CRM and eCRM/online CRM, The CRM cycle i.e. Assessment Phase; Planning Phase; The Executive Phase; Modules in CRM, 4C's (Elements) of CRM Process, CRM Process for Marketing Organization, CRM Value Chain, CRM Affiliation in Retailing Sector.								
UNIT-IV	CRM STRUCTURES						Classes:12	
CRM Structures: Elements of CRM – CRM Process – Strategies for Customer acquisition – Customer Retention and Development – Strategies for Customer Retention, Models of CRM – GSPOT Model, KOEL’s Model, WebQual Audit Model, ONYX Model - CRM road map for business applications.								
UNIT-V	CRM PLANNING AND IMPLEMENTATION						Classes:12	
CRM Planning and Implementation: Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM –Operational CRM – Call centre management – Role of CRM Managers, Trends in CRM- e-CRM Solutions –Features and advantages of e CRM, Functional Components of e CRM- Data Warehousing – Data mining for CRM – an introduction to CRM software packages								
<b>Text Books:</b> 1. Stan Maklan, Adrian Payne, Joe Peppard, Lynette Ryals, Simon Knox, <b>Customer Relationship Management - Perspectives from the market place</b> , Elsevier, 2002. 2. Mitch Schneider, <b>Total Customer Relationship Management</b> , Thomson Delmar Learning, 2002.								
<b>Reference Books:</b> 1. Russ Lombardo, <b>CRM for the Common Man</b> , PEAK Sale Consulting, 2003. 2. Federico Rajola, <b>Customer Relationship Management - Organizational and Technological Perspectives</b> – Springer, 2003. 3. Jagadesh Seth, <b>Customer Relationship Management</b> .								

**Web References:**

1. [www.crm.com](http://www.crm.com)
2. [www.consumerpsychologist.com](http://www.consumerpsychologist.com)

**E-Text Books:**

1. <https://www.ebooks.com/en-us/289003/customer-relationship-management/francis-buttle/>
2. <https://www.ebooks.com/en-us/289003/customer-relationship-management/francis-buttle/>

**Outcomes:**

At the end of the course students able to

1. Will be aware of the concepts and practices of CRM in modern businesses.
2. Will understand suitable practices and programs for the company they would be working .
3. Can Identify and maintain relationship with customers.
4. Will know about loyalty programmes to retain the customers.

**PERFORMANCE AND COMPENSATION MANAGEMENT  
(ELECTIVE-V)**

MBA IV Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB405	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
<b>OBJECTIVES:</b> The course should enable the students to: 1. To know the compensation and reward system.. 2. To understand business strategy into a comprehensive set of financial and nonfinancial performance measures and targets. 3. To understand the Performance information systems.								
UNIT-I	OVERVIEW OF PERFORMANCE AND COMPENSATION MANAGEMENT						Classes:12	
Overview of Performance and Compensation Management: Concept of Performance Management-purpose and significance- Benefits to managers and employees - characteristics, process of performance management - Compensation Management - Concept, Significance, Basis for Compensation, Factors influencing compensation Practices, Trends, Compensation Determination.								
UNIT-II	ORGANIZATIONAL PERFORMANCE & PAY STRUCTURES						Classes:12	
Organizational performance & Pay Structures: Pay structures - Purpose and Types, Graded pay structures, Broad Banding, Rewarding individual and Team contributions, Relating rewards to organizational performance, non financial rewards.								
UNIT-III	REWARDING PERFORMANCE						Classes:12	
Rewarding Performance: Individual-based Compensation, Team based Compensation, Incentives-Types of Incentive Plans.								
UNIT-IV	REWARDING PERFORMANCE AND EXECUTIVE COMPENSATION						Classes:12	
Rewarding Performance and Executive Compensation: Employee Benefits and Pensions, Policies and Practice of Benefits, Agency Theory and Executive Compensation, Principles of Executive Compensation, Factors Affecting Executive Compensation, Models of Executive Compensation.								
UNIT-V	INTERNATIONAL PAY AND EXPATRIATES REWARDS						Classes:12	
International pay and expatriates rewards: Rewarding Sales Staff, Managing Reward Systems, Statutory Provisions - Wage Boards, Pay Commission - Pay Budget Management - International Pay System - The Role of Fringe Benefits in Reward Systems.								
<b>Text Books:</b> 1. D. Singh, <b>Compensation and reward System</b> , Excel, 2008. 2. Tapomoy Deb, <b>Compensation Management</b> , Excel Books, 2009.								
<b>Reference Books:</b> 1. Henderson, <b>Compensation Management</b> , Pearson, 2008. 2. Milkovich, Newman, <b>Compensation Management</b> , TMH, 2009. Sunil Bakshi, 3. <b>Compensation Management</b> , Paragon International, 2009. 4. Michael Armstrong. <b>Employee Reward</b> , Oxford, 2008.								

**Web References:**

1. <https://hrsoft.com/blog/linking-compensation-performance-management/>
2. [www.hr-guide.com](http://www.hr-guide.com)

**E-Text Books:**

1. [https://books.google.com/books/about/Employee\\_Reward.html?id=keiVwGxm3i0C](https://books.google.com/books/about/Employee_Reward.html?id=keiVwGxm3i0C)
2. [https://books.google.com/books/about/Compensation\\_Management.html?id...](https://books.google.com/books/about/Compensation_Management.html?id...)

**Outcomes:**

At the end of the course students able to

1. Can translate business strategy into a comprehensive set of financial and nonfinancial performance measures and targets.
2. Can align accountability and performance measures with strategic objectives.
3. Will be able to develop using Performance information systems.  
Familiarize compensation and reward system.

**DATA COMMUNICATION AND NETWORK SECURITY  
(ELECTIVE-V)**

MBA IV Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB406	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
<b>OBJECTIVES:</b>								
The course should enable the students to:								
<ol style="list-style-type: none"><li>1. To know the internet related Internet ISDN, ATM and Mobile Network.</li><li>2. To understand the different types of Networks Network protocols OSI Reference Models.</li><li>3. To understand the Media Access Control and linkages which will cover Random Access Protocols like slotted Aloha CSMA, etc.</li></ol>								
UNIT-I	GENERAL STRUCTURE OF NETWORKS						Classes:12	
General structure of Networks: Introduction - ISO, OSI Reference Model, Hierarchical Network, connectivity analysis - delay analysis - local access Network design, Physical layer- transmission and multiplexing - digital transmission - circuit switching packet switching - terminal handling - error correction and error correcting codes.								
UNIT-II	DATA - LINK LAYER						Classes:12	
Data - link layer: simple protocols, unrestricted stop and wait sliding window protocols- Network layer- virtual circuits and data grams, centralize hierarchical and broadcasting algorithms.								
UNIT-III	TRANSPORTATION LAYER AND SESSION LAYER						Classes:12	
Transportation layer and Session layer: transport service, addressing and connection establishment- flow control and buffering - synchronization - crash recovery gate way - internet work fragmentation -session layer.								
UNIT-IV	TRANSPORTATION PRESENTATION AND NETWORK ANALYSIS						Classes:12	
Transportation presentation and network analysis: Presentation layer - network security and privacy - data encryption - key distribution authentication and digital signatures -virtual terminal protocols - file transfer protocols.								
UNIT-V	APPLICATION LAYER - DISTRIBUTION SYSTEMS						Classes:12	
Application layer - distribution systems: ISDN - Service & History, TCP/IP and Net Working and Internetworking Derives.								
<b>Text Books:</b>								
<ol style="list-style-type: none"><li>1. Duck&amp; Read, <b>Data Communication and Computer Networks</b>, Person, 2<sup>nd</sup> edition 2009</li><li>2. Behrouz A. Forouzan, <b>Data Communications and Net Working</b>, TMH, 2009.</li></ol>								
<b>Reference Books:</b>								
<ol style="list-style-type: none"><li>1. Bertsekas &amp; Gallages, <b>Data Networks</b>, PHI.</li><li>2. William A. Shay “<b>Understanding Data Communications &amp; Networks</b>”, Vikas.</li><li>3. Michael A. Gallo, <b>Computer Communications and Networking Technologies</b>,</li></ol>								
<b>Web References:</b>								
<ol style="list-style-type: none"><li>1. <a href="http://www.bnu.website/data-communication-networks/">www.bnu.website/data-communication-networks/</a></li><li>2. <a href="http://www.extreamnetworks.com">www.extreamnetworks.com</a></li></ol>								

**E-Text Books:**

1. <https://www.amazon.in/Data-Communications-Networking-McGraw-Hill-Forouzan/dp/0073250325>
2. <https://www.amazon.in/Data-Communications-Networking-McGraw-Hill-Forouzan/dp/0073250325>

**Outcomes:**

At the end of the course students able to

1. Will understand different types of Networks Network protocols OSI Reference Models.
2. Can develop Data transmission Terminology Transmission Media and characteristics, Data Encoding.
3. Familiarize Communication Techniques, Multiplexing Techniques and Communication Hardware.
4. Can indentify Media Access Control and linkages which will cover Random Access Protocols like slotted Aloha CSMA, etc.
5. Will understand Networks Layers, Transport Layers and Application Layer services.

**CARGO OPERATIONS MANAGEMENT  
(ELECTIVE-V)**

MBA IV Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB407	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
<b>OBJECTIVES:</b> The course should enable the students to: 1. To know the Cargo port equipment operations. 2. To learn the special cargo handling procedure.. 3. To understand the different types of port handling equipments like Bulk Cargo Handling equipment, liquid cargo handling equipment, general cargo handling equipment, lifting.								
UNIT-I	CARGO OPERATIONS						Classes:12	
Cargo Operations: Introduction, Nature of Cargos, Seaport Types and Cargos, Cargo types: Gas Cargos, Liquid Bulk Cargos, Refrigerated Food Cargo, Passengers and Unitized Cargo. Guidance on loading and unloading of Bulk Cargo, Common Hazards of Bulk Cargo on Ships.								
UNIT-II	SPECIAL CARGO HANDLING						Classes:12	
Special Cargo Handling: Introduction, Special Cargo, Classification of special Cargo: Heavy and oversized Cargo, Perishable Cargo (Urgent), Humid Cargo (Wet), Human remains, distinguish between break bulk(BBK) and Out of gauge(OOG),Cargo with obnoxious smell(smelling cargo), Dangerous goods cargo, Subjects of art and museum Exhibits, special cargo handling.								
UNIT-III	CARGO PORT EQUIPMENT						Classes:12	
Cargo Port Equipment: Introduction, Bulk Cargo Handling equipment, liquid cargo handling equipment, general cargo handling equipment, lifting (Loose & Cargo Tools), Port/Terminal Cargo Equipment.								
UNIT-IV	CARGO CARRIERS						Classes:12	
Cargo Carriers: Mobile Harbour Cranes(MHC) Straddle Carriers (SC), rubber Tyred Gantry Crane (RTG), Reach Stackers(CRS), Rail Mounted Gantry Cranes(RMG).								
UNIT-V	CARGO HANDLING EQUIPMENT MAINTENANCE						Classes:12	
Cargo Handling Equipment Maintenance: Introduction, importance and purpose of maintenance, planning for equipment maintenance function, control, safety measures. Equipment maintenance: Preventive Maintenance (PM), Maintenance during operations, Maintenance Response to equipment failure.								
<b>Text Books:</b> 1. Maritime Transportation: Safety Management and Risk Analysis, Svein Kristiansen, publisher: Butterworth-Heinemann. 2. Ships & Shipping – M. Palmer, 1st ED. (BTB).								
<b>Reference Books:</b> 1. Ports Around the World – Y. Karmon, 1st ED. (Crown) 2. Geography of Sea Transport – A. D. Couper, 1st ED. (HUL)								
<b>Web References:</b> 1. www.portoperations.com 2. www.portstrategy.com								



**E-Text Books:**

1. <https://www.springer.com/in/book/9783319623641>
2. [https://www.researchgate.net/publication/321501628\\_Shipping\\_Operations\\_Management](https://www.researchgate.net/publication/321501628_Shipping_Operations_Management)

**Outcomes:**

At the end of the course students able to

1. Analyse and discuss the Cargo port equipment operations.
2. Will be able to learn Cargo operations
3. Students will be able to know Cargo Handling Equipment Maintenance.
4. Will be able to learn Carriers operations.

**INTERNATIONAL FINANCIAL MANAGEMENT  
(ELECTIVE-VI)**

MBA IV Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB408	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
OBJECTIVES:								
The course should enable the students to:								
1. To know the determinants of currency prices and explain how this price change in the foreign exchange markets..								
2. To learn the forward rates throughout world.								
3. To understand the Foreign Exchange Exposures like Transaction exposure, Accounting exposure and operating exposure.								
UNIT-I	INTRODUCTION						Classes:12	
Introduction: An overview, Importance, nature and scope of International Financial Management, Domestic FM Vs. IFM, International Business Methods, Recent changes and challenges in International Financial Management.								
UNIT-II	INTERNATIONAL FLOW OF FUNDS						Classes:12	
International Flow of Funds: Balance of Payments (BOP), Fundamentals of BOP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows. Indian BOP Trends. International Monetary System: Evolution, Gold Standard, Bretton Woods's system, the flexible exchange rate regime, evaluation of floating rates, the current exchange rate arrangements, the Economic and Monetary Union (EMU).								
UNIT-III	FOREIGN EXCHANGE MARKET						Classes:12	
Foreign Exchange Market: Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations. Process of arbitrage, speculation in the forward market. Currency Futures and Options Markets, Overview of the other markets – Euro currency market, Euro credit market, Euro bond market, International Stock market.								
UNIT-IV	EXCHANGE RATES						Classes:12	
(a) Exchange Rates: Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates – exchange rate systems. Managing Foreign exchange Risk. International arbitrage and interest rate parity. (b) Relationship between inflation, interest rates and exchange rates – Purchasing Power Parity – International Fisher Effect – Fisher Effect-Interest Rate parity, Expectations theory.								
UNIT-V	ASSET-LIABILITY MANAGEMENT						Classes:12	
Asset-liability Management: Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital. International Portfolio Management. International Financing: Equity, Bond financing, parallel loans - International Cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export – Import bank of India, recent amendments in EXIM policy, regulations and guidelines								
Text Books:								
1. T.Siddaiah, International Financial Management, Pearson, 2009.								
2. Madhu ViJ, International Financial Management, Excel Books.								

**Reference Books:**

1. P.G. Apte, **International Financial Management**, Tata Mc Graw Hill, 3<sup>rd</sup> Edition.
2. Buckley Adrin, Engle Wood Cliffs, **Multinational Finance**, Prentice Hall of India, 3rd Edition.

**Web References:**

1. [www.moneymanagement.org](http://www.moneymanagement.org)
2. [www.ifc.org](http://www.ifc.org)

**E-Text Books:**

1. <https://www.kopykitab.com/A-Textbook-Of-International-Financial-Management>
2. <https://www.amazon.in/International-Financial-Management-Jeff.../dp/1133947832>

**Outcomes:**

At the end of the course students able to

1. Will be able to distinguish the various exchange rate system affect currency prices
2. Can identify the determinants of currency prices and explain how this price changes in the foreign exchange markets
3. Will know about the forward rates throughout world.
4. Familiarize the international parity conditions which link the price of goods, interest rates, spot rates and forward rates.

**BRAND AND ADVERTISING MANAGEMENT  
(ELECTIVE-VI)**

MBA IV Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB409	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
<b>OBJECTIVES:</b> The course should enable the students to: <div><div>1. To know the Basic understanding of brands such as family brand, individual brand, private brand.</div><div>2. To learn the Familiarize the brands, media planning and message development.</div><div>3. To understand the Foreign Exchange Exposures like Transaction exposure, Accounting exposure and operating exposure.</div></div>								
UNIT-I	BASIC UNDERSTANDING OF BRANDS						Classes:12	
Basic understanding of brands: concepts and process, significance of a brand, brand mark and trade mark, different types of brand - family brand, individual brand, private brand, selecting a brand name - functions of a brand- branding decisions, influencing factors, Brand vision - brand ambassadors, brand as a personality, as trading asset, Brand extension- brand positioning- brand image building.								
UNIT-II	BRANDING IMPACT ON BUYERS						Classes:12	
Branding impact on buyers: competitors, Brand loyalty - loyalty programmes, brand equity - role of brand manager - Interrelations with manufacturing, marketing, finance, purchase and R & D, brand audit, Brand rejuvenation and re-launch, brand development through acquisition takes over and merger .								
UNIT-III	ADVERTISEMENTS CONCEPTS AND MEDIA PLAN						Classes:12	
Advertisements concepts and Media plan: Concept and definition of advertisement - Social, Economic and Legal Implications of Advertisements, setting advertisement objectives. Monitoring brand performance over the product life cycle., Co-branding- Designing and implementing branding strategies.								
UNIT-IV	MEDIA PLAN						Classes:12	
Media plan: Ad Agencies - selection and remuneration - advertisement campaign, Media plan - type and choice criteria - reach and frequency of advertisements - cost of advertisements related to sales - media strategy and scheduling.								
UNIT-V	MESSAGE DEVELOPMENT						Classes:12	
Message development: different types of advertisements, layout - design appeal - copy structure, advertisement production, print, Radio, T.V, and web advertisements, Media Research - testing validity and reliability of ads, measuring impact of advertisements, Testing for advertising effectiveness - Preparation and choice of methods of advertising budget, Ethical and social issues in advertising;, Management of advertising agencies, Role of advertising in natural development.								
<b>Text Books:</b> <div><div>1. Kevin Lane Keller, Strategic brand Management, Person Education, New Delhi, 2003.</div><div>2. S.H.H.Kazmi, Satish K Batra, Advertising &amp; Sales Promotion, Excel Books, New Delhi, 2001.</div></div>								
<b>Reference Books:</b> <div><div>1. Lan Batey, Asian Branding – A great way to fly, Prentice Hall of India, Singapore, 2002.</div><div>2. Jean Noel. Kapferer. Strategic brand Management. The Free Press. New York. 1992.</div></div>								

3. Paul Tmeporal, <b>Branding in Asia</b> , John Wiley & sons (P) Ltd., New York, 2000. 4. S. Ramesh Kumar, Managing Indian Brands, Vikas publishing House (P) Ltd., New Delhi, 2002. Jean Noel Kapferer, <b>Strategic brand Management</b> . The Free Press. New York. 1992.
<b>Web References:</b> 1. <a href="http://www.vision-advertisingmanagment.com">www.vision-advertisingmanagment.com</a> 2. <a href="http://www.advertisingmanagement.com">www.advertisingmanagement.com</a>
<b>E-Text Books:</b> 1. <a href="https://www.amazon.in/ADVERTISING-MANAGEMENT-Arvind.../8182180899">https://www.amazon.in/ADVERTISING-MANAGEMENT-Arvind.../8182180899</a> 2. <a href="https://www.textbooks.com">https://www.textbooks.com</a> › Business & Economics Textbooks › Marketing Textbooks
<b>Outcomes:</b> At the end of the course students able to <ol style="list-style-type: none"> <li>1. Can identify how the cultural and brand image and direct experience relate to the success of a product.</li> <li>2. Will understand ethical, social, economic conflicts that marketers have among them.</li> <li>3. Will be able to understand the advertising effectiveness</li> <li>4. Familiarize the brands, media planning and message development.</li> </ol>

**INTERNATIONAL HUMAN RESOURCE MANAGEMENT  
(ELECTIVE-VI)**

MBA IV Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB410	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
OBJECTIVES:								
The course should enable the students to:								
1. To understand the Human Resource Management challenges facing multinational corporations, including staffing, training & development, performance management, and compensation.								
2. To know the role of cultural context in organizations and apply it to the structure and implementation of Human Resource Management practices.								
3. To understand the Expatriate, Repatriation and the process.								
UNIT-I	INTERNATIONAL HRM & CROSS CULTURAL THEORIES						Classes:12	
International HRM & Cross cultural Theories: Concept, HRM at International Perspective - Distinction between Domestic and International HR, Hofstede's Hermes Study - HR Challenges at International Level.								
UNIT-II	INTERNATIONAL STAFFING, COMPENSATION MANAGEMENT						Classes:12	
International staffing, Compensation Management: Nature, Sources, Policies of HR Planning, Recruitment and Selection - Career Cycle for Expatriates.								
UNIT-III	INTERNATIONAL COMPENSATION						Classes:12	
International Compensation: International Compensation - Objectives, Components - Approaches of Compensation in Global Assignments.								
UNIT-IV	EXPATRIATE TRAINING						Classes:12	
Expatriate Training: Need, Cross Cultural Training, Training Expatriation -Repatriation - Learning -Performance Management and HR Process - Competency Appraisal - Programs and Agencies.								
UNIT-V	INDUSTRIAL RELATIONS AT GLOBAL LEVEL						Classes:12	
Industrial relations at global level: IR Scenario in Global Organizations - Trade Unions at International Level -Collective Negotiations, Disputes/Conflicts, Quality Circles and Participative Management, People Management - USA, Europe, Asia, Middle East.								
Text Books:								
1. Subba Rao, International Human Resource Management, Himalaya, 2008.								
2. Rao P.L, Internal Human Resource Management, Excel, 2008								
Reference Books:								
1. Aswathappa, International Human Resource Management, TMH, 2009.								
2. Tony Edwards & Chris Rees, International Human Resource Management, Pearson, 2008.								
3. Adler N.J, Kent, International Dimensions of Organizational Behaviour.								
4. Dowling P.J, Thomson, International Dimension of Human Resource Management,								

**Web References:**

1. [www.humanresourcesedu.org](http://www.humanresourcesedu.org)
2. [www.managementhelp.com](http://www.managementhelp.com)

**E-Text Books:**

1. <https://books.google.com> › Human Resources & Personnel Management
2. <https://books.google.com> › Human Resources & Personnel Management

**Outcomes:**

At the end of the course students able to

1. Will understand the role of cultural context in organizations and apply it to the structure and implementation of Human Resource Management practices.
2. Can identify the Human Resource Management challenges facing multinational corporations, including staffing, training & development, performance management, and compensation.
3. Familiarize the global mindset and sensitivity to cultural issues in organizations.
4. Can assess industrial relations in global level in international perspective.

**CORPORATE INFORMATION MANAGEMENT  
(ELECTIVE-VI)**

MBA IV Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB411	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
<b>OBJECTIVES:</b> The course should enable the students to: 1. To understand the innovative solutions for records management. 2. To know the IT Alignments. 3. To understand the IT outsourcing and data processing.								
UNIT-I	IT PLANNING AND STRATEGY TOOLS						Classes:12	
IT planning and strategy tools: Strategy analysis, environment analysis- Conducting strategy audit-Assessing opportunities and risks- Company, technology analysis, Industry - technology analysis, Extending the enterprise - Organizing for innovation, Collaboration - Understanding business networks - differentiation interdependence and ownership, Designing hybrid governance models-Building collaborative community- Emerging network business models.								
UNIT-II	IT ALIGNMENTS						Classes:12	
It alignments : Building the case for IT- leveraging infrastructure and creating options- Components of internetworking infrastructures - Rise of internetworking - business implications, Managing IT services - Availability facilities - uninterruptible power, Delivery- climate control - security - New service models.								
UNIT-III	IT OUTSOURCING						Classes:12	
IT outsourcing: Managing risk through incremental outsourcing- Outsourcing advantages and disadvantages - Outsourcing opportunities - Managing relationships with outsourcing agencies Coordination and control of IT, Development stages of IT in organizing - Nolans' model - Distributed								
UNIT-IV	DATA PROCESSING						Classes:12	
Data processing: Centralization vs decentralization - drivers toward user dominance - Drivers towards centralized policy - Coordination and location IT policy.								
UNIT-V	PROJECT MANAGEMENT						Classes:12	
Project management: Project categories - Project management, stage in project, planning and controlling tools – Problems, Towards effective project management, Technology and innovation- Understanding technological developments - Technology cycles - Creative idea generation - Employee creativity - R&D- Role in technology development - Innovations in IT.								
<b>Text Books:</b> 1. V.K.Narayan, <b>Managing Technology and Innovation for competitive Advantage</b> , Pearson, 2009. Lynda M. Applegate, Robert D.Ausitn and F. Warren McFarlan., 2. C,S,G,,Krishnamcaharyulu and Lalitha R., <b>Management of Technology</b> , Himalaya.								
<b>Reference Books:</b> 1. Sanjiva Shankar Dubey, <b>IT strategy and Management</b> , PHI, 2009. 2. Parag Kulkarni, <b>IT strategy for Business</b> , Oxford, 2009. 3. V.K.Narayan, <b>Managing Technology and Innovation for competitive Advantage</b> , Pearson, 2009. 4. Noel Kanferer, <b>Strategic brand Management</b> , The Free Press, New York, 1992.								



**Web References:**

1. [www.finanaceinformanagement.com](http://www.finanaceinformanagement.com)
2. [www.informationmnagement.com](http://www.informationmnagement.com)

**E-Text Books:**

1. <https://www.textbooks.com> › Business & Economics Textbooks › Marketing Textbooks
2. <https://www.questia.com/...business/business/management/information-management>

**Outcomes:**

At the end of the course students able to

1. Will understand the disciplines of records management and archives, their theoretical underpinnings, ways of thinking and professional approaches.
2. Can apply logical and rational processes to analyze the components of an issue; think creatively to generate innovative solutions to records management and archival issues think globally and consider issues from a variety of perspectives.
3. Will know the relevant international standards, tools and practices to the professional practice of records management and archives.
4. familiarize as appropriate the professional skills of records managers, corporate information managers, archivists and other information professionals

**MARINE OPERATIONS MANAGEMENT  
(ELECTIVE-VI)**

MBA IV Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB412	Core	L	T	P	C	CIA	SEE	TOTAL
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: -		Practical Classes: Nil			Total Classes:60		
OBJECTIVES:								
The course should enable the students to:								
1. To learn the Marine operations.								
2. To understand the port and Harbours classifications and operations.								
3. To know the learn managing port operations.								
UNIT-I	MARINE OPERATIONS						Classes:12	
Marine Operations: Introduction, water transportation, kinds of water transportation: Inland water transports, Ocean-transport. History of water transportation: Early water transportation, Economic impacts of early water transportation, water and early explorers, age of exploration, famous explorers and their countries, age of canals, erie canal, steamboats, types of modern maritime vessels, modern maritime transport, the future.								
UNIT-II	PORT AND HARBOURS						Classes:12	
Port and Harbours: introduction, important functions: administrative, development, industrial, commercial. Port structure, port terminals and basic information on port.								
UNIT-III	HARBOUR CLASSIFICATION:						Classes:12	
Harbour Classification: Harbour classification based on utility, classification based on location. Major sea ports of India, Impact of ports in employment and infrastructure development in India.								
UNIT-IV	PORT FACILITIES:						Classes:12	
Port Facilities: Introduction to Port Development, Port planning, Port Building facilities, Transit sheds, warehouses, Cargo handling facilities, Cargo Carriers, Container Terminal Planning, services for shipping Terminals, Inland Port Facilities, Inland Port Terminal Services.								
UNIT-V	MANAGING PORT OPERATIONS						Classes:12	
Managing Port Operations: Introduction, Marine services to port, Harbormaster function, pilotage, Tugboat operations, Mooring services, Vessel Traffic services and Aids to Navigation, Other Marine services, Berthing Planning, Berth/Jetty, Dredging, Machinery or Vehicle Falling on to the Area, Man-overboard, Weather Condition, Safety in Marine operations, Management of Navigation, Collision or Contact with Berth or Port Structure								
Text Books:								
1. Alderton P., Port Management and Operations, Informa, 2008.								
2. Branch A. E., Elements of Port Operation and Management, Springer, 198								
Reference Books:								
1. Cengage, 2009. Jean Noel, Kapferer, Strategic brand Management, The Free Press, New York, 1992.								
2. www.portoperations.com								
3. www.portstrategy.com								

**Web References:**

1. [www.portmanagement.com](http://www.portmanagement.com)
2. [www.portconcepts.com](http://www.portconcepts.com)

**E-Text Books:**

1. [https://www.researchgate.net/publication/321501628\\_Shipping\\_Operations](https://www.researchgate.net/publication/321501628_Shipping_Operations)
2. <https://www.ics.org.uk/learning/publications/book/ship-operations-and>

**Outcomes:**

At the end of the course students able to

1. Will be able to learn Marine operations.
2. Student will be able learn the port and Harbours classifications and operations .
3. Will be able to learn to Port facilities.
4. Student will be able to learn managing port operations.

## SEMINAR

MBA IV Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB413	Core	L	T	P	C	CIA	SEE	TOTAL
		0	0	4	2	50	0	50
Contact Classes: 24	Tutorial Classes:		Practical Classes:			Total Classes: 24		
			Nil					
<b>OBJECTIVES:</b> The objective of the seminar is to evaluate the skills required for the manager's viz., communication skills, logical skills, analytical skills, presentation skills, persuasion skills, decision making skills acquired by the students in the course of M.B.A and to analyse the managerial capabilities. Students are required to present a seminar on any contemporary issue of the business.								

## PROJECT WORK

MBA IV Semester: Master of Business Administration								
Course code	Category	Hours/week			Credits	Maximum Marks		
18MB414	Core	L	T	P	C	CIA	SEE	TOTAL
		0	0	20	10	80	120	200
Contact Classes: 120	Tutorial Classes: 0		Practical Classes: Nil			Total Classes: 120		
<b>OBJECTIVES:</b> Students are required to take up a project work, in which the student can choose any specific problem of Industry or Industry based project work. Alternatively it can be secondary source based or Field based project work. Before the commencement of the project work each student is required to submit a synopsis indicating the objectives, Methodology, Framework for analysis.								