

**SCHEME OF TEACHING AND EXAMINATION
COURSE STRUCTURE / CURRICULUM FOR MANAGEMENT PROGRAM (W.E.F 2018-19 Batch)
I SEMESTER**

Paper Code	Paper Title (Generic Core Courses)	Teaching Hours/ week			Core / Elective	Internal Marks	External Marks	No. of Credits
		Lecture	Practical	Tutorial				
MBA10118	Management Process & Organizational Behaviour	4	1	1	Core	30	70	4
MBA10218	Managerial Economics	4	1	1	Core	30	70	4
MBA10318	Business Analytics for Managerial Decision Making	4	1	1	Core	30	70	4
MBA10418	Managerial Communication	4	1	1	Core	30	70	4
MBA10518	Legal Framework for Business	4	1	1	Core	30	70	4
MBA10618	Financial Statements Analysis and Reporting	4	1	1	Core	30	70	4
MBA10718	Business Environment	4	1	1	Core	30	70	4
Generic Elective Courses (Choose any one out of three courses)								
MBA10818	Soft & Entrepreneurship Skills	2	1	0	Elective-1	50	-	2
MBA10918	Personality Development	2	1	0	Elective-2	50	-	2
MBA11018	Emotional Intelligence for Managers	2	1	0	Elective-3	50	-	2
Total for First Semester		28 +2	07 +01	7	-	210 +50	490	28+2

II SEMESTER

Paper Code	Paper Title (Generic Functional Courses)	Teaching Hours/ week			Core / Elective	Internal Marks	External Marks	No. of Credits
		Lecture	Practical	Tutorial				
MBA20118	Marketing Management	4	1	1	Core	30	70	4
MBA20218	Human Resource Management	4	1	1	Core	30	70	4
MBA20318	Financial Management	4	1	1	Core	30	70	4
MBA20418	Operations Management	4	1	1	Core	30	70	4
MBA20518	Entrepreneurship & Small Business Management	4	1	1	Core	30	70	4
MBA20618	Management Information Systems	4	1	1	Core	30	70	4
MBA20718	Operations Research	4	1	1	Core	30	70	4
Generic Elective Courses (Choose any one out of three courses)								
MBA20818	MOOCS from SWAYAM	0	0	0	Elective-1	A PASS CERTIFICATE WITH 50% MARKS		2
MBA20918	Industry and Company Analysis	2	1	0	Elective-2	50	-	2
MBA21018	MS Excel & Accounting Tally	2	1	0	Elective-3	50	-	2
Total for Second Semester		28 +2	7 +1	0	-	210+50	420	28+4

At the end of 2nd semester, every student must undergo Industrial training for Six weeks and must prepare a project report and submit the same 15 days before the commencement of third semester examinations.

MBA10118: MANAGEMENT PROCESS AND ORGANISATION BEHAVIOR (4L + 1P + 1T)

Class:	Semester:	Title of The Paper:	Paper Code:	W.E.F
I MBA	I	MANAGEMENT PROCESS AND ORGANISATION BEHAVIOR	MBA 10118	2018-19 Batch

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Learning	Tutorial	Practical		CIA	SEE	
65 Hours	4	1	1	3 Hours	30	70	4

Course Objectives

The main objective of this course is to familiarize the student with the fundamental concepts, functions, and principles of management. It is also aimed at helping the students to improve their managerial skills and administrative abilities. It also gives students an understanding of the Organization behaviour with a view to make the organizations functional and effective.

Course Outcomes

- Aware of fundamental management principles
- Develop managerial skills and administrative abilities
- Challenges and opportunities for O.B
- Values and Attitudes and their relevance in O.B. context.
- Dynamics of group formation, frame work of group behaviour
- stimulating productive conflict, strategies for conflict resolution.
- objectives and techniques of Organisational Development.

UNIT-I

Introduction to Management: Concept, Definition and Nature of Management – Evolution of Management thought – Purpose, Functions, Principles, and Levels of Management – Types and Roles of Managers (Mintzberg), and skills for Managers (Katz)– Management and Environment – Social and Ethical Responsibilities of Managers – Recent Trends in Management Practices in the wake of Globalization.

UNIT-II

Planning: Nature, Purpose, Process of Planning, Types of Plans – Premising & Forecasting, Decision Making: Concept, Process, Rationality in Decision; Decision Tree Analysis - Management By Objectives. Organizing: Process - Formal and Informal Organizations – Departmentation - Span of Control – Delegation Vs Decentralization – Staffing.

UNIT-III

Leading – concept, scope, significance - Motivation: Significance, Process -Theories of Maslow, Herzberg, McClelland, Porter and Lawler - Leadership: Trait Approach, Leadership Styles, Managerial Grid; Likert’s Four Systems of Leadership – Communication. Controlling: Basis - Control Process, Pre-Requisites, and Requirements of adequate Control - Techniques of control.

UNIT-IV

Organizational Behavior – Importance - Historical Background - Fundamental concepts of OB - Different models of OB – Understanding Individual Behavior – Perception- Concept–Process-Learning-Concept – Theories of learning - Personality –Concept-Personality traits- Theories of Personality- Attitudes- Johari Window 2X2 matrix, Transactional Analysis

UNIT-V

Group dynamics – Concept, importance, types of groups, group formation, group development, group composition, group performance factors; Organizational conflict, Resolution of conflicts; Organizational Culture and determinants of Organizational Culture; Organizational Change, Concept, Need for change, resistance to change; Theories of planned change; Organizational Development- Concept of OD, Organizational diagnosis, OD interventions.

Case Study (Not Exceeding 300 words)

Practical Components

- Studying organizational structures of any five companies and classifying them into different types of organizations and justifying why such structures are chosen by those organizations.
- Identifying any five organizations and group them into different types of organizations based on Management at work place.
- Studying organizational group dynamics of any three companies and identify the best method of managing group dynamics.
- Study any three companies following OD interventions and Identify effective technique.

Note: Faculty can either identify the organizations/ leaders/jobs or students can be allowed to choose the same.

REFERENCE BOOKS:

1. Heinz Wehrich, Harold Kontz, Management: A Global Perspective, 10/e TMH
2. Stoner, Freeman and Gilbert, Jr. Management, Pearson Education, New Delhi.
3. Clegg, S., Kornberger, M., and Pitsis, T., Managing and organisations: An introduction to theory and practice, Sage, London, 2011.
4. Ricky Griffin, Gregory Moorhead, Organizational Behavior: Managing People and Organizations, Cengage Learning, 2009.
5. Graeme Martin, Managing People and Organizations in Changing Contexts, Routledge, 2006.
6. Knights, D. & Willmott, H. Introducing organizational behavior and management, Thompson, London, 2006.
7. Luthans.F. Organizational Behaviour, TMH.
8. Robbins, Management, 7/e, Pearson Education.
9. John F. Wilson, The Making of Modern Management, Oxford University Press.
10. Organizational Behaviour, Subbarao P, Himalaya Publishing House.

MBA10218: MANAGERIAL ECONOMICS (4L + 1P + 1T)

Class:	Semester:	Title of The Paper:	Paper Code:	W.E.F
I MBA	I	MANAGERIAL ECONOMICS	MBA 10218	2018-19 Batch

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Learning	Tutorial	Practical		CIA	SEE	
65 Hours	4	1	1	3 Hours	30	70	4

Course Objectives

By the end of the course, student s will be able to introduce the fundamentals, tools and theories of managerial economics; to orient on micro economic techniques as a decision making process and to understand macro economic analysis essential for business managers.

Course outcomes:

By the end of the course students should be able to learn:

1. Able to learn the concept of economics in general and in particular application of economic concepts.
2. They learn the cost concepts and application
3. The present trend in the trade cycles and its implications.
4. They learn demand analysis and its forecasting

UNIT-I

Managerial Economics: Definition, Nature, Scope– Functions and Responsibilities of a Managerial Economist – Law of Demand and its exceptions – Elasticity of Demand – Market Demand Equation – Types of Elasticity of Demand and their Managerial Uses– Demand Forecasting – Methods of Forecasting for Existing and New Product.

UNIT-II

Production Analysis & Firm Theory: Economic Theory of Firm – Theories of firm-Baumol’s Model and Agency Theory– Production Function–Law of Variable Proportions& ISO-Quants & ISO Costs – Least Cost Factor Combination–Returns to Scale– Economies and Diseconomies of Scale.

UNIT-III

Cost, Profit & Market Structures: Cost Concepts – Short-run and Long-run Cost Curves – Determinants of Short-Term & Long Term Profits, Measurement of Profit – Profit Maximization vs. Wealth Maximization– Demand and Supply: Market Equilibrium – Market Structures – Concept of Price –Pricing and Output Determination under Perfect Competition, Monopolistic Competition and Monopoly.

UNIT-IV

Indian Economic Environment: Overview of Indian Economy– Recent changes in Indian Economy– Macro Economic Aggregates and Concepts - National Income - GDP, GNP, NNP, WPI, CPI– Types of Inflation: Demand Pull and Cost Push Inflation, Philips curve, Stagflation– Measurement of Inflation– Economics of Risk & Finance – Monetary Policy & Fiscal Policy.

UNIT-V

Trade Cycles: Phases, Theories, and Corrective Measures– Behavioral and Technical Function: Aggregative Demand and Supply, Consumption Function, and Investment Function – Keynesian Theory (overview).

Case Study (Not Exceeding 300 words) Or Problem from either Unit-2 or Unit-3.

PRACTICAL COMPONENTS:

- Study of demand elasticity for a product when there is a price increase or price decrease.
- Demand forecasting – Mini project may be given to students to assess the demand for a product or a service using any method.
- An in-depth study of economic indicators on the growth rate.
- Analysis of recent budget, fiscal discipline and disinvestment proposals of the GOI.

REFERENCE BOOKS:

1. Joel Dean, *Managerial Economics*, Prentice Hall.
2. Mote & Paul, *Managerial Economics*, Tata McGraw Hill.
3. Gupta, *Managerial Economics*, Tata McGraw Hill.
4. Gupta, *Macro Economics, Theory & Applications*, Tata McGraw Hill.
5. Mehta P.L, *Managerial Economics – Text and Cases*, S.Chand & Co.
6. Peterson & Lewin, *Managerial Economics*, Prentice Hall of India.
7. Person H. Craig, Lewis W. Ch and Jain Sudhir K, *Managerial Economics*, Pearson Education.

MBA10318: BUSINESS ANALYTICS FOR MANAGERIAL DECISION MAKING (4L + 1P +1T)

Class:	Semester:	Title of The Paper:	Paper Code:	W.E.F
I MBA	I	BUSINESS ANALYTICS FOR MANAGERIAL DECISION MAKING	MBA 10318	2018-19 Batch

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Learning	Tutorial	Practical		CIA	SEE	
65 Hours	4	1	1	3 Hours	30	70	4

Course Objectives

By the end of the course, students will be able to understand a Problem(s) in Business, explore and analyze the problem(s); make better decisions, to improve policy making, to develop strategy and to improve day to day performance of organizations; explore data to find new patterns and relationships (Data Mining); predict the relationship between different variables (Predictive Analytics and Predictive Modeling); estimate the value created using business analytics to address an opportunity/Problem; and understand and use statistical techniques for analysis of research data.

Course Outcomes

- Students aware of statistical methods to measure the data
- They learn application of analytics
- They learn correlation and regression
- They can estimate trend values using time series and least squares

Unit – I

Origin and Growth of Statistics, meaning and definition of statistics, collection of data: collection of primary and secondary data. Measures of central tendency: mean, median and mode. Their merits and demerits

Unit – II

Introduction: Meaning, definition and importance of business analytics – analytics vs. analysis – business analytics vs. business intelligence and data mining – applications of analytics – different kinds of analytic – framing a business problem as an analytical problem.

Unit – III

Def: objectives of measuring dispersion: range, quartile deviation, mean deviation and standard deviation, their merits and demerits

Unit - IV

Correlation: meaning, definition and types of correlation. Measures: scatter diagram method, Karl Pearson correlation coefficient, spearman rank correlation coefficient. Probable error and coefficient of determination. Regression analysis: meaning, definition, regression lines, equations and properties

Unit – V

Time series analysis: meaning, definition, components of time series. Moving averages method, least square method for estimating trend values.

List of Reference books:

1. Fundamentals of Mathematical statistics sultan Chand & Sons, New Delhi.
S C Gupta & VK Kapoor
2. Fundamentals of Applied statistics sultan Chand & Sons, New Delhi.
S C Gupta & VK Kapoor
3. Outlines of statistics Vol II – Goon Gupta & Das Gupta
4. Introduction to mathematical statistics Hogg & Craig.
5. Paramieteya mariyu a paramecia Parileshalu Telugu Academy.
6. New mathematical Statistics. BY Sanjay Arora & Bansilal.

MBA 10418: MANAGERIAL COMMUNICATION (4L + 1P + 1T)

Class	Semester	Title of The Paper:	Paper Code:	W.E.F
I MBA	I	MANAGERIAL COMMUNICATION	MBA 10418	2018-19 Batch

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Learning	Tutorial	Practical		CIA	SEE	
65 Hours	4	1	1	3 Hours	30	70	4

Course Objectives

By the end of the course, students will be able to understand communication skills and sensitize them to their potential to become successful managers; explain the various types of communication in Business Organizations; to help them acquire some of the necessary skills to handle day-to-day managerial responsibilities, such as making speeches, controlling one-to-one communication, enriching group activities and processes, giving effective presentations, writing letters, memos, minutes, reports and advertising, and maintaining one's poise in private and in public; and identify the role of communication conflict in intercultural relationships.

UNIT-I

Introduction: Definition, Role, Purpose & Classification of Communication – Communication Process – Characteristics of Successful Communication – Importance of Communication in Business Organizations – Communication barriers – Communication Structure in Organization – Communication in Conflict Resolution – Communication in Crisis – Communication in a Cross-cultural and Multi cultural Setting.

UNIT-II

Inter & Intrapersonal and Oral & Nonverbal Communication – Interpersonal Communication Models – Intrapersonal Communication Models – Principles of Successful Oral communication – Barriers to Oral Communication – Types of Managerial Speeches–Principles of Nonverbal Communication– Group Communication: Meetings and Group Discussions.

UNIT-III

Managerial Writing & Business Correspondence– Purpose of Writing – Clarity in Writing – Principles of Effective Writing–The Seven Cs of Effective Written Communication–Applying the Three Step Writing Process–Planning and Writing Business Reports and Proposals–The Process of Preparing Effective Business Correspondence–The Organization and Composition of Business Messages–Principles of Effective Presentations.

UNIT-IV

Media Management & Meeting Documentation: Press Release, Press Conference & Media Interviews– Notice, Agenda, and Resolution & Minutes–Designing & Delivering Business Presentations–Advanced Visual Support for Managers –Communication and Negotiation– Negotiation Process – Negotiation Strategies.

UNIT-V

Communication Networks & Employment Communication: Technology-enabled Communication – Communication Networks: Intranet, Internet, e-mails, SMS, Teleconferencing, Videoconferencing, Blogs and Social Media – Composing Application Messages: Writing CVs & Resumes – Interview skills – Listening Skills.

Case Study (Not Exceeding 300 words)

PRACTICAL COMPONENTS:

- Demonstrate the effect of noise as a barrier to communication.
- Make students enact and analyze the non-verbal cues.
- Give exercises for clarity and conciseness in written communication.
- A suitable case is to be selected and administered in the class sticking
- Demonstrate the effect of noise as a barrier to communication.
- Make students enact and analyze the non-verbal cues.
- Give exercises for clarity and conciseness in written communication.
- A suitable case is to be selected and administered in the class sticking to all the guidelines of case administering and analysis.
- Demonstrating Video conferencing & teleconferencing in the class.
- Conduct a mock meeting of students in the class identifying an issue of their concern. The students should prepare notice, agenda and minutes of the meeting.
- Each student to give presentation of 5 minutes (this can be spread throughout the semester) and to be evaluated by the faculty.

REFERENCE BOOKS:

1. Courtland L Bovee, John V. Thill, & Mukesh Chaturvedi, *Business Communication Today*. Ninth Edition. New Delhi: Pearson.
2. Jerry C. Wofford, Edwin A. Gerloff and Robert C. Cummins, *Organizational Communication – The Keystone to Managerial Effectiveness*, New York: McGraw-Hill.
3. Lesikar & Flatley., *Basic Business Communication – Skills for Empowering the Internet Generation*. 9th Edition, McGraw-Hill.
4. Monippally, M M., *Business Communication Strategies*, McGraw-Hill.
5. K.K. Ramachandran Lakshmi, Kartik, M. Krishna Kumar, *Business Communication*, MacMillan India Ltd., 2007.
6. Shirley Taylor, *Communication for Business*, Pearson Education.
7. Courtland L Bovee, John V. Thill, & Mukesh Chaturvedi, *Business Communication Today*. Ninth Edition. New Delhi: Pearson.
8. Herta A Murphy, Herbert W Hildebrandt, Jane P Thomas, *Effective Business Communication*, The McGraw-Hill Company, New Delhi.

MBA10518: LEGAL FRAMEWORK FOR BUSINESS (4L + 1P + 1T)

Class	Semester	Title of The Paper:	Paper Code:	W.E.F
I MBA	I	LEGAL FRAMEWORK FOR BUSINESS	MBA 10518	2018-19 Batch

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Learning	Tutorial	Practical		CIA	SEE	
65 Hours	4	1	1	3 Hours	30	70	4

Course Objectives

The objectives of the courses focus on instilling in students a strong sense of the legal and ethical issues permeating business; aiding students' comprehension of the legal and regulatory environment as well as the ethical considerations and substantive laws that shape business practices and policies; and developing students' analytical and problem solving ability, as well as their oral and written presentation skills students will be able to acquire knowledge and understanding of major commercial and economic laws.

UNIT-I

The Indian Contract Act, 1872 : Definition of a Contract and its essentials, Formation of a valid Contract – Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract, Breach of a Contract & its Remedies- Special Contracts: Contract of Indemnity and Guarantee, Contract of Bailment and Pledge, Contract of Agency.

UNIT –II

The Limited Liability Partnership Act, 2008; Salient features of LLP; Difference between LLP, Partnership and a Company; LLP Agreement; Nature of LLP; Partners and Designated Partners; Incorporation Document; Incorporation by Registration; Registered office of LLP and Change therein; Change of Name; Partners and their Relations; Extent and Limitation of Liability of LLP and Partners; Whistle-blowing; Contributions, Financial Disclosures, Annual return, Taxation of LLP; Conversion to LLP; Winding up and Dissolution.

UNIT-III

The Sale of Goods Act, 1930: Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods, Remedies for Breach. The Negotiable Instrument Act, 1881: Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder-in-Due course. Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques.

UNIT-IV

The Companies Act, 2013 & Amendment Act, 2015– Nature and Kinds of Companies – Company Formation and Prospectus – Memorandum and Articles, Share Capital and Debentures, Membership – Management, Meetings and Winding-up of Company.

UNIT-V

Cyber Laws in India; Meaning and scope of Information Technology; Objectives of IT Act, 2000; Issues relating to Digital Signatures; Computer Crimes; Cyber regulations; Consumer Protection Act, 1986: Scope; Rights of Consumers; Dispute Resolution Commission–The Consumer Protection Bill, 2018; The Competition Act, 2002: Scope and its objectives, Functions, and Salient features

Case Study (Not Exceeding 300 words)

PRACTICAL COMPONENTS:

- Make students identify the success and failures of companies due to non compliance of regulatory and legal framework of India.
- Give exercises for clarity and conciseness on strong legal framework based on four key principles: simplicity, transparency, fairness and accountability.
- A suitable case is to be selected and administered in the class sticking
- The students should prepare cases of CSR and Corporate Governance
- Each student to give presentation of 5 minutes about Business, Society and Governance (this can be spread throughout the semester)and to be evaluated by the faculty.

REFERENCES BOOKS:

1. Maheswari, S. N., &Maheswari, S. K., Business Laws, Himalaya Publishing House, Mumbai
2. Chandra Bose, D., Business Laws, PHI Learning PVT Ltd., New Delhi
3. Gulshan S. S. – Business Law Including Company Law (Excel Books)
4. Avtar Singh – Principles of Mercantile Law,(Eastern Book Company, 7th Edition).
5. N.D. Kapoor&RajniAbbi-General Laws & Procedures, Sultan Chand & Sons
6. Kumar, Ravinder (2016), Legal aspects of Business, Cengage Publishers, New Delhi.
7. CA. C., Rama Gopal, Business Legislation, New Age International Publishers, New Delhi
8. Lee Reach, Business Laws, Oxford University Press, UK
9. Sharma J. P., and SunainaKanojia, Business Laws, Ane Books Pvt. Ltd, New Delhi.
10. Bhandari,Munish,Professional Approach to Corporate Laws and Practice, Bharat Law House,New Delhi

MBA10618: FINANCIAL STATEMENTS ANALYSIS AND REPORTING (4L + 1P + 1T)

Class	Semester	Title of The Paper:	Paper Code:	W.E.F
I MBA	I	FINANCIAL STATEMENTS ANALYSIS AND REPORTING	MBA 10618	2018-19 Batch

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Learning	Tutorial	Practical		CIA	SEE	
65 Hours	4	1	1	3 Hours	30	70	4

Course Objectives

By the end of the course, students will be able to explain fundamental accounting concepts, the elements of financial statements, and basic accounting vocabulary; explain and use the accounting equation in basic financial analysis and explain how the equation is related to the financial statements; explain and use the financial reporting and auditing procedures; and explain and use various cost management techniques.

Course outcomes

Students are aware of accounting terminology and accounting process

They can construct various accounting statements

They can analyze the accounting and costing information.

They are aware of legal requirements relating to financial reporting and Auditing.

UNIT-I

Introduction to Financial, Cost and Management Accounting: Accounting – Meaning, Objectives, Users, Advantages and Limitations - Book Keeping and Accounting - Branches of Accounting - Financial, Cost and Management - Basic Accounting Concepts and Conventions - Accounting Systems – Cash, Mercantile and Mixed – Single Entry and Double Entry - Accounting Cycle - Journal - Ledger - Trial Balance - Construction of Profit & Loss Account and Balance Sheet of Sole proprietorship(Simple Problems).

UNIT-II

Understanding Financial Statement: Construction of Profit and Loss Account - Balance Sheet (Vertical – Simple Problems) – Financial Statement Analysis – Methods of Analysis (only theory) - Construction of Funds Flow Statement and Cash Flow Statement (Simple Problems)

UNIT-III

Accounting for Capital Issues: Accounting for Issue, Allotment and Forfeiture of Shares, Accounting for Debentures Issues – Conversion – Accounting Procedures for Declaring and Distributing Dividends.

UNIT-IV

Financial Reporting and Auditing: Legal requirements relating to Accounting Disclosure - IFRS - Board's Report, Legal Requirements relating to Auditing (Brief) - Internal Controls, Accounting for Cash and Ethics - Forensic Accounting, Window Dressing - Sustainability Reporting.

UNIT-V

Cost Management: Cost Meaning, Classification of Costs – Elements of Cost - Cost Behavior - Planning for profit and Cost control – Cost Management Process - Cost Management Techniques - Marginal Costing – Cost-Volume-Profit Analysis (Simple problems excluding Decision making Problems).

(Case Study - Problem from either Unit-1, 2 or unit-5only)

PRACTICAL COMPONENTS:

- Collecting Annual reports of the companies and analyzing the financial statements using different techniques and presenting the same in the class.
- Analyzing the companies' cash flow statements and presenting the same in the class.
- Exposing the students to usage of accounting software's (Preferably Tally)
- Identify the sustainability report of a company and study the contents.
- Collecting audit reports of the companies and analyze them using different auditing techniques.

REFERENCE BOOKS:

1. Anthony, Robert N and James Reece, *Accounting Principles*, All India Traveler Book Seller, ND.
2. G.Prasad, *Accounting for Managers*, Jai Bharat Publications, Guntur
3. Horngren, Charles T., *Introduction to Management Accounting*, PHI, .
4. Maheswari SNN, *Management Accounting and Financial Control*, Mahavir Book Depot.
5. Noore Carl L and Robert K. Joedicke, *Managerial Accounting*, South Western Pub. Co.
6. Rober S. Kaplan and Anthony A. Atkinson *Advanced Management Accounting* (PHI), New Delhi.
7. Jack L. Smith, Robert M. Keith and William L. Stephens, *Managerial Accounting*, McGraw Hill.
8. Bhatatosh Banarjee, *Financial Policy and Management Accounting*, The World Press.
9. I.M.Pandey, *Management Accounting*, Vikas Publishing House.
10. Marriot, *Introduction of Accounting*, Sage Response Books.
11. Jasmine Kaur, *IFRS: A Practical approach*, McGraw Hill.
12. Ashish K Bhattacharya, *Introduction to Financial Statement Analysis*, Elsevier India.
13. Raman B. S, *Financial Accounting*, Vol. I & Vol. II, 1/e, United Publishers, 2009.

MBA10718: BUSINESS ENVIRONEMNT (4L + 1P + 1T)

Class	Semester	Title of The Paper:	Paper Code:	W.E.F
I MBA	I	BUSINESS ENVIRONEMNT	MBA 10718	2018-19 Batch

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Learning	Tutorial	Practical		CIA	SEE	
65 Hours	4	1	1	3 Hours	30	70	4

Course Objectives

By the end of the course, students will be able to understand the challenges and complexities faced by businesses and their leaders as they endeavour to maximize returns while responsibly managing their duties to all stakeholders of business; understand the rationale for government interventions in market systems; understand and appreciate the social aspects of business; develop Social Responsibility and make their own judgments as to the proper balance of attention to multiple bottom lines; develop the skills needed to work through ethical dilemmas in a globalised economic era.

UNIT-I

Introduction – Dynamic Factors of Business Environment: Economic, Socio-Cultural, Political/ Legal, regulatory, and Technological Environment – Changing Role of Government – Social Responsibilities of Business.

UNIT-II

Overview of Indian Economy: Structural Dimensions of Indian Economy – Trends and Structure of Indian Economy – Public Sector in India – Private Sector in India – Small sector in India – Sickness in Indian Industry – Legal Framework: Special features of The SICA (Special Provisions) 1985, and BIFR.

UNIT-III

Planning and Policies: Planning Goals and Strategies – Evolution of Industrial Policy – Regulatory and Promotional Framework – Current State of Growth and Investment – Policy on Foreign Direct Investment in Indian industry – Interface between Government and Public Sector – India's Competitiveness in the World Economy.

UNIT-IV

External Sector: Globalization Trends and Challenges – Balance of Payments Trends – India's Trade Policy: Magnitude and Direction of Indian International Trade, Bilateral and Multilateral Trade Agreements, New EXIM Policy, Role of EXIM Bank – Exchange Rate Movements and their Impact – India's External Debt – External Influences on India's Business Environment.

UNIT-V

New Economic Policy Environment in India: Liberalization, Globalization, and Privatization – Industrial Policy of 1991 and Recent Developments – Financial Sector Reforms – Indian Banking Sector – Fiscal Sector Reforms – Economic Reforms and Social Justice – Special Economic Zones (SEZs) – Environmental and sustainability Issues in Development – Corporate Governance: Elements of Governance in Organizations, Obligation to Stakeholders of Business, Major Corporate Governance Failures in Domestic and MNCs

Case Study (Not Exceeding 300 words)

PRACTICAL COMPONENTS:

- Students are expected to study any five CSR initiatives by Indian organizations and submit a report for the same.
- A group assignment on “The relationship between Business, Government and Society in Indian Context and relating the same with respect the models studied in unit-1.
- Case studies/Role plays related ethical issues in business with respect to Indian context.

REFERENCE BOOKS:

1. Douglas E. Geer, *Business, Government and Society*, 3rd Edition, Prentice Hall.
2. John Steiner and George Steiner, *Business, Government and Society: A Managerial Perspective*, TMH.
3. AC Fernando, *Business Ethics: An Indian Perspective*, Pearson publications, 2009.
4. Boatright, *Ethics and the conduct of Business*, fifth edition, Pearson publications, 2007
5. M. Friedman, *The social responsibility of business is to increase its profits*, New York Times Magazine, Sept 13, 1970
6. Manual G Velasquez, *Business Ethics: Concepts & Cases*, sixth edition, PHI publications, 2010.
7. K.Aswathappa, *Essentials of Business Environment*, Himalya Publishing House. Page 14 of 56
8. Justin Paul, *Business Environment*, Tata McGraw Hill.
9. Francis Cherunilam, *Business Environment – Text and Cases*, Himalya Publishing
10. Recent Economic Survey Reports – Government of India
11. Praveen B Malla, *Corporate Governance: Concept, Evolution and India Story*, Routledge.
12. Bob Tricker, *Corporate Governance: Principles, Policies and Practices*, Oxford University Press.
13. Mathur, *Corporate Governance and Business Ethics*, Macmillan India Ltd.

MBA10818: SOFT & ENTREPRENURESHIP SKILLS(2L + 1P + 0T)

Class	Semester	Title of The Paper:	Paper Code	W.E.F
I MBA	I	SOFT & ENTREPRENURESHIP SKILLS	MBA 10818	2018-19 Batch

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Learning	Tutorial	Practical		CIA	SEE	
40 Hours	2	0	1	---	50	---	2

Course Objectives

By the end of the course, students will be able to communicate with required clarity ensuring that the information communicated is clear and accurate; understand and apply basic computer working, basic operating system and uses internet services to get accustomed & take benefit of IT developments in the industry; Knowledge of entrepreneurship and identify establishment for supporting the development of businesses/entrepreneurship; Follow and maintain procedures to achieve a safe working environment in line with occupational health, safety, environment regulations; Comply time management technique in day to day work.

UNIT-I

Effective Communication: Concept of Effective Communication, Components of Effective Communication- Conviction, confidence & enthusiasm, Listening; Communication Process & Handling them; KISS (keep it short & simple) in communication - composing effective messages; Barriers to Communication- Int. & Ext Barriers Intrinsic Motivation, Perception, Language, Fear Power of speech etc; Listening -it's importance, Good and bad listening; Non-Verbal Communication - its importance and Nuances Facial Expression, Posture, Gesture, eye contact, Appearance (Dress Code). Development Competency / Proficiency in English/Vernacular Language

UNIT-II

Self & Time Management: Self Management, Identifying one's strength and weakness, Planning & Goal setting, Managing self -emotions, ego, pride-Time Management concept, Attendance, Discipline & Punctuality, Act in time on commitment.

UNIT-III

Motivation Techniques & Interpersonal Skill Development: Motivation technique based on Needs and Field Situation, Idealizing-Interpersonal Skill, Importance of Interpersonal Skill.

UNIT-IV

Entrepreneurship: Definition of Entrepreneurship from Different Perspectives, Outline the Importance of Entrepreneurship, Explain the Reasons why Entrepreneurship should be Developed in a Country – Characteristics of an entrepreneur – Factors that Affect the Development of Entrepreneurship – Small Business – Characteristics of Small Business – Procedure for Registering a Business.

UNIT-V

Starting a New Enterprises: Mobilize Resources; Reorganize Resources; Advantages and Disadvantages of the Various Sources of Funds; Ecosystem; Occupational Safety, Health Accident and Safety Environment Education –BusinessEthics – Sexual Harassment.

PRACTICAL COMPONENTS:

- Practice on Oral and spoken communication skill & testing –voice & accent, voice clarity, voice modulation & intonation,word stress etc.
- Study of different pictorial expression of non-verbal communication and its analysis
- Practice on Self Evaluation
- Apply oneself to a task independently with self motivation
- Practice by game play & other learning methodology for achieving targets and getting of right first time.

REFERENCE BOOKS:

1. Soft skills Training – A workbook to develop skills for employment by Fredrick H. Wentz
2. Personality Development and Soft skills , Oxford University Press by Barun K. Mitra
3. The Time Trap : the Classic book on Time Management by R. Alec Mackenzie
4. "Effective Group Discussion: Theory and Practice" by Gloria J. Galanes, Katherine Adams, John K. Brillhart.
5. "Effective Presentation", 3rd Edition by Ros Jay, Antony Jay published by Pearson.
6. "Effective Presentation Skills" (A Fifty-Minute Series Book) by Steve Mandel.
7. Essentials of Effective Communication, Ludlow and Panthon; Prentice Hall of India.
8. Developing Communication Skills by Krishna Mohan and MeeraBanerji; MacMillan India Ltd.

MBA10918: PESONALITY DEVELOPMENT (2L + 1P + 0T)

Class	Semester	Title of The Paper:	Paper Code	W.E.F
I MBA	I	PESONALITY DEVELOPMENT	MBA 10918	2018-19 Batch

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Learning	Tutorial	Practical		CIA	SEE	
40 Hours	2	0	1	---	50	--	2

Course Objectives: by the end of the course, students will be able to

- To develop orientation towards business etiquettes and the proper etiquette practice for different business scenarios.
- To learn the etiquette requirements for meeting, telephone, entertaining, internet business interaction scenarios.
- To minimize nervousness in social situations.

UNIT-I

Introduction to Personality: Concept, Meaning and Definition of Personality – Physical Appearance and Body Language – Voice Modulation and Diction – Communication styles.

UNIT-II

Business Style and Professional Image: Dress Code – Guidelines for Appropriate Business Attire – Multi-cultural Dressing – Personal Grooming for Success – Business Etiquettes, Media Etiquettes, and Table Etiquettes.

UNIT-III

Impression Management: Impression Formation – Tactics – Self presentational Motive – Compass Qualities – Toxic Traits – Social Context: Norms and Roles – Powerful Persuasion Strategies.

UNIT-IV

Interpersonal Relations & Conflict Management: Analysis of different Ego States – Analysis of Transactions – Causes of Conflicts – Conflicts Resolution and Management.

UNIT-V

Stress and Time Management: Causes of Stress, Types of Stress– Coping with Stress and stress Management Techniques – Time as a Resource – Individual Time Management Styles – Better Time Management Techniques.

REFERENCE BOOKS:

1. MitraBarun, *Personality Development and Soft Skills*, Oxford University Press.
2. E.H. McGrath, *Basic Managerial Skills for all*, Prentice Hall.

MBA11018: EMOTIONAL INTELLIGENCE FOR MANAGERS (2L + 1P+ 0T)

Class	Semester	Title of The Paper:	Paper Code	W.E.F
I MBA	I	EMOTIONAL INTELLIGENCE FOR MANAGERS	MBA 11018	2018-19 Batch

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Learning	Tutorial	Practical		CIA	SEE	
40 Hours	2	0	1	----	50	--	2

Course Objectives: This course will enable the students to become aware of the sources of emotions and learn how to deal with human emotions. Making use of Enneagram typology, the course will focus on the managerial competencies and their emotional impacts.

UNIT-I

Introduction: Emotions and the Tripartite Brain – Emotions and Enneagram – Role of Emotions – Emotions and Attitudes – Fundamentals of Emotional Intelligence – Emotional Intelligence Models and Theories – Managing Emotions.

UNIT-II

Emotional Intelligence at Work: Intrapersonal and interpersonal Emotional Intelligence – Emotional Intelligence and Personality – Importance of Emotional Intelligence at Work – Empathy and Social Skills at Work Place – Individual and Group level Emotional Intelligence at Work.

UNIT-III

Executive Emotional Intelligence: Executive Emotional Quotient – Emotional Competence Framework – Emotional Transformation – Measuring Emotional Intelligence – Benefits of Emotional Intelligence.

UNIT-IV

Managerial Effectiveness: Understanding Organizational Goals – Innovation & Creativity – Optimizing Resources – Execution Skills (PDCA Cycle) – Challenges faced by Organizations – Expectations from Practicing Managers

UNIT-V

Emotional Intelligence and Organizational Effectiveness: Sources of EI in Organizations – Role of EI on Organizational effectiveness in the areas of Employ Recruitment and Selection – Team Work – Productivity – Efficiency – Quality of Service.

REFERENCES

1. The Brain and Emotional Intelligence: New Insights by Daniel Goleman
2. Dalip Singh, Emotional Intelligence at Work: A Professional Guide, Response Books, New Delhi.
3. Daniel Goleman, Working with Emotional Intelligence, Bloomesbury.
4. [Goleman](#), Emotional Intelligence: Why It Can Matter More Than IQ, Academic Internet Publishers, 2006.
5. Daniel Goleman, Leadership: The Power of Emotional Intelligence; Selected Writings.
6. Hendrie Weisenger, Emotional intelligence at work – The untapped edge for success, Wiley-India .
7. Steven J. Stein, Emotional Intelligence for Dummies, Wiley Publishers.

WEBSITES

- http://www.unh.edu/emotional_intelligence/ei%20Reprints/EIpubs%201990-1999.htm
- <http://www.dirjournal.com/guides/emotional-intelligence/>
- <http://eqi.org/>
- <http://www.emotionalintelligencecourse.com/eq-blog/>
- <http://www.byronstock.com/emotional-intelligence-blog/>
- <http://completeintelligence.com/blog/just-what-is-emotional-intelligence/>

II SEM SYLLABUS: MBA

MBA 20118: MARKETING MANAGEMENT (4L + 1P + 1T)

Class:	Semester:	Title of The Paper:	Paper Code:	W.E.F
I MBA	II	MARKETING MANAGEMENT	MBA 20118	2018-19 Batch

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Learning	Tutorial	Practical		CIA	SEE	
65 Hours	4	1	1	3 Hours	30	70	4

Course Objectives: The objective of this course is to introduce students to the concepts, analyses, and activities that comprise marketing management, and to provide practice in assessing and solving marketing problems. The course is also a foundation for advanced electives in marketing as well as other business/social science disciplines.

Course Outcomes:

1. To know the marketing and types of marketing.
2. To know different concept like product prize place promotion.
3. To know the product life cycle the marketing.
4. To know the different marketing channels.
5. To know the consumer rights in the marketing

UNIT -I

Introduction: Basic marketing concepts –Understanding Customers–Company Orientation towards Marketing–Transaction Vs Relationship Marketing – Analyzing Markets and Customers –Integrated Marketing Concept–Defining and Delivering Customer Value and Satisfaction – Value Chain–Marketing Environment: Macro and Micro Components and their Impacton Marketing Decisions – Marketing Research and Information – Adapting Marketing to New Liberalized Economy – Digitalization and Customization– Changing Marketing Practices:e-marketing, Tele Marketing, Cause Marketing, Societal Marketing, Rural Marketing, Green Marketing, Emotional Marketing, Guerrilla Marketing.

UNIT-II

Strategic Marketing Planning–Buyer Behavior–Consumer vs. Organizational Buyers–Market Segmentation and Targeting– Positioning and Differentiation Strategies– Marketing Mix – Product Decisions: Concept of a Product,and Classification of Products–Product Mix and Line Decisions – Product Life Cycle – Strategic Implications–New Product Development and Consumer Adoption Process–Price Setting:Objectives, Factors and Methods, Price Adapting Policies, and Initiating and Responding to Price Changes.

UNIT-III

Marketing Communication: Concept, Definition, and Importance – Marketing Communication Mix –Promotion Decisions–Integrated Marketing Communication– IMC Planning Process– Integrated Communications Strategy – Recent trends in Marketing communications.

UNIT-IV

Marketing Channel System – Functions and Flows– Channel Design– Channel management – Selection, Training, Motivation, and Evaluation of Channel Members– Channel dynamics: VMS, HMS, and MMS–Distribution Strategy– Market Logistics Decisions.

UNIT-V

Marketing Organization and Control:Types of Marketing Organization Structures,and Factors Affecting Marketing Organization–Control of Marketing Efforts: Annual Plan Control, Efficiency Control,Profitability Control and Strategic Control– Marketing Audit– Customer Relationship Marketing – Customer Attracting and Retaining Customers–Consumerism – Consumer Rights and Marketers' Responsibilities.

Case Study (Not Exceeding 300 words)

Practical Components:

- Analyze different needs and wants of consumers in your locality or region
- Analyze the prevalent marketing environment in your locality or region.
- Analyze Product Life Cycle of few Products like consumer durables (ex., Electronic goods, Computers, etc.).
- Analyze Packaging strategies used by FMCG companies
- Analyze Marketing strategies/planning used by automobile cosmetic and FMCG companies

REFERENCE BOOKS:

Philip Kotler, Kevin Lane Keller, Abraham Koshy&MithileswarJha, *Marketing Management – A South Asian Perspective*, Pearson Education.

Agarwal, P.K.,*Marketing Management – An Indian perspective*,PragatiPrakasham

Kazmi SHH, *Marketing Management Text and Cases*, Excel.

Philip Kotler and Armstrong.G., *MARKETING*, Prentice Hall of India, 12th Edition.

Ramaswamy V.S. &NamaKumari, S., *Marketing Management – Planning and Control*, Macmillan.

Jayachandran.S.,*Marketing Management*,Excel Books.

MichaleJ.Etzel, BroceJ.Walker, William J. Stanton, *Marketing*, Tata McGraw Hill.

William J Stanton, *Fundamentals of Marketing*, McGraw-Hill.

Palmer – *Introduction to Marketing*, Oxford University Press.

Zinkota&Kotabe,*Marketing Management*, Prentice Hall of India.

MBA 20218: HUMAN RESOURCES MANAGEMENT (4L + 1P + 1T)

Class:	Semester:	Title of The Paper:	Paper Code:	W.E.F
I MBA	II	HUMAN RESOURCES MANAGEMENT	MBA 20218	2018-19 Batch

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Learning	Tutorial	Practical		CIA	SEE	
65 Hours	4	1	1	3 Hours	30	70	4

Course Objectives: by the end of the course, students will be able to

- To develop a meaningful understanding of HRM theory, functions and practices;
- To apply HRM concepts and skills across various types of organizations.

Course Outcomes:

- Resource Planning, Objectives, Importance
- Role of Personnel Manager and HR manager
- Promotion and Reward Management

UNIT-I

Introduction: Meaning, Definition, Nature, scope, and Importance of HRM—objectives and Functions of HRM— Policies, Procedures and Programmes, and Practices of HRM – Organization of HRM—Line and Staff Responsibility – Role of Personnel Manager and HR manager—Modelsof HRM –HRM in a Changing Environment.

UNIT-II

Procurement:HR Job Analysis –Human Resource Planning, Objectives, Importance, Factors Affecting HR Planning– Demand Forecasting and Process of HRPlanning– Problems and Limitations of HRP– Recruitment: Definition, Objectives, Subsystems, Factors Affecting Recruitment Policy, Centralized and Decentralized Recruitment, RecruitmentOrganisation, Recruitment Sources, Recruitment Techniques, Recruitment Process, and Recent Trends in Recruitment Practices – Selection:Meaning, Definition,Importance, Types of Selection, Essentials of Selection Procedure, and Process of Selection– Placement, Induction, and Socialization.

UNIT-III

Development and Performance Management: Objectives of Training,Training Need Assessment, Designing and Administering Training Programme, Executive Development Programmes, Evaluation of Trainingand DevelopmentProgrammes – Performance Appraisal: Meaning, Need, Purpose, Objectives, Contents of PAS, Appraisers and Different Methods of Appraisal, Uses of Performance Appraisal, Limitations,Problems of Performanceappraisal, andPost Appraisal Feedback.

UNIT-IV

Promotion and Reward Management: Promotion, Transfer, Demotion, and Career planning and Development– Compensation Management: Definition, Need for Sound salary Administration, Objectives, Factors Affecting Wages/ Salary Levels,HRM Approaches to Reward Management,Job Evaluation– Employee Welfare Measures.

UNIT-V

Maintaining:HRM Approach to Employee –Quality of Work Life (QWL): Meaning, Conditions, Specific Issues in QWL, Strategies for Improvement of QWL– Retirement, Discharge, VRS, and Exit Interviews– Changing Role of HR in Knowledge Era, Mergers and Acquisitions, Outplacement, Outsourcing HR Functions, and Employee Leasing–HRM Changes in Management Control Systems: HRIS, HRM Accounting, and HR Audit–International HRM: Perspectives and Challenges –Grievance and Disciplinary Procedure–HR Research.

Case Study (Not Exceeding 300 words)

Practical Components:

- Give a case and ask the students to prepare the recruitment advertisement for a newspaper.
- Expose students to standard selection tests followed in various sectors.
- Exploring training and development practices.
- Exploring performance appraisal practices in various sectors.
- Exploring employee separation practices.
- Give a job analysis case and ask the students to prepare job description and job specification.
- Ask the students to prepare an appointment letter for the post of office manager of a company known to you.

REFERENCE BOOKS:

- 1.Monappa, A., and Saiyaddin.M.,*Personnel Management*, Tata McGraw Hill.
- 2.De Cenzo and Robbins, Stephen, P., *Personnel/ Human Resource Management*, Prentice Hall of India.
- 3.Dessler, *Human Resource Management*, Pearson Education.
- 4.Singh. N. K., *Human Resources Management*, Excel Books.
- 5.SubbaRao, P., *Human Resource Management and Industrial Relations*, Himalaya Publishing House.
- 6.Aswathappa. K., *Human Resource and Personnel Management*, Tata McGraw Hill.
- 7.V.S.P.Rao, *Human Resources Management*, Excel Books.
- 8.Pattanyak, *Human Resource Management*, Prentice Hall of India.
- 9.Flippo E.E., *Personnel Management*,Mcgraw Hill.
10. Memoria C.B., *Personnel Management*, Himalaya Publishers.
11. Ivancvcevic,*Human Resources Management*, McGraw Hill.

MBA 20318: FINANCIAL MANAGEMENT (4L + 1P + 1T)

Class	Semester	Title of The Paper	Paper Code	W.E.F
I MBA	II	FINANCIAL MANAGEMENT	MBA 20318	2018-19 Batch

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Learning	Tutorial	Practical		CIA	SEE	
65 Hours	4	1	1	3 Hours	30	70	4

Course Objectives: The purpose of the course is manifold: (1) to give understanding and perspective on financial management function in the company and in its relation to domestic and international economy, (2) to provide illustration on financial management practices and policies, processes, techniques and strategies that are used in the financial management, (3) to develop knowledge on the type and characteristics of problems and the possibility of the occurrence of financial management problems, and to increase the ability to handle the problems through reliable approach and problem solving strategy development, (4) to develop planning skill and monitoring skill in financial management functions effectively, so the students be able to apply the appropriate management strategy to face the company challenges.

Course Outcomes:

- To explain the basic functions and responsibilities of a financial department in a business/ firm;
- To elaborate the key decision areas in financial management-investment, financing, dividend and working capital management;
- To explain the various techniques of evaluation of investment proposals;
- To discuss the various factors to be considered in designing the target capital structure.

UNIT-I

Financial Management: Conceptual Overview, Scope, Functions, Roles, Goals – Changing Role of Finance Managers – Time value for money – Present Value – Risk and Return – Profit maximization Vs. Wealth Maximization – Financial Decisions – Financial Planning and Forecasting: Meaning, Objectives, Process of Financial Planning and Financial Forecasting (**Theory and Problems**).

UNIT-II

Financial Leverages: Types of Financial Leverages – EBIT and EPS analysis – Cost of Capital – Measurement of Specific Costs of Capital – Weighted Average Cost of Capital (**Theory and Problems**).

UNIT-III

Capital Structure: Determinants of Capital Structure, and Optimum Capital Structure – Capital Structure theories: Traditional, NI, NOI and MM Theories – **Capital Budgeting**: Nature, Scope, Significance, and Risks in Capital Budgeting – Techniques of Capital Budgeting: Traditional and DCF techniques – Risk Analysis in Capital Budgeting. (**Theory and Problems**)

UNIT-IV

Working Capital Management: Meaning, Significance, Types of Working capital, Determinants of working capital, and Methods of Measuring working Capital Requirements–Operating cycle–Financing of Working Capital–Management of Cash, Receivables, and Inventory–Management of Profits: Dividend Policy and Dividend Theories. (**Theory and Problems**).

UNIT-V

Financial Analysis: Types of ratios, Classification and analysis through ratios, Advantages and Limitations of ratio analysis (**Theory and Problems**).

Case Study (Not Exceeding 300 words) or Problem

Practical components:

- Students are expected to study any five companies' financial reports and submit a report on their financial planning and financial forecast.
- A group assignment on "capital structure of any three big domestic companies and any three MNCs with respect to the models studied in unit-3.
- Case studies on dividend policies of various companies with respect to Indian context.

REFERENCES BOOKS:

1. James C Van Horne & John M. Wachowicz Jr, *Fundamentals of Financial Management*, Prentice Hall of India, New Delhi.
2. Arthur Keown, John Martin, William Petty & David Scott Jr, *Financial Management: Principles and Applications*, Prentice Hall of India, New Delhi.
3. Brealey, Richard and Myers Stewart. C., *Principles of Corporate Finance*, McGraw Hill, New Delhi.
4. Brigham F Eugene and Houston F Joel, *Fundamentals of Financial Management*, International Students Edition.
5. Hampton J John, *Financial Decision Making: Concepts, Problems and Cases*, Prentice Hall of India, New Delhi.
6. Weston, J F and Brigham, E. F., *Essentials of Managerial Finance*, Pearson Education.
7. James C. Van Horne, *Financial Management and Policy*, Prentice Hall of India.
8. Chandra Bose D., *Fundamentals of Financial Management*, Prentice Hall of India.
9. Khan M Y and Jain P. K., *Financial Management: Text and Problems*, Tata McGraw Hill.
10. Pandey I M., *Financial Management*, Vikas Publishing House Pvt. Ltd.
11. Pandey & Bhat, *Cases in Financial Management*, Tata McGraw Hill.
12. Prasanna Chandra, *Financial Management – Theory and Practice*, Tata McGraw Hill.

4BA 20418:OPERATIONS MANAGEMENT(4L + 1P + 1T)

Class	Semester	Title of The Paper	Paper Code	W.E.F
I MBA	II	OPERATIONS MANAGEMENT	MBA 20418	2018-19 Batch

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Learning	Tutorial	Practical		CIA	SEE	
65 Hours	4	1	1	3 Hours	30	70	4

Course Objectives: To understand the strategic role of operations management in creating and enhancing a firm's competitive advantages; understand key concepts and issues of OM in both manufacturing and service organizations; understand the interdependence of the operations function with the other key functional areas of a firm; and apply analytical skills and problem-solving tools to the analysis of the operations problems

UNIT-I

Production and Operations Management -An Overview :Operations as a Function - Production Systems - Facilities location - Layout Design - Product and Process Design - Materials Handling - Value Analysis - Operations Strategy – World Class Manufacturing.

UNIT-II

Operations Planning and Control: Forecasting as a planning tool, Forecasting types and methods, Mass and Batch Production Planning - Production Planning and Control techniques - Capacity Planning – Optimal Production Strategies: Scheduling – Assignment and Sequencing of Operations - Work Design: Method Study and Work Measurement - Work Sampling.

UNIT-III

Maintenance Management: Need for Maintenance Management – Maintenance Alternatives - Equipment life cycle – Managing of Work Environment – Waste Management - Automation – Technology Management.

UNIT-IV

Materials Management: An Overview of Materials Management - Material Requirements Planning - Purchase Management - Stores Management - Inventory Planning and Control Systems - Just-in-Time Systems – Perpetual Inventory Control System.

UNIT-V

Quality Management: Acceptance Sampling - Statistical Quality Control - ISO-9000 Standards – Economics of Quality Assurance – Improvement of Operations: Quality Circles - Six Sigma and Kanban System - Total Quality Management.

Case Study (Not Exceeding 300 words) or Problem**REFERENCE BOOKS**

1. Chary, S.N. Production and Operations Management. New Delhi, TMH, New Delhi.
2. Elwood S. Buffa, Rakesh K. Sarin, Modern Production and Operations Management, John Wiley, New York.
3. Everett E. Adam, Jr., Ronald J. Ebert, Production and Operations Management, PHI, New Delhi.
4. Gopalakrishnan P. and Sundaresan. M., Materials Management - An Integrated Approach, PHI, New Delhi.
5. Krishnaswamy. K.N., Cases in Production/Operations Management, PHI, New Delhi.

6. Mahadevan, B. Operations Management: Theory and Practice, Pearson Education.

MBA 20518:ENTREPRENEURSHIP & SMALL BUSINESS MANAGEMENT (4L + 1P + 1T)

Class	Semester	Title of The Paper	Paper Code	W.E.F
I MBA	II	ENTREPRENEURSHIP & SMALL BUSINESS MANAGEMENT	MBA 20518	2018-19 Batch

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Learning	Tutorial	Practical		CIA	SEE	
65 Hours	4	1	1	3 Hours	30	70	4

Course Objective

The objective of this course is to develop conceptual understanding of the topic among the students and comprehend the environment of making of an Entrepreneur and to develop perspective understanding of start-ups and MSMEs in the Indian context.

UNIT-I

Introduction to Entrepreneurship: Concept of Entrepreneur – Characteristics of an Entrepreneur – Distinction between an Entrepreneur and Intrapreneur and a Manager – Functions of an Entrepreneur – Common Myths -Types of Entrepreneurs, — Types of Start-up Firms – Importance of Entrepreneurship: Economic Impact – Impact on Society – Entrepreneurial Process. Growth of Entrepreneurship in India – Recent Trends in Women Entrepreneurship and Rural Entrepreneurship – Problems and Perspectives

UNIT-II

Developing Successful Business Ideas: Recognizing Opportunities and Generating Ideas – Feasibility Analysis: Product/Service Feasibility – Industry/ Market Feasibility – Financial Feasibility – Industry and Competitor Analysis: Industry Analysis – Competitive Analysis – Developing an effective Business Model: Business Models – Components of an effective Business Model – Building a new venture Team – Assessing a new venture's financial strength and viability – Preparing the proper ethical and legal foundation – Writing a Business Plan.

UNIT-III

Preparation of Project Report and Financing Ventures:Meaning of DPR - Importance of Project Report - Preparation of Project report — Content; Guidelines for Report preparation – Sources of Finance – Concept of working Capital and Estimation – Seed Capital – Venture Capital.

UNIT-IV

Promotion of MSMEs: Definitions, Characteristics – Relationships of MSME – Relationship with large units – Export Oriented Units - Rationale – Objectives – Scope of Small Enterprises – Opportunities for an Entrepreneurial career – Role of Small Enterprises in Economic Development – Causes and Symptoms of Sickness – Cure for Sickness.

UNIT-V

Institutional support to Entrepreneurs:Commercial Banks – Other major financial institutions – Central Level Institutions - NSIC : National Productivity Council (NPC); – State Level Institutions – DIC – SFC-state Small Industries Development Corporation (SSIDC) – Industry Associations – Confederation of Indian Industry(CII) ; Federation of Indian Chamber of Commerce Industry (FICCI); Associated Chambers of Commerce and Industry of India (ASSOCHAM).

Case Study (Not Exceeding 300 words)

PRACTICAL COMPONENTS:

- Students must attend all of the workshops
- Students will be expected to read widely on the academic literature of entrepreneurship and understand how the various themes in the theoretical literature
- Students will be expected to prepare, present in class and work on team assignments

REFERENCE BOOKS:

1. Ram Chandran, 'Entrepreneurial Development', Tata McGraw Hill, New Delhi
2. Vijay Sathe, "Corporate Entrepreneurship" 1st edition, 2009, Cambridge
3. Khanka, S S. 'Entrepreneurial Development', S Chand & Company Ltd. New Delhi 4. Badhai, B 'Entrepreneurship for Engineers', DhanpatRai& co. (p) Ltd. 3. Vasanth Desai, "Dynamics of Entrepreneurial Development & Management",2007, HPH.
4. Dr. Vasant Desai, "Small Scale Industries and Entrepreneurship", 2006, HPH.
5. P. Narayana Reddy, "Entrepreneurship – Text and Cases", 2010, 1st Ed. CengageLearning.
6. David H. Hott, "Entrepreneurship New Venture Creation", 2004, PHI.
7. E – Book, MSME at a glance – English version, Ministry of MSME.
8. JaynalUd – Din Ahmed and Abdul Rashid, MSME in India, New Century Publications.
9. Saini, J. S., 'Entrepreneurial Development Programmes and Practices' , Deep & Deep Publications (P), Ltd.
10. Gupta and Srinivasan, 'Entrepreneurial Development', S Chand & Sons, New Delhi.

MBA20618: MANAGEMENT INFORMATION SYSTEMS (4L + 1P + 1T)

Class	Semester	Title of The Paper	Paper Code	W.E.F
I MBA	II	MANAGEMENT INFORMATION SYSTEMS	MBA 20618	2018-19 Batch

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Learning	Tutorial	Practical		CIA	SEE	
65 Hours	4	1	1	3 Hours	30	70	4

Course Objectives

To create awareness in upcoming managers, of different types of information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making.

UNIT - I

Introduction: Managerial Overview of Information Technology – Information as a Strategic Resource – Use of Information for Competitive Advantage – Types of Information Systems used in operational, tactical and strategic level – Modern Organization - IT enabled – Technology Road Map for the Organization, Matching MIS Plan to the Organizational Strategic Plan.

Challenges for the IT manager in Networked-Dispersed organizations – Information Systems Architecture – Computer Hardware – Computer Software – Computer Networks – Topologies of Different Networks – Cloud computing.

UNIT-II

MIS Planning & MIS Design: Assessing Enterprise Information requirements – Design and Implementation Concepts – Systems Concept – Acquiring Information Systems – Contemporary Approaches.

Systems Development Life Cycle:— Systems Engineering, Analysis and Design, Development, Testing, Implementation and Maintenance – Alternative System Building Approaches.

UNIT- III

Data Management and Decision Support Systems: Data Management: Importance of Database management, Types of DBMS, Importance of RDBMS – Data Warehousing and Data Mining – Business Intelligence and Analytics – DSS, DSS applications – Group Decision Support Systems – Executive Information Systems – Executive Support Systems – Geographical Information Systems – Expert Systems and Knowledge Based Expert Systems – Artificial Intelligence.

UNIT – IV

MIS in Functional Application and ERP: MIS in Functional Areas – MIS in Accounting, MIS in Marketing-CRM, MIS in HR- Performance Management, MIS in operations- Logistics management – ERP – Emerging IT Trends – Electronic Data Interchange – Extended Enterprise Systems – Managing International Information Systems.

UNIT – V

Digital Firms and Ethical Issues: MIS Model for a Digital Firm – Organization Structure for Digital Firm – e-Business Models and Applications – Mobile Computing, Call Centers, BPO.

Management Issues in MIS: Information Security and Control Systems, Success and Failure,

Quality Assurance –Ethical and Social Dimensions – Intellectual Property Rights as Related to IT Services / IT Products.

Case Study (Not Exceeding 300 words)

REFERENCES:

- 1.Laudon K C and Laudon J P - Management Information Systems: Managing the Digital Firms (Prentice Hall,1st Ed.)
2. O'Brien James - Management Information System (Tata McGraw Hill, 12th Ed.)
3. Jawedkar W S - Management Information System (Tata McGraw Hill, 3rd Ed.)
4. Arora Ashok, Bhatia Akshaya – Management Information System (Excel, 1st Ed.)
5. Davis & Olson – Management Information System (TMH, 2nd Ed.)
6. Murdick, Ross, Claggett – Information System for Modern Management (PHI, 3rd Ed.)

MBA20718: OPERATIONS RESEARCH (4L + 1P + 1T)

Class	Semester	Title of The Paper	Paper Code	W.E.F
I MBA	II	OPERATIONS RESEARCH	MBA 20718	2018-19 Batch

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Learning	Tutorial	Practical		CIA	SEE	
65 Hours	4	1	1	3 Hours	30	70	4

Course Objectives: This course will provide students with the knowledge of formulating mathematical models for quantitative analysis of managerial problems in industry so that they are able to use resources (capitals, materials, staffing, and machines) more effectively. The subject imparts skills in the use of various mathematical models with Operations Research approach in solving real problems in industry and thereby facilitates the managerial decision making process. This course will provide critical understanding of operations research concepts that yield a competitive advantage through operational excellence.

Course Outcomes:

- mathematical formulation of LPP Models for product mix problems.
- Graphical method and simplex method and its applications
- MODI method, assignment problem.

Unit -1:

Uses, scope and applications of operational research in managerial decision making, OR models, formulation of models, using models for problem solving, technical for OR,

Unit – 2:

linear programming, mathematical formulation of LPP Models for product mix problems. Graphical method and simplex method and its applications,

Unit – 3:

Transportation problem: Introduction, methods for finding initial solution, optimal solution, MODI method,

Unit – 4:

Introduction, mathematical formulation of the problem, solution of assignment problem, special cases in assignment problem

unit – 5:

Game theory: Introduction, two person zero sum game, pure mixed strategies, dominance principle, graphical method, Decision making theory and its applications.

List of References: -

1. S.D.Sarma: Operation Research, Meerut Publications
2. Dr.R.K.Gupta: Operation Research, Krishna prakashan Media (p) Ltd, Meerut.
3. Hadly: Linear programming, Addison-wesley.

Case Study (Not Exceeding 300 words)

MBA 20818: MOOCSFROM SWAYAM& OTHERS

Class	Semester	Title of The Paper	Paper Code	W.E.F
I MBA	II	MOOCSFROM SWAYAM& OTHERS	MBA 20818	2018-19 Batch

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Learning	Tutorial	Practical		CIA	SEE	
				A Pass Certificate with 50 % marks			2

About MOOCS: MOOCs are the natural evolution of Open Courseware, first created by the Massachusetts Institute of Technology (MIT) in 2001. A massive open online course (MOOC) is an online course aimed at large-scale interactive participation and open access via the web. In addition to traditional course materials such as videos, readings, and problem sets, MOOCs provide interactive user forums that help build a community for the students, professors, and teaching assistants (TAs). MOOCs are a recent development in distance education.

Further, A MOOC is an online course with the option of free and open registration, a publicly-shared curriculum, and open-ended outcomes. MOOCs integrate social networking, accessible online resources, and are facilitated by leading practitioners in the field of study. Most significantly, MOOCs build on the engagement of learners who self-organize their participation according to learning goals, prior knowledge and skills, and common interests.

Typical Structure of a MOOC: The common duration of a MOOC is from 6 to 12 weeks. A MOOC is accessible 24 hours a day, 7 days a week. The majority of the content is delivered asynchronously (meaning students can access it in their own time and at their own pace). However, sometimes there can be optional synchronous events such as 'live' webinars (interactive sessions) which require participants to join in at specific dates/times.

A standard class becomes in a MOOC a set of videos of 5-10 minutes each.

The learning of students in a MOOC is usually assessed by multiple-choice questions.

An important component of MOOCs is assignments. Students have to upload assignment solutions into the MOOC platform.

Assignments can be evaluated and graded:

- Automatically when possible.
- Peer-to-peer: students evaluate and grade themselves.

Another component is the forum, where students post questions that other students can answer.

Usually, there are no pre-requisites for taking a MOOC, apart from having access to a computer with an internet connection. Most of the time, the educational or academic background of students isn't important.

Students usually don't need to buy any books for these courses, because all reading is either be provided within the MOOC content or is linked to open access texts.

Institutes/Universities/Organsiations offering MOOCS in India:

(1) Indian Institute of Management, Bangalore MOOCs

- Healthcare in India: Strategic Perspectives
- Introduction to Banking and Financial Markets-I

- Introduction to Banking and Financial Markets-II
- Statistics for Business-I
- Statistics for Business-II
- Do your Venture: Entrepreneurship for everyone.
- Introduction to Investments
- Innovation and IT Management
- Predictive Analytics
- Strategy and sustainable Enterprise
- Introduction to Corporate Finance

(2) IIT,Bombay

- Inferential and Predictive Statistics for Business
- Corporate Strategy
- Exploring and Producing data for Business Decision Making
- Accounting for Business Decision Making: Strategy Assessment and Control
- New Models of Business in Society
- Digital Analytics for Marketing professionals: Marketing Analytics in Theory
- Engagement and Nurture Marketing Strategies
- Leadership through design Innovation
- Brand and Product Management
- Finance for Everyone: Markets
- Financial Evaluation and Strategy: Corporate Finance
- Managing the Company of the Future
- Creating and Develop a tech startup
- Understanding Financial Statements: Company Performance-I
- Understanding Financial Statements: Company Performance-II

(3) Indian HRD Ministry's MOOC Platform – SWAYAM

(4) National Programming on Technology Enhanced Learning (NPTEL), IITMadras

- Applied Multivariate Statistical Modeling
- Bank Management
- Commercial Banking Credit Risk Modeling & Management
- Consumer Behaviour
- Econometric Modelling
- Global Supply Chain Management
- Entrepreneurial Finance
- Infrastructure Finance

(5). IRDA Certified courses in Insurance and Risk Management

(6) NISM Mutual Fund Certification Course

(7) NSE-NCFM Modules (any one module)

MBA 20918 :INDUSTRY AND BUSINESS ANALYSIS LAB (2L + 1P +0T)

Class	Semester	Title of The Paper:	Paper Code	W.E.F
I MBA	II	INDUSTRY AND BUSINESS ANALYSIS LAB	MBA 20918	2018-19 Batch

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Learning	Tutorial	Practical		CIA	SEE	
40 Hours	2	0	1	---	50	--	2

Course Objectives:

(a) To help the students understand the dynamics of a specific industry, (b) to acquaint students with various issues particular to an industry and (c) to provide a cross-functional perspective of the functioning of a business enterprise and an industry.

UNIT-I

Industry Analysis – the Basics: Nature of the Industry, Players in Industry – Nature of Competition from an Economist’s Perspective–Market Shares of top 3 & bottom 3 players–Possible Classification of Players into Leaders, Challengers, Followers, Nichers–Positioning & Differentiation Strategies of Key Players– Branding Strategies–Pricing Policies, Cartelization if any and Comments thereon – Capacity Analysis – Total Capacity of the Industry and Break up Capacity Amongst key Players–Planned Future Capacity Additions–Geographical Spread of Plants/Facilities/ Capacities (Domestics as well as Global)–Demand Supply Balance in the Industry – Key Factors Affecting Demand –Key Supply side Constraints–Professional Trade Bodies of the Industry–Business Functions carried out Online by the key Players– Online Presence.

UNIT-II

Promoters & Management Ethos: Background of Promoter Groups of top 3 and Bottom 3 Players in the Industry–Management Ethos and Philosophy–Brief Profiles of CMDs, CEOs, and Key Top Management Personnel with their Career Highlights–Detailed Profile of one Distinguished Top Management Personnel each from any Two Players in the Industry–CSR Policy–Corporate Governance Initiatives–Initiatives towards Social Inclusion–Initiatives towards Environment Conservation.

UNIT-III

External Environment: Controlling Ministry and / or Regulator if any for the Industry–Regulatory Actions against the Players for e.g. Action by SEBI, Competition Commission of India, MTRP Commission, etc. against Irregularities, Legal Violations if any–Regulatory Policies at the State, National and Global Level and their Impact on the industry as a whole with Analysis of Impact on top 3 Players–Key National and Global Issues Affecting the Industry–Key Initiatives by the Government to Promote the Industry–Environmental Issues.

UNIT-IV

Financials: Profitability, Revenues, Margins of Top 3 & Bottom 3 Players over the last 3 years and Trends/Changes therein–Sick Players if any and Their Turnaround Strategies, if any–Key Factors Contributing to Costs–Ratio Analysis of Financial Data for last 3 years for Top 5 and Bottom 5 Companies in the Industry.

UNIT-V

Recent Developments: Impact of Key Relevant Provisions of the latest Fiscal Policy on the Industry and Various Players therein—Analysis of Key relevant Provisions of Latest Exim Policy in case of Industries that are Focused on Global Markets for Exports or Industries that have significant import Components—Key Alliances in the past 5 years and their Performance & Impact on other Players in the Industry—Mergers & Acquisitions, if any—Technological Developments—Labour Unrest if any – Reasons thereof and Impact on the Particular Player and the Industry as a whole—Emerging first Generation Entrepreneurs, if any, in the Industry—Corporate Wars & Feuds in the Industry, if any.

Practical Components:

- Students should work in groups of 3 to 5 each under the guidance of a faculty.
- Students shall study various aspects of any TWO industries (group of similar business entities) of their choice.
- Focus shall be the comparative and historical analysis across the players in the industry.
- Students shall submit a structured detailed report.

Learning Resources:

- 1 Supplementary Reading Material
Annual reports of various companies
Economic Times
Business Standard
Business Line
Business Today
Business India
- 2 Websites
Websites of various companies
Websites of various ministries of the Government of India
Websites of various trade bodies
Websites of stock exchanges
- 3 Journals
Journals Economic and Political Weekly

MBA 21018 -MS EXCEL & ACCOUNTING TALLY LAB (2L + 1P + 0T)

Class	Semester	Title of The Paper:	Paper Code	W.E.F
I MBA	II	MS EXCEL & ACCOUNTING TALLY LAB	MBA 21018	2018-19 Batch

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Learning	Tutorial	Practical		CIA	SEE	
40 Hours	2	0	1	---	50	--	2

Course Objectives: (1) To familiarize Students with basic to intermediate skills for using Excel in the classroom vis-à-vis Business Applications, (2) to provide students hands on experience on MS Excel Utilities, (3) to gain proficiency in creating solutions for Data Management and Reporting, and (4) to provide hands on experience on Accounting tally and gain proficiency in creating solutions in financial account and management.

UNIT-I

Introduction: Understanding Excel's Files, Ribbon and Shortcut–Create a workbook –Enter data in a Worksheet – Format a Worksheet, Format Numbers in a Worksheet – Create an Excel Table – Filter Data by Using an AutoFilter, Sort Data by using an AutoFilter – Essential Worksheet Operations: Using Help (F1), Key Board Shortcuts–Working with Cells and Ranges: Formatting Cells, Name Manager–Visualizing Data Using Conditional Formatting:Apply Conditional Formatting–Printing Your Work: Print a Worksheet , Using Print Preview & Other Utilities–

UNIT-II

Lab based Evaluation-1: Working with Dates and Times & Text: Working with Dates & Time, Creating Formulas that Manipulate Text – Upper, Proper, Lower, Concatenate, Text to Column–Creating Formulas That Look Up Values: VLookup, HLookup, Match & Index–

UNIT-III

Lab based Evaluation-2: Creating Formulas for Financial Applications: Introduction to Formulas e.g. PV, PMT, NPER, RATE, Creating Balance Sheet, Investment Calculations, Depreciation Calculations–Creating Charts and Graphics: Chart Your Data, Creating Sparkline Graphics, Using Insert Tab Utilities– Using Custom Number Formats: Right Click, Format Cells Window–Using Data Tab and Data Validation: Getting external Data, Remove Duplicates, Apply Data Validation & using Utilities from Data Tab–Analyzing Data with the Analysis Tool Pak: ANOVA, Correlation, Covariance, Descriptive Statistics, Histogram, Random Number Generation, Rank and Percentile, Regression, t-Test, Z Test.

UNIT-IV

Computers and Accounting: Fundamentals of Computerised Accounting–Computerized Accounting Vs Manual Accounting – Features of Tally–Procedure for Creating a New Company – Directory Name / Mailing Name / Address / Groups Creation – Editing and Deleting Groups–Display of Predefined Vouchers – Voucher Creations and Alteration of Vouchers while or after Entering Transaction – Types of Vouchers – Payment Voucher – Receipt Voucher – Sales Voucher – Purchase Vouchers.

UNIT-V

Accounting Tally: Ledger – Groups in Tally – Primary Groups, Sub-groups, Creation of Ledger - process of Creation of Ledger – Balance Sheet at the Gateway of Tally – Method of Showing Trading, Profit and Loss account and Balance Sheet Creation of Inventory Reports – Creation of Stock Categories – Stock Items – Stock Groups.

References:

1. Tally – Accounting software S. Palanivel – Marghan Publications
2. Computer Applications in Business – Dr. Rajkumar

Learning Resources:

- 1 Text Books Excel 2010 Bible [With CDRom]by John Walkenbach, John Wiley & Sons, 2010 Edition
- 2 Reference Books Excel 2007 for Dummies by Greg Harvey
New Perspectives on Microsoft Office Excel 2007
- 3 Supplementary www.hrdiap.gov.in/Downloads/04.MS%20Excel.pdf
Reading Material www.stern.nyu.edu/~jsimonof/classes/1305/pdf/excelreg.pdf
www.goodwin.edu/computer_resources/pdfs/excel_2010_tutorial.pdf
www.microagecs.com/apps/training/courseware/excel.pdf
www.lfpl.org/jobshop/docs/Intermediate-Excel.pdf
- 4 Websites http://office.microsoft.com/en-us/
http://office.microsoft.com/en-us/excel-help/excel-help-and-how-to-FX102693827.aspx
http://office.microsoft.com/en-us/excel/
http://office.microsoft.com/en-us/excel-help/excel-functions-by-category-HP005204211.aspx
http://www.baycongroup.com/el0.htm
http://spreadsheets.about.com/od/tipsandfaqs/f/excel_use.htm
http://www.computerhope.com/shortcut/excel.htm
http://www.techonthenet.com/excel/formulas/
http://www.functionx.com/excel/
http://people.usd.edu/~bwjames/tut/excel/
http://spreadsheets.about.com/od/excelfunctions/Using_Excel_Functions_in_Spreads
heets.htm
http://www.computergaga.com/excel/functions/

III SEM SYLLABUS: MBA

MBA 30119: STRATEGIC MANAGEMENT(1L + 1T + 1P)

Class:	Semester:	Title of The Paper:	Paper Code:	W.E.F
II MBA	III	STRATEGIC MANAGEMENT	MBA 30119	2018-20 Batch

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Learning	Tutorial	Practical		CIA	SEE	
65 Hours	3	1	1	3 Hours	30	70	3

Course Objectives:

- The purpose of this course is to provide an understanding of how strategic decisions are to be taken and implemented in the changing environment scenario.
- To explain core concepts in strategic management and provide examples of their relevance and use by actual companies

Course Outcomes:

- To focus on whatever student needs to know about formulating, implementing and executing business strategies in today's market environments
- To teach the subject using value-adding cases that feature interesting products and companies, illustrate the important kinds of strategic challenges managers face, embrace valuable teaching points and spark student's interest.

Syllabus:

UNIT-I: Evolution of Strategic Management:– Concept, Definition, Need and Scope, Objectives, and Importance of Strategic Management– Types of Strategies– Guidelines for Crafting Strategies– Basic Model of Strategic Management– Strategic Decision Making– Stages of Strategic Management: Strategy Formulation, Strategy Execution and strategy Evaluation and Control.

UNIT-II : Strategic Analysis and Choice: Environmental Threat and Opportunity Profile (ETOP), Organizational Capability Profile–Strategic Advantage Profile–Value-Chain Approach–Corporate Level Analysis: BCG, GE, Nine-Cell Matrix, Hofer’s Product Market Evolution and Shell Directional Policy Matrix–Industry Level Analysis: Porter’s Forces Model –Qualitative Factors in Strategic Choice–Distinctive Competitiveness–Concept of Strategic Business Units (SBUs).

UNIT-III : Resource Allocation (Technological and Demand Forecasting): Budgets, Organization Structure, Matching Structure and Strategy, and Behavioral issues–Leadership Style–Corporate culture – Values–Power–Social Responsibilities–Ethics –Building a Capable organization, and Functional Issues – Functional Plans and Policies – Corporate level (or Grand) Strategies: Stability, Expansion, Divestment and Coordination Strategies;

UNIT-IV : Expansion and Growth Strategies: Types of Expansion Strategies– Intensification Strategies: Market Penetration, Market Development and Product Development–Diversification Strategies: Vertically Integrated, Concentric and Conglomerate Diversification Strategies, and their Importance Growth Strategies: Mergers, Acquisitions, Takeover, Joint Ventures, Strategic Alliances, and Collaborative Partnerships– Turnaround Management Strategies.

UNIT-V :
Strategy Execution/Implementation: 7S Framework for Understanding Implementation Issues Organizational Learning–Structures for Strategies–Organizational Leadership and Corporate Culture–The concept of Balanced Score Card–Triple Bottomline Approach–Strategy Evaluation and Control: Purpose of Strategic Control, Strategic Budgetary and Operational Control – Strategic Control Process.

Case Study (Not Exceeding 300 words)

PRACTICAL COMPONENT:

- ✓ Business Plan: Students should be asked to prepare a Business Plan and present it at the end of the semester. This should include the following:
 - Executive Summary
 - Overview of Business and industry analysis
 - Description of recommended strategy and justification
 - Broad functional objectives and Key Result Areas.
 - Spreadsheet with 5-year P&L, Balance Sheet, Cash Flow projections, with detailed worksheets for the revenue and expenses forecasts.

- ✓ Analyzing Mission and Vision statements of a few companies and comparing them
- ✓ Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc).
- ✓ Pick a successful growing company. Do a web-search of all news related to that company over a one-year period.
- ✓ Analyze the news items to understand and write down the company's strategy and execution efficiency.
- ✓ Pick a company that has performed very badly compared to its competitors. Collect information on why the company failed. What were the issues in strategy and execution that were responsible for the company's failure in the market? Analyze the internal and external factors.
- ✓ Map out GE 9-cell matrix and BCG matrix for some companies and compare them.
- ✓ Conduct SWOT analysis of your institution and validate it by discussing with faculty.
- ✓ Conduct SWOT analysis of companies around your campus by talking to them.

Reference Text Books:

1. J.A. Pearce II and R.B. Robinson Jr., *Strategic Management Formulation Implementation and Control*, Tata McGraw Hill.
2. Ansoff H. Igor, *Corporate Strategy: An Analytical Approach to Business Policy for Growth and Expansion*, McGraw-Hill, New York.
3. V.S.P. Rao & V Hari Krishna, *Strategic Management Text & Cases*, Excel Books.
4. Andrews, Kenneth R., *The Concept of Corporate Strategy*, Dow – Jones – Irwin, Homewood (Illinois).
5. Glueck, William F. and Lawrence R. Jauch., *Business Policy and Strategic Management*, McGraw Hill, International Edition.
6. Hamel, G. and S.K. Prahalad, *Competing for the Future*, Harvard Business School Press.
7. Kazmi, Azhar., *Business Policy*, Tata McGraw Hill.
8. Nitin Balwani, *Strategic Management & Business Policy*, Excel Books, New Delhi
9. Hamel, G. and S.K. Prahalad, *Competing for the Future*, Harvard Business School Press, Boston, 1994.
10. Srinivasan R., *Strategic Management – The Indian Context*, Prentice Hall of India.
11. Vipin Gupta, Gollakota & Srinivasan, *Business Policy and Strategic Management – Concepts and Applications*, Prentice Hall of India.
12. Arthur Sharplin., *Strategic Management*, McGraw Hill.

FUNCTIONAL SPECIALISATIONS

MBA302MKT19: CONSUMERBEHAVIOURANDMARKETINGRESEARCH(3L+1T+1P)

Class:	Semester:	Title of The Paper:	Paper Code:	W.E.F
II MBA	III	CONSUMER BEHAVIOR AND MARKETING RESEARCH	MBA302MKT19	2018-20 Batch

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Learning	Tutorial	Practical		CIA	SEE	
65 Hours	3	1	1	3 Hours	30	70	4

Course Objectives:

- To understand the concept of consumer behaviour, decision making by consumers, behaviour variables and influences on consumer behaviour.
- To comprehend the social and cultural dimensions of consumer behaviour, factors impacting attitudes and behaviour.
- To arm the budding marketers with an insight of the psychological and behavioural concepts of consumers thus enabling them to achieve their objectives and excel.

Course Outcomes:

- To provide an understanding of the basics of marketing research and to build a research vocabulary, key terms and ideas.
- To provide a balance of the theoretical and practical aspects of marketing research and encourage the students to take up analytical and critical thinking through research.
- To highlight importance of research in consumer behaviour and marketing

Syllabus:

UNIT-I

Consumer Behaviour: Concept, Definition, Scope and Importance and Interdisciplinary – Consumer Environment – Consumer Analysis Framework – Consumer Behaviour and Consumer Research — Application of Consumer Behaviour and Knowledge in Marketing – Profile of the Indian Consumer and Understanding their Needs.

UNIT-II

Individual Determinants of CB: Perception: Thresholds of Perception, Subliminal Perception, and Perceptual Process dynamics – Personality: Nature, Theories, self concept, psychographic and life style – Attitude: Structural Model of Attitude, Attitude formation & Change – Group Determinants of CB: Reference Group Influence : Types of Consumer Relevant Groups, Factors Affecting Group Influence, Family: Functions of Family, Family Decision Making – Environmental Influences on CB : Social Class, Life Style, Profile of Social Class, – Culture: Characteristics and Cross Cultural Understanding

UNIT-III

Consumer Decision Making Process: Routinised Response, Limited and Extensive Problem Solving Behaviour – Models of CB: Nicosia, Howard & Sheth, Engel - Kollat, Input-Process-Output Model; Diffusion of Innovation: Elements, Decisions, Adoption Categories and Process.

UNIT-IV

Marketing Research: Meaning, Nature, Significance – Marketing Research as an element of marketing information system – Marketing Intelligence Approaches – Marketing Research during Different Phases – Management uses of Marketing Research – Marketing Research Process– Types of Marketing Research

UNIT-V

Applications of Marketing Research: Product Research, Advertising Research, Copy Testing, Test Marketing, Internet Marketing Research, Cool hunting, and Commercial Eye Tracking– Marketing research in India – Ethical Issues Involved in Marketing Research.

Case Study (Not Exceeding 300 words)

Practical Components:

- Students can go to malls and unorganized retail outlets and observe the behaviour of consumers of different demographic segments while buying different category of goods. Come back to class and present the findings / observations followed with a group discussion.
- Students can prepare a questionnaire and do a survey on consumer buying behaviour and present the findings in the class.
- Find three advertisements that appeal to the need for power, affiliation and achievement and discuss their effectiveness.
- Meet your friends and conduct a survey to find what are the important factors in their Purchase of mobiles, shoes, bags etc. Choose 5 successful products or services and identify the insight behind them through a field survey.
- Do a comprehensive essay on the difference between consumer vs. Trade vs. Competition insights & how best to exploit them.
- Take 5 recent digital innovations e.g. twitter or face book and identify the insights.
 - Locate 5 non-users of search or mail and Interview their reasons.
- Choose 5 recent successful campaigns and identify their insights through consumer interviews. Present your findings to the class.

REFERENCE BOOKS:

1. Hawkins, Best, Coney, *Consumer Behavior Building Marketing Strategy*, Tata McGraw Hill.
2. Leen G. Schiffman and L.H. Kanuk., *Consumer Behavior*, Pearson Education.
3. Panwar, J.S., *Beyond Consumer Marketing*, Sage Response Books, New Delhi.
4. Deon., *Buyer Behavior*, Oxford University Press.
5. Henry Assael., *Consumer Behavior*, Willey India, New Delhi.
6. Naresh Malhotra ., *Marketing Research*, Pearson.
7. Gilbert A. Churchill, Jr and Donald R. Iacobucci., *Marketing Research Methodological Foundation*, Cengage.
8. Donald S. Tull and Del I. Hawkins., *Marketing Research Measurement and Methods*, MGH.

MBA303MKT19: PRODUCT AND BRAND MANAGEMENT (3L+1T+1P)

Class:	Semester:	Title of The Paper:	Paper Code:	W.E.F
II MBA	III	PRODUCT AND BRAND MANAGEMENT	MBA303MKT19	2018-20 Batch

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Learning	Tutorial	Practical		CIA	SEE	
65 Hours	3	1	1	3 Hours	30	70	4

Course Objectives:

The objective of this course is to introduce students to a range of subjects that are of immediate and practical importance to a product manager. The objective of the course is also to equip students with theoretical and practical knowledge necessary for a successful and efficient management of brands.

It provides the framework for the analysis of the main factors determining success of a brand in the market and introduces techniques and tools necessary for management of brands, such as: development of vision for the brand, identify the correct market niche, design a communication and marketing strategy and implement it

Learning outcomes:

1. Understand the nuances of product and product concepts.
2. Understand key principles of branding
3. Explain branding concepts and ideas in their own words
4. Understand and conduct the measurement of brand equity and brand performance
5. Describe the purpose and methods of effectively managing brands including how to build brand equity and establish brand identity.
6. Formulate effective brand strategies for consumer and business goods and services.
7. Demonstrate the ability to conduct a critical brand audit, including recommendations for changes and improvement in brand management.

Unit – I

Product: Concepts, Product Levels, Product Hierarchy and Product Classification – Product Life Cycle – Portfolio Management – Market Potential – Product Demand Pattern and Trend Analysis – New Product: Planning, Development Strategies and Launching Strategies.

Unit – II

Product Mix: A Strategic Choice: Product Mix Decisions, Product Line Decision – Strategic Decision involving Adding or Pruning Product Lines – Concept of Product Positioning: Elements of Positioning, Positioning Methods, Communicating the Positioning Strategy, and Developing Positioning Strategy – Product Research: Importance, Tools and Analysis.

Unit – III

Brand: Meaning, Definition, Evolution of Brands, Different Types of Brands, Functions of Brand to Consumer – Role of Brand – Advantages of Brand – Product Vs Brand – Brand Life Cycle – Branding: Meaning, Creation of Brands – Branding Decisions – Brand Management: Meaning and Definition – Strategic Brand Management Process: Meaning, Steps in Brand Management Process – Concept of Brand Equity: Customer Based Brand Equity and Models of CBBE – Brand Building and its Implications – Brand Value Chain.

Unit – IV

Branding Strategies: Multiple Branding, Brand Extension, Co-branding Strategies, Brand Personality, Brand Image Building, Brand Repositioning, Brand Leveraging – Branding Impact on Buyers and Competitors – Methods for Measuring Brand Equity – Methods for Measuring Brand Performance – Brand Audit.

Unit – V

Brand Rejuvenation and Re-launch: Brand Development through Acquisition, Takeover and Merger – Brand Licensing and Franchising – Role of Packaging and Labeling – Brand Success Strategies – Brand Loyalty Programs – Building Global Brands – Branding Failures.

Case Study (Not Exceeding 300 words)

Practical Component:

- Students can choose any consumer durable product or FMCGs and identify their elements of positioning.
- Students can do a mini project on product mix decisions of FMCG/Consumer durables/automobile companies in India.
- Students can discuss about PLCs of any consumer durable or FMCG product

- Students can go to a supermarket and find the brand elements in various brands of soaps, mobiles, consumer durables and other products
- Students can pick a multi-product company and as completely as possible analyze its brand portfolio and brand extensions?
- Consider some groups like Tata's, Birla's, Infosys etc – what is their branding strategy
- Students are supposed to assess the product lifecycle and appraise alternative approaches to luxury brand management.
- Students can select any two popular brands and identify and examine the criteria for success in the luxury brand industry.
- Students form brand management teams and conduct a brand audit. Every team must study a different brand and brands are assigned as fairly as possible.

REFERENCE BOOKS:

1. Kevin Lane Keller, *Strategic Brand Management*, Person Education, New Delhi.
2. Jean Noel, Kapferer, *Strategic Brand Management*, The Free Press, New York.
3. Paul Tmeporal, *Branding in Asia*, John Wiley & sons (P)Ltd., New York,
4. S.Ramesh Kumar, *Managing Indian Brands*, Vikas publishing House (P)Ltd., New Delhi.
5. Richard Elliott & Larry Perclu, *Strategic Brand Management*, Oxford Press.
6. Chernatony, *Creating powerful brands*, Elsevier Publication.
7. Tapan Panda, *Brand Management*, Excel Publication.
8. YLR Moorthi, *Brand Management-The Indian Context*, Vikas Publication.

MBA 304MKT19: E-MARKETING(3L+1T+1P)

Class:	Semester:	Title of The Paper:	Paper Code:	W.E.F
II MBA	III	E-MARKETING	MBA304MKT19	2018-20 Batch

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Learning	Tutorial	Practical		CIA	SEE	
65 Hours	3	1	1	3 Hours	30	70	4

Course Objectives:

To understand the important concepts related to e-marketing;
 To learn the use of different electronic media for constructing marketing activities,
 To introduce to the students the current tools in e-marketing space.

UNIT-I

E-Marketing: An Overview – Introduction, Objectives, Definition, History and, Features of E-Marketing – Scope, Benefits and Problems in E-Marketing – E-Customers – E-marketing Tools & Techniques – Types of E-Markets and Marketing

UNIT-II

Marketing Plan: Introduction, Objectives, Definition of E-Marketing Plan – Situational Analysis, Setting Objectives, Marketing Mix Decision, Budget Allocation, Action Plan, Measuring Success – E-Marketing Mix Strategy: Objectives, the 4Ps in E-Marketing, Additional 3Ps in E-Marketing of Services, the 2P+2C+3S Formula in E-Marketing.

UNIT-III

Applications of E-Marketing: Introduction, Objectives, Online Advertising, Direct Response Medium, Role of Distribution in E-Marketing, Lead Generation Platform, Customer Service Mechanism, Relationship Building Medium – Strategic Advantages of E: Creating New Sources of Competitive Advantage, Direct Distribution Model, Re-engineering the Supply Chain, Targeting Underserved Segments, Lower Price Barrier, Delivery Systems for Digital Products, Create an Efficient Marketplace, Create a Virtuous Cycle.

UNIT-IV

E-Metrics: Introduction, Objectives, E-Metrics: An Overview, Monitoring E-Marketing Activities, User Surveys and Usability Testing, Tracking and Site Analysis Tools – E-Customer Relationship Management: Objectives, Concept of E-CRM, Prerequisites for the Implementation of E-CRM, Transition from CRM to E-CRM, E-CRM and Community Building, E-CRM and Customer Lifecycle, E-CRM versus E-Loyalty, Conversion Optimization.

UNIT-V

Legal and Ethical Issues in E-Marketing: Introduction, Objectives, Need for E-Business Legal Protection, Legal and Ethical Issues in E-Marketing, Privacy, Digital Property, Online Expression, Emerging Issues.

Practical Component:

- Students can form a team and identify Internet Properties & its Marketing Implications
- Students can choose a Website for analysis based on its content, design, usability, attractiveness and other website properties
- Students can conduct a survey on Consumer whose internet marketing to identify the pros and cons of e-marketing.
- Students can do a project on branding strategies using internet marketing.
- Students can write a report on Google advertising strategies
- Students can discuss about traditional offline business in the online world.

Recommended Text Books:

1. E-Marketing, Judy Strauss and Raymond Frost, Prentice Hall, 6th Edition, 2013
2. Internet Marketing: Integrating Online and Offline Strategies. M. L. Roberts and Debra Zahay, 3rd edition, Cengage Publishing, 2013
3. Digital Marketing: Strategy, Implementation and Practice, Chaffey D., Ellis-Chadwick, 5th Edition, F., Pearson, 2012.
4. E-Marketing – The essential guide to online marketing, Rob Stokes, Flatworld knowledge, 2010.
5. E-marketing in Developed and Developing Countries: Emerging Practices, Hatem El Gohary and Riyadh Eid, IGIGlobal, 2013

Reference Text Books

1. The Essential Guide to Online Marketing, Rob Stokes, Quirk, ISBN: 9781936126323
2. The New Rules of Marketing and PR: How to Use Social Media, Blogs, News Releases, Online Video, and Viral Marketing to Reach Buyers Directly, David Meerman Scott, 2nd Edition, Jan 2010.
3. E-Commerce: An Indian Perspective, P. T. Joseph, Prentice Hall, 4th Edition, 2013.
4. Electronic Commerce: A Simplified Approach, Munesh Chandra Trivedi, Jaico Publishing House, 2011.
5. Online Display Advertising: Targeting and Obtrusiveness, Marketing Science, Goldfarb and Tucker, May-June 2011.

MBA 305MKT19:SERVICES MARKETIG (3L + 1T + 1P)

Class:	Semester:	Title of The Paper:	Paper Code:	W.E.F
II MBA	III	SERVICES MARKETING	MBA 305 MKT 19	2018-20 Batch

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Learning	Tutorial	Practical		CIA	SEE	
65 Hours	3	1	1	3 Hours	30	70	4

Course Objectives:

- Explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.
- Describe how customer relationship marketing (CRM), creates an environment that achieves excellence in customer service.
- Design service quality measurements to build customer and efficiently of customer Service offerings.
- Explain service blue printing, the integration of new technologies, and other key issues facing today's customer service providers and service managers.
- Discuss the influences of the multicultural marketplace, business ethics, and socially responsible marketing on services marketing
- Conduct a services audit plan for a service firm.
- Integrate course concepts into individual performance to become better customer service representatives in the service environment.

Course outcomes:

1. Understand and explain the nature and scope of services marketing;
2. Develop a better appreciation of the necessary ingredients to create service excellence;
3. Provide a theoretical and practical basis for assessing service performance;
4. Understand the characteristics and challenges of managing service firms;
5. Develop an appreciation of the key linkages between marketing and other business functions in the context of designing and operating an effective service system.

UNIT -I

Introduction: Meaning, Nature, Scope, Characteristics, Classification and Growing Significance of Services Marketing–Difference between Goods and Service in Marketing– Environment of Service Marketing (Micro as well as Macro)–Concept of Service Marketing Triangle and its Implications– The Service Marketing Mix Framework–Myths about Services Marketing–Recent Trends & Opportunities in Services Marketing.

UNIT -II

Consumer Behavior in Services: Search, Experience and Credence Property, Customer Expectation of Services, Two levels of Expectation, Zone of Tolerance, Factors influencing Customer Expectation of Services, The Three-Stage Model of Consumer Behaviour Applied to Services – Customer Perception of Services: Factors influencing Customer Perception of Service, and Strategies for Influencing Customer Perception–Market Segmentation and Positioning Services in Competitive Markets.

UNIT-III

Services Marketing Mix: Product-Service Continuum, product Differentiation and Product Levels, and Service Life Cycle–Pricing of Services and Revenue Management: Pricing Concepts, Pricing Strategies for Services–Communications Mix for Services– Service Distribution: Components of Service Delivery System, and Distribution Strategies for Services–Role of Employees and Consumers in Services– Integrated Communication and Service Branding –Concept of– Moment of Truth– Concept of Servicescapes and Physical Evidence–Concept of Process–Types of Process–Role of Process in Various Services–Customer Role in Service Process–Developing and Managing Service Processes.

UNIT-IV

Customer Satisfaction & Service Quality Management: Concept of Customer Satisfaction, Determinants of Customer Satisfaction, Monitoring, and Measuring Customer Satisfaction– Service Quality Models: Parsuraman Zeithama Bitner (PZB) Gaps Model, SERVQUAL, and SERVPERF– Gronroos Model–Technology & Service Strategy: Applying Technology to Service Settings, e-services.

UNIT-V

Relationships, Complaining & Service Recovery: Building and Managing Customer Relationships, Human Service Interfaces, Services Marketing Effectiveness, Service Deficiencies, Service Failure, and Recovery Services Strategies–Service Innovation and Design–Managing Customer Loyalty–Churn Diagnostic and Customer Retention– Service Audit.

Case Study (Not Exceeding 300 words)

Practical component:

- Ask students to choose a service industry of their choice at the beginning of the semester.
- Ask them to do an in-depth study of the industry and give a presentation at the end of the every Module relating to the concepts of that Module to the industry
- Students can prepare service blueprints for any service of their choice
- Students can do a role play on service recovery

REFERENCE BOOKS:

1. Lovelock. ChristopherH.,*ServicesMarketing*, Pearson Education, New Delhi.
2. ValeriZeithmaland MaryJo Bunter, *ServicesMarketing*, TataMcGraw Hill,New Delhi.
3. RaviShankar, *ServicesMarketing*, ExcelBooks, NewDelhi.
4. K. Ram Mohan Rao,*Services marketing*, PearsonEducation, NewDelhi.
5. Newton MPPayne, A.,*The EssenceofServices Marketing*, New Delhi, PrenticeHallofIndia.
6. Apte,*ServicesMarketing*,Oxford UniversityPress.
7. Christian Gronrose, *Services Management and Marketing*, MaxwellMacmillan.
8. Kenneth E.Clow& DavidL.Kurtz,*ServiesMarketing*, WileyIndia,New Delhi

Class:	Semester:	Title of The Paper:	Paper Code:	W.E.F
II MBA	III	DIGITAL AND SOCIAL MEDIA MARKETING	MBA306MKT19	2018-20 Batch

Syllabus

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Theory	Tutorial	Practical		CIA	SEE	
65 Hours	3	1	1	3 Hours	30	70	

Course Objective:

- The objective of this course is to understand the importance of digital marketing and its applications.

Course Outcome:

- The applications of digital marketing in the globalized market
- Channels of Digital Marketing
- Digital marketing plan
- Search engine marketing
- Online Advertising

UNIT - I:

Understanding Digital Marketing: Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Comparison of Marketing and Digital Marketing, Digital Marketing Trends.

UNIT - II:

Channels of Digital Marketing: Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels.

UNIT - II:

Marketing in the Digital Era: Segmentation – Importance of Audience Segmentation, How different segments use Digital Media – Organizational Characteristics, Purchasing Characteristics, Using Digital Media to Reach, Acquisition and Retention of new customers, Digital Media for Customer Loyalty.

UNIT - III:

Digital Marketing Plan: Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan – Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals

and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan. .

UNIT - IV:

Search Engine Marketing and Online Advertising: Importance of SEM, understanding Web Search – keywords, HTML tags, Inbound Links, Online Advertising vs. Traditional Advertising, Payment Methods of Online Advertising – CPM (Cost-per-Thousand) and CPC (Cost-per-click), Display Ads - choosing a Display Ad Format, Landing Page and its importance.

UNIT - V:

Social Media Marketing: Understanding Social Media, Social Networking with Facebook, LinkedIn, Blogging as a social medium, Microblogging with Twitter, Social Sharing with YouTube, Social Media for Customer Reach, Acquisition and Retention. Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.

References:

Michael Miller, B2B Digital Marketing, 1e, Pearson, 2014

- Vandana Ahuja, Digital marketing, Oxford University Press 2015
- Michael R Solomon, Tracy Tuten, Social Media Marketing, Pearson, 1e, 2015.
- Judy Strauss & Raymond Frost, E-Marketing, Pearson, 2016 Richard Gay, Alan Charles worth and Rita Esen, Online marketing – A customer led approach
- Oxford University Press 2007. Arup Varma, Pawan S. Budhwar, Angelo S. De Nisi, Digital Marketing, Wiley, 2016.

MBA302HRMOB19:HUMANRESOURCEPLANNING(3L+1T+1P)

Class:	Semester:	Title of The Paper:	Paper Code:	W.E.F
II MBA	III	HUMAN RESOURCE PLANNING	MBA302HRMOB19	2018-20 Batch

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Learning	Tutorial	Practical		CIA	SEE	
65 Hours	3	1	1	3 Hours	30	70	4

LEARNING OBJECTIVES

The objectives of this course are to create a critical appreciation and knowledge for understanding the determinants of human resource requirements in the organization and to develop a conceptual as well as practical understanding of human resource planning, deployment, maintaining HR information, preparing report on HR performance. To familiarize the students with the information system, accounting and audit system required for managing HR functions.

UNIT-I

Human Resource Planning: Concept, Importance, Objectives, Types of HR Plan, Factors Affecting Human Resource Planning, Need for Human Resource Planning, Dimensions of Human Resource Planning, Five Steps in Human Resource Planning, Obstacles in Human Resource Planning, Approaches to Human Resource Planning (Social Demand Approach, Rate of Return Approach and Manpower Requirement Approach).

UNIT-II

Human Resource Forecasting: Necessity for Forecasting, Steps in Forecasting, Demand and Supply Forecasting, Demand Forecasting Techniques, Forecasting Accuracy, Benefits of Forecasting, Methods of Demand Forecasting and Supply Forecasting at Micro Level, Macro Level and National Level, Managing Surplus and Shortages,

UNIT-III

Talent Development and Engagement: Policies and Approaches, Organizational Training, Role of Training Managers in Talent Development – Talent Engagement and Fully Engaged Talent, Importance of Talent Engagement, Driving Factors of Talent Engagement, Engagement Levels, Talent Engagement Model, Process for Improving Talent Engagement.

UNIT-IV

Career Management: Introduction, Career management process, Career dynamics, Career management policies, Career planning process, Tips for successful career planning.

UNIT-V

Human Resource Accounting: Introduction, Definition of Human Resource Accounting, Need, Significance, Objectives for HRA, Advantages of HRA, Methods of HRA, Objections to HRA, Controlling Manpower Costs, True Costs of Planning and Recruitment, Human Resource Accounting in India – Human Resource Information System – Impact of Globalization on Manpower Planning policies and practices.

Case Study (Not Exceeding 300 words)

Practical Component

- Ask students to study HR Planning policies and practices of any three product and service oriented organisations.
- Ask students to prepare a blue print of HR forecasting and developing HR Plan.
- Ask students to present innovation HR Planning practices adopted by Indian and Western business organizations.

Reference Text Books

1. James W. Walker, Human Resource Planning, McGraw-Hill.
2. Cascio., Managing Human Resources, McGraw-Hill.
3. Mirza S Saiyadain & Tripti Pande Desai, Emerging Issues in Human Resource Management, Excel Books.
4. Noe & Raymond., Fundamentals of Human Resources, McGraw-Hill.

MBA 303 HRMOB19:PERFORMANCE AND REWARD MANAGEMENT(3L+1T+1P)

Class:	Semester:	Title of The Paper:	Paper Code:	W.E.F
II MBA	III	PERFORMANCE AND REWARD MANAGEMENT	MBA303HRMOB19	2018-20 Batch

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Theory	Tutorial	Practical		CIA	SEE	
65 Hours	3	1	1	3 Hours	30	70	

Course Objectives: The purpose of the course is manifold:

- The course aims at motivating the learner to the concept and understands about the effective process of performance appraisal in quality oriented organizations through the pedagogy of case studies and practical experiences.
- The objectives are to provide a methodology for measuring the efficiency of the employees and to discuss about the components of a good reward system.
- To create an idea about the various reward methods while rewarding the employee for his great efforts towards to the organizational objectives.

Course Outcomes:

- To explain the basic functions and responsibilities of performance and reward management.
- To elaborate the key decision areas in concept of good reward system.

UNIT1:

Performance Management: Concept and Objectives, Prerequisites, Principles, and Characteristics of an Ideal PM Systems–Dimensions of Performance Management–Factors Affecting Performance Management–Pitfalls of Poorly Implemented PM systems–Performance Management Process–Performance Management and Strategic Planning

UNIT2:

Performance Appraisal System: Concept, –Approaches to Measuring Performance, Diagnosing the Causes of Poor Performance–Differentiating Task from Contextual Performance–Traditional Methods and Modern Methods of performance appraisal–Measuring Results and Behaviors – Gathering Performance Information, and Implementing Performance Management System.

UNIT3:

Performance Management and Employee Development Plan: Components and Process of Personal Development Plans–HR Score Card–Performance Reviews–Conducting performance review meetings–Mentoring–Coaching–Role Efficacy –Performance Consulting: Concept, the Need for Performance consulting, designing and Using Performance Relationship–Contracting for

Performance Consulting services– Organizing Performance Improvement Department.

UNIT4:

Performance Management & Reward Systems: Performance Linked Remuneration System, Performance Linked Career Planning & Promotion Policy–Reward Management: Objectives – Statutory Provisions Governing Different Components of Reward Systems– Competitiveness and Equity–Designing Compensation– wage Structures —Executive Compensation Systems in Multinational Companies and IT companies.

UNIT5:

Performance pay –Incentives, Individual, Group, Short-term and Long-term–Compensation of Special Groups: Supervisors, Directors, Sales Force, Technical, Professional, and Women Executives–Fringe Benefits.

Case Study (Not Exceeding 300words)

Practical components:

- Students must prepare a comprehensive compensation plan to be offered to a Sales Executive, A General Manager and The CEO of an organization.
- Students to collect information from an IT organization regarding the Cost to Company of an Employee.
- Students have to prepare questionnaire for conducting wage survey and carryout wage survey for any selected sector and prepare a report for the same.
- Solve various case studies.
- Students must compare and analyze compensation practices in different countries.
- Students to calculate the bonus amount eligible to an employee working as a HR Executive for the past 10years in a automobile manufacturing organization.

References Text books:

1. TV Rao, Performance Management and Appraisal Systems, Sage Response Books
2. G.K.Suri., Performance Measurement and Management, Excel Publications
3. Michael Armstrong, Employee Reward, Universities Press (India) Ltd.
4. D.K.Srivastava, Strategies for Performance Management, Excel Publications.
5. R.K. Sahu, Performance Management System, Excel Publications.
6. Chadha, Performance Management, MacMillan.
7. Michael Armstrong, Performance Management, Kogan Page India Ltd.
8. Boyett, J. Hand Conn, H.P., Maximizing Performance Management, Glenbridge Publishing, Oxford
9. Dipakkumar Bhattacharya, Compensation Management, Oxford.
10. Pareek, U., Managing Transitions: The HRD Response, TMH.

MBA 304 HRMOB19: TRAINING AND DEVELOPMENT(3L+1T+1P)

Class:	Semester:	Title of The Paper:	Paper Code:	W.E.F
II MBA	III	TRAINING AND DEVELOPMENT	MBA 304 HRMOB19	2018-20 Batch

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Theory	Tutorial	Practical		CIA	SEE	
65 Hours	3	1	1	3 Hours	30	70	

COURSE OBJECTIVES

The course aims at exposing the learner to the concept and practice of training and development in the modern organizational setting through the pedagogy of case discussions and recent experiences. To provide an experimental skill-based exposure to the process of planning, organizing, and implementing of training program in a globalised organization. To provide an in depth understanding of the role of training in the development process of an employee and also to educate the employee about career objectives and career planning.

COURSE OUTCOMES

- identify and describe the Training and Development concept.
- identify training and development policies.
- analyze the kinds of training and development programs.
- analyze the competence based and role based training effects.
- link training and development to company's strategy.
- Understands the Increased Use of Training Partnerships & Outsourcing Training.

UNIT-I

Introduction: Concepts and Rationale of Training and Development; overview of training and development systems; organizing training department; training and development policies; Linking training and development to company's strategy; Requisites of Effective Training; Role of External agencies in Training and Development.

UNIT- II

Training Needs Assessment (TNA) and Development Methodologies: Training Needs Analysis: Meaning and significance of training needs types of needs, components of needs, data collection, analysis and interpretation. Meaning and significance of training design and development, principles of training design, design process, identifying the training objectives, determining structure, content, duration, method, learning activities.

UNIT- III

Designing Training and Development Programs: Organization of Training and Development programs, Training design, kinds of training and development programs - competence based and role based training; orientation and socialization; Preparation of trainers; developing training materials; E - learning environment; Flexible learning modules; Self development; Training process out sourcing.

UNIT- IV

Training Evaluation: Meaning, Reasons for Evaluating Training and Significance of Training Evaluation, Donald Kirkpatrick's Evaluation Model, Return on investment in Training, Types of Evaluation Designs, Considerations in Choosing an Evaluation Design, Data Collection for Training Evaluation, Threats to Validity, Determining Costs, Evaluation Practices in different organizations, Measuring Human Capital and Training Activity

UNIT- V

Executive Development/ Management Development: Need, factors affecting MDP, Methods, Process, Administration, Delivery, Costing & Pricing, Company Strategies for Providing Development, Increased Use of New Technologies for Learning, Increased Demand for Learning for Virtual Work Arrangements, Increased Use of Training Partnerships & Outsourcing Training - Emerging Trends in Training and Development: Team training and six sigma training; Electronic Enabled Training Systems (EETS).

Case Study (Not Exceeding 300 words)

Practical Components:

- Study training programs and processes in different organizations and analyze their effectiveness.
- Students to design a training program for a specific job role. Page 69 of 162
- Students are expected to conduct a mock training session including need identification and a set of students to evaluate the effectiveness of the same.
- Give a training needs analysis case and ask the students to find out the training needs.
- Implement various training methods, observe and submit a report on its effectiveness

Reference Text Books

1. Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay.
2. Trvelove, Steve, Handbook of Training and Development, Blackwell Business.
3. Warren, M.W. Training for Results, Massachusetts, Addison-Wesley.
4. Craig, Robert L., Training and Development Handbook, McGraw Hill.
5. Garner, James, Training Interventions in Job Skill Development, Addison-Wesley.
6. Kenney, John; Donnelly, Eugene L. and Margaret A. Reid, Manpower Training and
7. Development, London Institute of Personnel Management.
8. Noe, Raymond A., and Amitabh DeoKodwani, Employee Training and Development, Tata McGraw Hill

MBA305 HRMOB19: ORGANIZATION DEVELOPMENT AND CHANGE(3L+1T+1P)

Class:	Semester:	Title of The Paper:	Paper Code:	W.E.F
II MBA	III	ORGANIZATION DEVELOPMENT AND CHANGE	MBA305 HRMOB19	2018-20 Batch

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Theory	Tutorial	Practical		CIA	SEE	
65 Hours	3	1	1	3 Hours	30	70	

LEARNING OBJECTIVES

The objectives of this course are to help the students to gain knowledge about the concepts of change management and to acquire the skills required to manage any change effectively, to understand the various components and constraints involved in Change management, to give the knowledge of various tools & techniques for Organization Development to students, to understand different OD interventions and help students explore the different approaches and techniques involved in OD.

UNIT-I

Introduction to organizational Development: Definition, growth and relevance, history and evolution. Theories of planned change, general model of planned change, different types of planned change and critique of planned change. OD practitioner role, competencies and professional ethics.

UNIT-II

OD process: Initiating OD relationship, contracting and diagnosing the problem, Diagnosing models, open systems, individual level, group level and organizational level diagnosis collection and analysis for diagnostic information, feeding back the diagnosed information.

UNIT-III

Designing OD interventions: Human process interventions: -coaching, training and development, process consultation, third part intervention, and team building. Organization confrontation meeting, intergroup relations intervention, and large group intervention, work design, Socio technical systems approach.

UNIT-IV

HR and Strategic interventions: HRM interventions: performance management, goal setting, performance coaching, appraising and rewarding. Career planning, workforce diversity interventions, wellness and work-life balance, Strategic interventions: Competitive strategies, collaborative strategies, organizational transformation, culture change, self-designing organizations, learning and knowledge management.

UNIT-V

Organizational Change: Introduction, Nature of Change, Internal & External Changes, Types of Change, Model of Change-Lewis's Force Field, Systems Model, Action Research Model, Organizational Vision and Strategic Planning; Resistance to Change-Reasons for the Resistance, Overcoming Resistance for the Change, Change and Person and Manager, Systematic Approach to Making Change-Factors for Effective Change, Skills of Leaders in Change Management, Designing the Change.

Case Study (Not Exceeding 300 words)

Practical Component:

- To conduct Force field analysis for MBA department
- Group activity- Identify the need for OD intervention for your college and call the director/principal of your college to the classroom to explore the possibility for OD intervention.
- Presentation by students: Identify and explore the possibility for OD intervention in your college level, group level and individual level.
- Hold a debate in the classroom about downsizing the workforce.
- Organization change questionnaire data collection and analysis.
- Group Presentation: Healthcare, FOO, Education, PSU, Retail, Manufacturing Industries.
- Design a role play event for students, so that they will play it out to mobilize support for a change implementation programme.
- Students are expected to study the changes that have taken place in various industries over a period of ten years and submit a report.

REFERENCE BOOKS

1. Palmer, I., Dunford, R., & Akin, G. (2009). Managing organizational change (2nd Ed.), McGraw-Hill: Irwin, NY. ISBN: 978-0-07-340499-8.
2. Kotter, J. and Cohen, D. (2002). The Heart of Change: Real-Life Stories of How People Change Their Organizations. Boston: Harvard Business School Press. ISBN: 1578512549 or 9781578512546.

MBA306HRMOB19:HUMAN RESOURCE INFORMATION SYSTEMS (3L+1T+1P)

Class:	Semester:	Title of The Paper:	Paper Code:	W.E.F
II MBA	III	HUMAN RESOURCE INFORMATION SYSTEMS	MBA306HRMOB	2018-20 Batch

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Theory	Tutorial	Practical		CIA	SEE	
65 Hours	3	1	1	3 Hours	30	70	

Course Objectives:

- To understand the concept of Human Resource Information Systems
- To familiarize the applications of HRIS in Organizations

Course Outcomes:

- Identification of HR information need for every functional area of the organization.
- Creation of a comprehensive data base to fulfill these needs.
- To make the desired information available in the right form to the right person and at the right time.
- To develop complete functional specification for the HRIS

Unit - I

Data & Information needs for HR Manager - Sources of Data - Role of IT in HRM - IT for HR Managers - Concept, Structure, & Mechanisms of HRIS - Programming Dimensions & HR Manager - Survey of Software Packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco's Marshal [only data input, output & screens] - EHRM - Objectives - Advantages & Disadvantages.

Unit - II

Data Management for HRIS - Data Formats - Entry Procedure & Process - Data Storage & Retrieval - Transaction Processing - Office Automation - Information Processing & Control Functions - Design of HRIS - Relevance of Decision Making Concepts for Information System Design - HRM Needs Analysis – Concept & Mechanisms - Standard Software and Customized Software - HRIS : An Investment.

Unit - III

HR Management Process & HRIS - Modules on HR Planning, Recruitment, Selection, Placement - Module on Performance Appraisal System - Training & Development Module - Module on Pay & other Related Dimensions - Information System's support for Planning & Control.

Unit - IV

HR Management Process II & HRIS - Organization Structure & Related Management Processes - Authority & Responsibility Flows - Communication Process - Organization Culture and Power – Data Capturing for Monitoring & Review - Behavioral Patterns of HR - Other Managers and their Place in Information Processing for Decision Making.

Unit - V

Security, Size & Style of Organizations & HRIS - Security of Data and Operations of HRIS Modules - Common Problems during IT Adoption Efforts and Processes to Overcome - Orientation & Training Modules for HR & other Functionaries – Detailed Analytical Framework - Opportunities for combination of HRM & ITES Personnel - HRIS & Employee Legislation - An Integrated View of HRIS.

References:

1. Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan Page
2. Gueutal & Stone, THE BRAVE NEW WORLD OF HER, Jossey-Bass
3. Monk & Wagner, CONCEPTS IN ENTERPRISE RESOURCE PLANNING

MBA302FIN19: FINANCIAL INSTITUTIONS & MARKETS (3L+1T+1P)

Class:	Semester:	Title of The Paper:	Paper Code:	W.E.F
II MBA	III	FINANCIAL INSTITUTIONS & MARKETS	MBA302FIN19	2018-20 Batch

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Learning	Tutorial	Practical		CIA	SEE	
65 Hours	3	1	1	3 Hours	30	70	4

Course Objectives: The main objective of this course is to familiarize the students with the financial institutions, markets and its regulations. It is also aimed at helping students in acquiring analytical skills in the market analysis in the context of raising medium and long term funds. It also gives students an understanding of the behavior of banks and other financial firms.

Course Outcomes:

1. By the end of the course students should be able to:
2. Examine the role of the financial system in the economy.
3. Demonstrate an awareness of the variety of financial instruments.
4. Students should be able to: Compare and contrast the role of and functions of organized financial markets and financial intermediaries.

Syllabus:

UNIT - I

Financial Institutions: – Banks & Non-banking Financial Institutions – Genesis and Development – New Financial Institutions like the Discount Finance House of India, stock Holding Corporation of India Limited, Industrial Leasing and Financial Services Limited etc., – Indian Banking System: An Overview, Recent Developments, Role of Reserve Bank of India, Finance Ministry and Control Mechanism.

UNIT - II

Development Banks: Objectives and Scope of Development Banks – Industrial Development Bank of India, Industrial Finance Corporation of India, Industrial Credit Investment Corporation of India, National Bank for Agricultural and Rural Development, Export and Import Bank, Small Industrial Development Bank of India, Industrial Reconstruction Bank of India, State Financial Corporations and State Industrial Development Corporation; Investment institutions: LIC, GIC, UTI, Mutual Funds and Pension Funds.

UNIT - III

International Financing Institutions: Objectives of International Financial Institutions. Source of Funds, Priority Areas – IBRD, International Finance Corporation, International Development Agency, Asian Development Bank and International Monetary Fund.

UNIT - IV

Financial Markets: Meaning, Role of Financial system in Economic Development, structure of financial market in India – Capital market: Meaning, Types of capital market, Primary Market System and Regulations in India – Primary Market Intermediaries: Commercial Banks, Development Banks, Merchant Bankers, Rating Agencies – Secondary Market System and Regulations in India: Stock Exchanges, Stock Exchange Regulations – Regulations and Regulatory Agencies (Primarily SEBI): for Primary Markets and Secondary Markets

UNIT - V

Bond Markets: Meaning, types of Bonds, Government Bond Market and its Interface with Capital Market – Debt Market in India and its Interface with Stock Markets, Primary and Secondary Markets, Capital and Money Market.

Case Study (Not Exceeding 300 words)

Practical Components:

1. Students are asked to examine the financial system in any two product and service oriented companies and present brief report on the same in seminar periods.
2. The class will be divided into small groups (consisting of 6 students). The groups are to discuss and present their views on variety of financial instruments used in corporate sector.
3. Students are asked to identify any three financial markets and financial intermediaries in their region/locality; compare and contrast the role of and functions of organized financial markets and financial intermediaries.

Reference Text Books:

1. L.M. Bhole – Financial Market and Institutions
2. M.Y. Khan – Indian Financial System
3. Vasant Desai – Development Banking – Issues and Options, Himalaya Pub.
4. M.Y. Khan – Industrial Finance, Tata Mc Graw Hill Publishers.
5. L.C. Gupta – The Changing Structure of Industrial Finance in India, Oxford University Press
6. Avadhani – Marketing of Financial Services, Himalaya Publishing House

MBA 303FIN19:CORPORATEFINANCE(3L + 1T + 1P)

Class:	Semester:	Title of The Paper:	Paper Code:	W.E.F
II MBA	III	CORPORATE FINANCE	MBA303FIN19	2018-20 Batch

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Learning	Tutori al	Practical		CIA	SEE	
65 Hours	3	1	1	3 Hours	30	70	4

CourseDescription: This course is introduction to Corporate Finance. It will cover some of the theory and practice of decision-making within the corporation, as well as assorted other topics; we will not attempt to cover the whole of this vast subject. Basic courses in Microeconomics and Statistics are prerequisites. Introductory accounting is also needed but may be taken concurrently.

Course Aim & Objective: This course aims to provide the students with the fundamental concepts, principles and approaches of corporate finance, enable the students to apply relevant principles and approaches in solving problems of corporate finance and help the students improve their overall capacities. This course focuses on the financial management of both publicly held and private corporations. The main objective of this course is to combine the existing skills of finance with fundamental issues of managerial finance and introduce the concepts of corporate finance as they apply in today's global world.

Learning Outcomes: At the end of the course and having completed the essential reading and activities, students should be able to apply the concepts of corporate finance; understand the financial implication of financial statements; understand the relevant valuation techniques; understand how a cashflow analysis works, understand corporate finance in the domestic and international environment; and be prepared to apply advanced methods of integrated financial management; Compute the expected rate of return for investment projects; Apply several valuation methods to value projects and companies; Evaluate the optimal capital structure of a firm; and Identify the best way to return money to shareholders.

UNIT-I

Introduction: Concept, Meaning and Nature of Corporate Finance; Goals of Corporate Financial Management; Strategic Corporate Decisions, Conflicts between Company Stakeholders, and Financial Markets— Financing of Corporations.

UNIT-II

Project Valuation and Risk & Return: Hirschleifer analysis and Fisher separation; the NPV rule and IRR Rules of Investment Appraisal; Comparison of NPV and IRR; 'wrong' Investment Appraisal rules: Payback and Accounting Rate of Return; *Risk and Return*: Introduction to Risk and Return in Security Market, CAPM and APT: mathematics of Portfolios; Mean-Variance Analysis; Two-fund Separation and the CAPM; Roll's Critique of the CAPM; Factor Models; Arbitrage Pricing Theory; Recent Extensions of the Factor Framework.

UNIT-III

Cost of Capital & Capital Structure: Concept of Cost of Capital, Determination and valuation of Cost of Capital, Capital Structure: the Modigliani–Miller Theorem: Capital Structure Irrelevancy; Taxation, Bankruptcy Costs and Capital Structure; Weighted Average Cost of Capital; Modigliani-Miller 2nd Proposition; the Miller Equilibrium; Asymmetric Information: 1) the under-Investment Problem, Asymmetric Information; 2) the Risk-Shifting Problem, Asymmetric Information; 3) Free cash-flow Arguments; 4) Pecking Order Theory; 5) Debt Overhang — WACC and Equity, FCF Models, APV Valuation and Capital Structure, Optimal Capital Structure, Private Equity.

UNIT-IV

Valuation and Corporate Value Creation: Understanding Fundamentals and Principles of Financial Valuation, Corporate Financial Strategy and Corporate Value, Corporate Governance and Corporate Value, Valuation Techniques (Market cap and book value, Discounted Cash Flow analysis, Trading Multiples, Transaction Multiples, Others (e.g. Real options, Trade Buyer's Approach).

UNIT-IV

Market Efficiency: Efficient Markets – Theory and empirical Evidence: Underpinning and Definitions of Market Efficiency; Weak-form tests: Return Predictability; Joint Hypothesis Problem; Semi-strong Form Tests: Event Study Methodology and Examples; Strong Form Tests: Tests for Private Information; Long horizon Return Predictability, Role of Efficient Market Hypothesis in Corporate Analysis, Capital Market Benchmarking.

Case Study (Not Exceeding 300 words)

Practical Component:

1. Students are asked to study the corporate financing options of any three companies and present report in the form of assignment.
2. Students will be formed into small groups and identify and evaluate the capital structure of any two product and service oriented companies.

Reference Text Books:

1. Corporate Finance, 10th Edition, by Stephen Ross, Randolph Westerfield, and Jeffrey Jaffe, McGraw-Hill Corporate Finance, 3rd Edition, by Jonathan Berk and Peter DeMarzo, Pearson
2. Grinblatt/ Titman. Financial Markets and Corporate Strategy. McGraw Hill. -G&T
3. Brealey/ Myers. Principles of Corporate Finance. 6th Edition. -B&M
4. Brealey/ Myers. Principles of Corporate Finance. 6th Edition. Studyguide.

5. Frantz, P. and R. Payne. Study Guide. Corporate Finance. First Edition. 1999
6. Brealey R.A., Myers S.C. Principles of Corporate Finance. 6th edition. McGraw Hill. 2000
7. Ross S., R. Westerfield, J. Jaffe. Corporate Finance. Fifth Edition. IRWIN-McGraw-Hill.
8. Copeland T. and Weston J.: Financial Theory and Corporate Policy. 1998
9. Damodaran A. Applied Corporate Finance. Wiley & Sons. 1999
10. Trigeorgis L. Real Options. Managerial Flexibility and Strategy in Resource Allocation. The MIT Press. Cambridge. 1999
11. Copeland T., Antikarov V. Real Options: a Practitioner's Guide. Texere. New York. London. 2001
12. Reilly K.F., Brown K.C. Investment Analysis and Portfolio Management. 6th Edition. The Dryden Press.
13. Bankruptcy and Distressed Restructuring. Analytical Issues and Investment Opportunities. Edited by E. Altman. Business One IRWIN.
14. The New Corporate Finance. Where Theory Meets Practice. Ed. by D.H. Chew, Jr. McGraw-Hill. 1999
15. Megginson, W.L., Corporate Finance Theory. Addison & Wiley, 2001
16. Smith B. The Modern Theory of Corporate Finance. IRWIN-McGraw-Hill. 1997
17. Benninga F., Sarig D. Corporate Finance: a Valuation Approach. IRWIN-McGraw-Hill. 1997

MBA304FIN19: SECURITYANALYSIS ANDPORTFOLIOMANAGEMENT(3L+1T+1P)

Class:	Semester:	Title of The Paper:	Paper Code:	W.E.F
II MBA	III	SECURITYANALYSIS ANDPORTFOLIOMANAGEMENT	MBA304FIN19	2018-20 Batch

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Learning	Tutori al	Practical		CIA	SEE	
65 Hours	3	1	1	3 Hours	30	70	4

ObjectivesoftheCourse:Thiscourse providesabroadoverviewofinvestmentmanagement, focusingontheapplicationoffinancetheorytotheissuefacedbyportfoliomanagersandinvestors in general. The main objectives of this course are:

- (i) toprovide a theoretical and practical backgroundinthe fieldofinvestments;
- (ii)Designingandmanagingthebondaswellasequityportfoliosintherealword;
- (iii)Valuingequityanddebtinstruments;
- (iv)Managingthemutual funds,
- (v)Measuringtheportfolio performances.

UNIT-I

Investment:Meaning,Characteristics,ObjectivesofInvestment,InvestmentVsSpeculationandGambling ,TypesofInvestors–InvestmentAvenues:TraditionalandModern –Risk:Meaning, Elementsof risk, SystematicandUnsystematicRisk–CapitalAllocationBetweenRisky&Risk FreeAssets– MeasurementofRisk:S.D,Variance,Correlation,Regressionand Betacoefficients– Risk ReturnsTrade-off.

UNIT-II

Valuation of SharesandBonds:Concept of PresentValue, ShareValuation Model, ConstantGrowthModel, Multiple GrowthModel,Discount Rate,Multiplier Approach to Share Valuation,and RegressionAnalysis–Bond Valuation: Bond Returns,Bond Prices,BondPricingTheorems,Bond Risksand Bond Duration.

UNIT-III

FundamentalAnalysis&TechnicalAnalysisofEquityStock:Economic,IndustryandCompanyAnalysi sFramework,EconomicForecasting Techniques–TechnicalAnalysis : Basic PrinciplesandAssumption ofTechnicalAnalysis, Chart Patternsand Technical Indicators–Dow Theory, ElliotWave theory,ConfidenceIndex,RSI,MovingAverage Analysisand Japanese Candlesticks.

UNIT-IV

Portfolio Management: Random walk Theory, Efficient Market Hypothesis – Process of Portfolio Management, Portfolio Analysis, Portfolio Risk and Return Calculation – Diversification of Risk – Portfolio Selection – Feasible Set of Portfolio – Efficient Frontier – Security Market Line – CML – Selection of Optimal portfolio using Markowitz and Sharpe Single Index model.

UNIT-V

Capital Market Theory: CAPM-Arbitrage Pricing Theory – Methods of Portfolio Performance Evaluation: Sharpe, Traynor and Jensen – Portfolio Revision: Need for Revision, Constraints in Revision, Revision Strategies, Formula Plans and Portfolio Management in India.

Case Study/Problem (From 1, 2, 4 & 5 Units Only)

REFERENCE BOOKS:

1. Reilly and Brown, *Investment Analysis & Portfolio Mgmt*, Thomson Learning.
2. Fisher and Jordan, *Security Analysis & Portfolio Management*, Pearson, PHI.
3. David G. Luenberger, *Investment science*, Oxford.
4. Alexander, Sharpe, Bailey, *Fundamentals of Investment* – Pearson / PHI.
5. Barua, Verma and Raghunathan, *Portfolio Management*, TMH.
6. S. Kevin, *Portfolio Management*, Prentice Hall India.
7. Ranganathan & Madhumathi, *Investment Analysis & Portfolio Management*, PHI.
8. V. A. Avadhani, *Securities Analysis & Portfolio Mgmt.*, HPH.

MBA305FIN19:INVESTMENT AND COMMERCIALBANKING (3L+1T+1P)

Class:	Semester:	Title of The Paper:	Paper Code:	W.E.F
II MBA	III	INVESTMENT AND COMMERCIALBANKING	MBA305FIN19	2018-20 Batch

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Learning	Tutorial	Practical		CIA	SEE	
65 Hours	3	1	1	3 Hours	30	70	4

OBJECTIVES:The objectives of this course are to develop a thorough understanding of process of investments, familiarize the students with the stock markets in India and abroad, provide conceptual insights into the valuation of securities, to provide insight about the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors, to familiarize the students with the fundamental and technical analysis of the diverse investment avenues

This course is also aimed at providing an in-depth analysis of the commercial banking in the liberalized economy, familiarizing the students with the regulating framework for banks in India, Equipping the students with in-depth knowledge of financial management in the banking organisations, familiarizing students with the new banking practices and processes. Further, it is aimed to provide students with an insight into the major features of the banking business and to provide a framework for the understanding of the different types of banks, banking activities and investment activities.

Learning outcomes:

On completing the course, students are expected to be able to:

- Identify and describe terms and concepts associated with investments
- Describe and discuss various investment opportunities
- Differentiate between short-term and long-term investments
- Demonstrate knowledge of corporate rational for the issuance of corporate stocks and bonds
- Describe and discuss the basic concepts of the stock, bond, and mutual fund markets
- Describe and discuss the real estate market and the advantages and disadvantages of real estate in an investment portfolio
- Understand the different types of banking
- Understand the different banking products/activities
- Understand the main components of commercial and investment banking business
- Understand the impact of recent regulatory changes on the structure of international banking markets.

UNIT-I

Introduction: Investment: Concept, Nature and Scope of Investment analysis, Elements of Investment: Return, Risk and Time; Objectives of investment; Security Return and Risk Analysis, Measures of Return and Risk; Approaches to Investment Analysis; Sources of Financial Information – Factors Influencing Selection of Investment Alternatives – Investment Avenues: Bank Deposits, Post Office Schemes, PF, Public deposits, Mutual Funds, Shares, Debentures, Government Securities, Warrants and Convertibles, Derivatives; Options and Futures; Non-financial Investment: Real estate, Gold/Bullion and their Characteristics; Valuation of Fixed Income Investments and Equity Shares.

UNIT-II

Investment Planning & Risk-Return Relationship: Attributes, Economic vs. Financial Investment, Investment and Speculation; Basic Principles of Portfolio Management, Construction, Monitoring and Review – Meaning of risk – Types of risk – Systematic and Unsystematic risk – Measurement of Risk: Meaning of Beta, Standard Deviation and Variance – What is a Portfolio – Expected Return of a portfolio – Risk of Portfolio – Reduction of Portfolio risk through Diversification.

UNIT-III

Commercial Banking: Overview of Commercial Banking in India – Role and Functions of Commercial Banks – Indian Banking in Pre-nationalization and Post-nationalization Phases – Banking Sector Reforms and their Implications on Indian Banking Sector – Changing Role of Indian Banks – Reforms and Restructuring of Bank Management – Management of Private Sector Banks and Public Sector Banks – Management of Banks in Rural Areas – Modern Banking: Banking Services and Current issues in Banking, Asset Structure, Asset Quality Review and Revenue Sources in Investment Banking.

UNIT-IV

Bank's Investment Policy: SLR Requirements – Non-SLR Investments – Nature and Significance of Investment Management in Commercial Banks – Fundamental Principles of Security Investment – Management of Security Investment – Reviewing Investment Portfolio – Organization of Investment Function in Bank – Management of Non-Performing Assets (NPAs) – Classification of NPAs – Debt Restructuring – SARFAESI Act, 2002.

UNIT-V

Management of Banking Organisations: Loan and Credit Management, Investment Management, Liquidity Management, Profit and Growth Management, Asset Liability Management using Traditional GAP and Modern Techniques; Mergers and Acquisition, Bancassurance and Universal Banking; Financial and Technological innovations in Banks, International Banking: Opportunities

and Challenges; International Banking and Financial Services, Structure and Competitive Advantage in Global Investment Banking.

Case Study (Not Exceeding 300 words)

PRACTICAL COMPONENTS:

- A Student is expected to trade in stocks. It involves an investment of a virtual amount of Rs. 10 lakhs in a diversified portfolio and manages the portfolio. At the end of the Semester the Net worth is to be assessed and marks may be given (to beat an index).
- Students should study the functioning of stock exchange.
- Students should study of the stock market pages from business press and present their observations
- Students can do Macro Economic Analysis for the Indian economy.
- Industry Analysis for Specific Sectors.
- Company Analysis for select companies.
- Practice Technical Analysis
- Students can study the mutual fund schemes available in the market and do their Performance evaluation.

REFERENCE BOOKS:

1. Investment Analysis and Portfolio management – Prasanna Chandra, 3/e, TMH, 2010.
2. Investments – Zvi Bodie, Kane, Marcus & Mohanty, 8/e, TMH, 2010.
3. Investment Management – Bhalla V.K, 17/e, S.Chand, 2011
4. Investments: Principles and Concepts – Charles P. Jones, 11/e, Wiley, 2010.
5. Investment Analysis & Portfolio Management – Reilly, 8/e, Cengage Learning.
6. Investment – An A to Z Guide, Philip Ryland, 1st Edition, Viva Publishers, 2010.

MBA306FIN19: FINANCIAL ENGINEERING(4L + 1P + 1T)

Class:	Semester:	Title of The Paper:	Paper Code:	W.E.F
II MBA	III	FINANCIAL ENGINEERING	MBA306FIN19	2018-20 Batch

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Learning	Tutorial	Practical		CIA	SEE	
65 Hours	3	1	1	3 Hours	30	70	4

Course Objectives:

- To introduce the concept of Financial Engineering and its evolution
- To acquaint the students with the conceptual tools of Financial Engineering
- To make the student understand the physical tools of Financial Engineering, its processes and strategies.
- To appraise the students with the recent developments and future trends in Financial Engineering

Course Outcomes:

- Students can apply tools of Financial Engineering on various securities
- Students can adopt various strategies of Financial Engineering on various underlying assets.

Syllabus

UNIT-I : Introduction to Financial Engineering : Meaning - Scope and Need - Tools of Financial Engineering - Financial Engineering Vs. Financial Analysis - Factors contributing to its Growth – Financial Engineering Process.

UNIT-II : Financial Product Development: Need - Direction - Design - Testing and Introduction; Recent Debt Market Innovations - Zero Coupon Securities - Repo and Reverse Market - Junk Bonds - Fixed Vs Floating Rate - Equity and Equity Related Instruments; Hybrid Securities: Meaning - Need and Types of Securities.

UNIT-III: Financial Engineering Processes and Strategies: Overview - Changing Face of Liquidity Management - Asset Liability Management (ALM) in Banking sector; Hedging: Process of Hedging; Risk Management : Issues and Instruments - Liquidity Risk Management - Interest Rate Risk Management - Currency Risk Management.

UNIT-IV: Engineering with Financial Derivatives: Currency Arbitrage and Speculation - Currency Forward: Features - Arbitrage - Speculation - Swapping; Currency Futures Vs. Currency Forward; Hedging: Speculation - Prices; Currency Options : Features - Terminologies - Gains and Losses - Pricing.

UNIT-V

5.Reverse Mortgage: Teaser loans - Sub-prime lending collateralised mortgage obligations.

Case Study (Not Exceeding 300 words)

Reference Books:

1. Marshall, John F. Bansal, V. K., *Financial Engineering - A complete Guide to Financial Innovation*, Prentice Hall of India Private Ltd., New Delhi.
2. Walmsley, Julian, *New Financial Instruments*, PHI, New Delhi.
3. Topper, Jurgen, *Financial Engineering with Finite Elements*, John Wiley
4. Apte, *International Financial Management*, Tata McGraw Hill
5. John C Hull, *Options, Futures, and other Derivatives*, PHI

KBN College PG Centre

(AUTONOMOUS) 2017-19 Batch

MBA IV Semester Syllabus

MBA 40117:INTERNATIONAL BUSINESS(1L + 1T + 1P)

Subject Code:	MBA 40117	IA Marks	40
No. ofLectureHours /Week	03	End Exam Marks	60
Total NumberofLectureHours	39	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: The objectives of this course are to enable the students learn nature, scope and structure of international business, understand the influence of various environmental factors on international business operations, trade and investment, international financial management and marketing avenues, corporate governance, social responsibility and business ethical issues of MNCs.

This course is designed to provide students with an exposure to many of the essential elements of international business in today's global system. Contemporary business leaders must be familiar with, and have a perspective on, the dynamic and rapidly changing international conditions under which they must conduct their operations.

The course exposes the differences between domestic and international business focusing on International business management, strategy, marketing, globalization, and trade theories of business.

Learning Outcomes: After completing this course, students should be able to:

1. Understand how political, economic, and legal systems collectively influence a country's ability to achieve meaningful economic progress.
2. Discuss how culture is different because of differences in social structure, religion, language, education, economic philosophy, and political philosophy.
3. Explain the important implications that international trade theory holds for business practice.
4. Reason why some governments intervene in international trade to restrict imports and promote exports.
5. Describe the need and prospects of the world's most important regional economic agreements.
6. Demonstrate how currency exchange rates are determined.
7. Assess the role played by the International Monetary Fund and the World Bank in the global monetary system.
8. Interpret the three basic decisions that a firm contemplating international business expansion must make: which markets to enter, when to enter, and on what scale.
9. Describe the different approaches to business ethics that can be derived from moral philosophy, and show how these approaches can help managers to make international business decisions that do not violate ethical norms.

UNIT-I

International Business: An overview, Elements of International Business, Types of International Business – International Business Environment – Globalization: Forces, Meaning – The External Environment: National Differences in Economic, Political, Socio-cultural, and Technological Environment – Ethics in International Business

UNIT-II

Global Trade and Investment Environment: International Trade Theories, Investment Theories – Political Economy of International Trade – Barrier to Trade – Regional Economic Integration – Trading Blocks – Foreign Direct Investment – WTO

UNIT-III

Global Monetary System: International Monetary System – Foreign Exchange Market – Global Capital Market – Balance of Payments Problems – Macro Economic Management – Role of IMF

UNIT-IV:

Strategy and Structure of International Business: Strategy of International Business - Country Selection – Market Entry Strategies and Strategic Alliances – Organization Structures of International Business

UNIT-V

International Business Operations: Export and Import Management – Government Support – Global Production – Outsourcing, and logistics – Global Marketing and R&D – Global Human Resource Management – Accounting in the International Business – Financial Management in International Business – Export Financing

Case Study (Not Exceeding 300 words)

Practical Component:

- ✓ Conduct group project: The Group project is an analysis of a country, multinational firm or theory discussed in class. The topic is left for the group to decide and must be done in groups of 3-4.
- ✓ International Business Plan: Students should be asked to prepare an International business plan and present it at the end of the semester. This should include the following:
 - Executive Summary
 - Overview of Business and industry analysis
 - Description of recommended strategy and justification
 - Broad functional objectives and Key Result Areas.
 - Spreadsheet with 5-year P&L, Balance Sheet, Cash Flow projections, with detailed worksheets for the revenue and expenses forecasts.
- ✓ Analyzing Mission and Vision statements of a few companies and comparing them
- ✓ Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc.)
- ✓ Pick a successful growing company. Do a web-search of all news related to that company over a one-year period.
- ✓ Analyze the news items to understand and write down the company's strategy and execution efficiency.
- ✓ Pick a company that has performed very badly compared to its competitors. Collect information

on why the company failed. What were the issues in strategy and execution that were responsible for the company's failure in the market? Analyze the internal and external factors.

- ✓ Map out GE 9-cell matrix and BCG matrix for some companies and compare them.
- ✓ Conduct SWOT analysis of your institution and validate it by discussing with faculty.
- ✓ Conduct SWOT analysis of companies around your campus by talking to them.

REFERENCE BOOKS:

1. Francis Cherunilam, *International Business*, Prentice Hall of India private Ltd.
2. John D. Daniels & Lee H. Radebaugh, *International Business*, Pearson Education.
3. Vyuptakesh Sharam, *International Business*, Pearson Education.
4. Bhattacharya, *International Business*, Excel Books.
5. K. Awathappa, *International Business*, Tata McGraw Hill.
6. Sundar M. Black, *International Business Environment*, Prentice Hall of India.
7. Bennet, Roger, *International Business*, Financial Times, Pitman Publishing, London.
8. Bhattacharya, B., *Going International: Response Strategies of the Indian Sector*, Wheeler Publishing, New Delhi.
9. Czinkota, Michael R., et. al., *International Business*, the Dryden Press, Fortworth.
10. Danoes, John D. and Radebaugh, Lee H., *International Business: Environment and Operations*, Addison Wesley, Readings.
11. Hill, Charles W.L., *International Business*, McGraw Hill, New York

FUNCTIONAL SPECIALISATIONS

MBA402MKT17: STRATEGIC MARKETING(3L+1T+1P)

Subject Code:	MBA402MKT17	IA Marks	40
No. of Lecture Hours /Week	05	End Exam Marks	60
Total Number of Lecture Hours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Description: This course is focused on helping students become a strategic marketer, so that they can create, gain support for and execute marketing plans that will build strong and enduring businesses. The aim of Strategic Marketing is to provide students as executive level managers with the necessary skills to adopt a strategic approach to the planning and control of the marketing function within your organisation, with the aim of developing a sustainable competitive advantage.

Course Objectives: The primary objective of the course is to develop knowledge and understanding of the marketing function of an organization, how it interconnects with other functions and its impact as a way of doing business on the evolution of corporate strategy. The aim of this course is to develop understanding and analyze the relationship between consumer behaviors and strategic marketing practices, analyze strategic marketing concepts, and analyze the factors that make marketing a key strategic element in organizational performance. Students will develop their strategic thinking skills while still appreciating the operational role marketing has in terms of meeting corporate objectives.

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

- ✓ Understand key principles of marketing strategy and explain marketing and strategy concepts and ideas in their own words
- ✓ Think strategically about marketing issues and provide recommendations
- ✓ Critically evaluate an organization's strategic approach
- ✓ Apply key learning to a company's strategic (marketing) efforts through detailed exploration
- ✓ Use key frameworks to analyze situations and make strategic marketing decisions

UNIT-I

Introduction and Overview: Fundamentals of Strategic Marketing – Business Strategy and its Relationship with Strategic Marketing – Objectives & Basic Concepts of Strategic Marketing Management – Creating an Effective Marketing Plan and Decision Making Process – Strategic marketing planning in the Contemporary Environment – Components of a Strategic Marketing Plan – Use of Market Research for Marketing Strategy Decisions.

UNIT-II

Analytical Approaches to Strategic Marketing: Organization for Marketing – Strategy Environment & Competitive Analysis – Strategic Analysis (SWOT Analysis, GAP Analysis – Competitive Analysis – Porter’s 5 forces Model of competition, BCG Matrix, GE 9 Cell Model as basic foundation of Strategic Marketing – Strategic options: Value, Focus, Innovation and Customer Relationships – Strategic Positioning, Position Options, Development and Selection of a Strategic Position.

UNIT-III

Marketing Strategy Formulation: Developing Competitive Marketing Strategies: Role of Marketing Mix – Diversification Strategies (related and unrelated diversification, synergy, entry strategies) – Strategies for Growth Markets (Penetration, Product-Market Expansion, Vertical Integration and the Big Idea – Strategies for Mature, Declining and Hostile Markets (creating growth, right strategy, milk or harvest, divestment or liquidation) – Turnaround Strategies – Strategies for New Economies – Competitive Positioning Strategies: Competitive Advantage through Innovation and Managing Customer Relationships – Global Marketing Strategies.

UNIT-IV

Marketing Strategy Implementation: A Framework for Going to Market – Prerequisites for Effective Implementation – Constraints in Marketing Strategy Implementation – Organizational Issues – Channel Tactics, New Product Development best Practices – Integration of Marketing Strategies and their Application to Different Business Sectors: FMCG, Industrial, & Services.

UNIT-V

Marketing Strategy Evaluation and Control: Measurement of Marketing Performance and its feedback to next year’s Marketing Strategy Formulation – Types of Control – Strategic Marketing Audit & Scope – Corrective Measures.

Case Study (Not Exceeding 300 words)

Practical Component

- ✓ Students will undertake a strategic marketing project. The project will address an existing strategic marketing problem from an organizational/commercial partner to provide a valuable practical situation in which the strategic marketing theory can be applied to practice.
- ✓ Students will conduct critical evaluation of the strategic value of marketing planning in domestic and multinational company of their choice.
- ✓ Students will form into groups consist of 3-5 students to evaluate applications of strategic marketing concepts in domestic and international companies of their choice.
- ✓ Each student is responsible for developing a case based upon a marketing related problem from work or from an organization in which you have a particular interest. This assignment must specifically address issues and analytical tools discussed during the semester or covered in your text.

REFERENCE BOOKS:

1. Carol H. Anderson :Strategic Marketing, Houghton Mifflin Harcourt
2. D. W. Cravens &N.F. Piercy:Strategic Marketing, McGrawHill/Irwin
3. O.C. Ferrell, Michael D.Hartline:Strategic Marketing, South-Western Cengage
4. BoyodWlker, MullinsLarrech : MarketingStrategy, McGrawHill
5. Colin,DavidJ.:StrategicMarketingManagement;Planning,Implementation&Control:
Pearson Richard M. S. Wilson; Gilligan, Oxford, Butterworth-Heinemann
6. Aaker,David : StrategicMarketing, Wiley-India
7. GeorgeS. : Market Driven StrategyDay; ProcessofCreatingValue,Free Press
8. J. P. Gultinan,G.W.Paul, T. J. Madden : MarketingManagement Strategies and
Programs, McGraw-HillCompanies
9. Jain, Subhash : Marketing; Planning and Strategy,South-Western CollegePublishers
10. Kerin Roger, Peterson Robert :Strategic MarketingManagement, Allynand Bacon
11. P. Baines, R. Brennan& PGarneau :ContemporaryStrategic Marketing,Palgrave

MBA 403MKT17: SALES&DISTRIBUTIONMANAGEMENT(3L +1T + 1P)

Subject Code:	MBA403MKT17	IA Marks	40
No. ofLectureHours /Week	05	End Exam Marks	60
Total NumberofLectureHours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: The course includes the familiarization of concepts, approaches and the practical aspects of the key decision-making variables in sales force and distribution channel management. It provides an understanding of the concepts, attitudes, techniques and approaches required for effective decision-making in the areas of Sales and Distribution. Further, the course is aimed to develop skills critical for generating, evaluating and selecting sales and distribution strategies.

Learning Objective: The aim is to prepare students to manage sales and channel teams for different types of selling, with the purpose of enhancing value-based output and productivity.

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

- Understand the concept of sales and distribution management and their interrelationship
- Explain role and responsibility of sales personal, and essential selling skills
- Understand the concept and effect of sales organization and sales effort
- Explain the skills and methods required for sales force management
- Understand the Management of Marketing Channels
- Explore the concept and theories of rural distribution
- Explain the concept of retailing
- Understand the process of marketing logistics.

UNIT-I

Sales Management: Concept, Nature and Scope, Objectives and Functions – Interface of Sales with different functions – Theories of Selling – Organization Framework of the Field Sales Force – Types and Methods – Field Sales Manager: Tasks and Responsibilities, Relation with Salesman, and Relationship with Top Management – Coordinating and Controlling the Marketing Mix – Trends and Challenges – Selling Through Different Media.

UNIT-II

Sales Forecasting & Operations: Methods and Procedural Steps in Forecasting – Prospecting for Customers – Modes of Sales Presentation – Designing and Delivering of Sales Presentation – Sales Budgeting – Allocation of Field Sales Resources – Design Sales Territories – Sales Quota – Control of Sales – Sales Meeting.

UNIT-III

Sales force Management: Planning Manpower Requirements – Recruiting and Selecting Sales Personnel – Methods and Administering Selection Procedures – Developing Sales Training Programs, Executing and Evaluating Sales Training Programs, Motivating Sales Personnel, Compensating Sales Personnel – Designing and Administering Various Compensation Plans,

Controlling Sales Personnel and Managing, Sales Evaluation Programs, Comparing Standards with Actual Performances of Sales Personnel– Sales Audit and Analysis.

UNIT-IV

Distribution Management: Role of Distribution in Marketing Mix– Marketing Channels– Structure, Functions, and Relationships of Channels of Distribution– Channel Planning and Organizational Patterns in Marketing Channels– Channel Design Process and Channel Management Decisions– Channel Intermediaries: Role and Types– Wholesaling: Types of Wholesalers, and Wholesaler Marketing Decisions –Retailing: Types of Retailers, and Retailer Marketing Decisions– Channel Dynamics and Conflicts.

UNIT-V

Market Logistics & Supply Chain: Logistics Objectives, Market Logistics Decisions for Distribution Channels– Transport and Handling: Economic of Transportation– Modes of Transport, Organizing Transport Facilities – Supply Chain Operations– New Developments in Supply Chain Management.

Practical Component:

- Interview a sales person and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why they chose sales career, and what does it take to succeed in this profession

- Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behaviour also depend on the personality of the individual doing the buying? Or the one doing the selling?
- Students can make a presentation on any product or the services of student choice, covering selling strategies and one day work exposure towards merchandising in any big retail outlets of respective places where the institute is operating. Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make a small report.
- Roles and functions of sales manager and sales people are different in every organization. Sales people view the roles of sales managers in their own way and vice versa. You are the sales manager of a company. You make an analysis of what you feel should be the roles of a sales manager and a sales person for maximizing sales of the organization.
- Your company is active in internet trading. A current issue in internet trading is: how to make internet selling safe. Different methods have been suggested for safety or security of internet trading. You have to analyze different methods and recommend a method for your company.

Case Study (Not Exceeding 300 words)

REFERENCE BOOKS

1. Krishna K. Havaladar & Vasant M. Cavale: *Sales & Distribution Management: Text & Cases*, Tata McGraw Hill.
2. Still, Cundiff and Govani, *Sales Management - Decisions, Strategies and Cases*, Prentice Hall.
3. Gupta S.L., *Sales & Distribution Management (Text and Cases)*, Excel Books, New Delhi.
4. Anderson R. *Professional Sales Management*: Englewood Cliffs, New Jersey, Prentice Hall Inc.
5. Buskirk, R.H. and Stanton, W.J., *Management of Sales Force*, Homewood Illinois, Richard D. Irwin.
6. Dalrymple, D.J., *Sales Management: Concepts and Cases*, New York, John Wiley.
7. Johnson, E.M., *Sales Management: Concepts, Practices and Cases*, New York, McGraw Hill.
8. Stanton, William J. et al., *Management of Sales Force*, Chicago, Irwin.

Class:	Semester:	Title of The Paper:	Paper Code:	W.E.F
II MBA	IV	RETAIL MANAGEMENT	MBA 404MKT18	2017-18 Batch (2018 – 19 AY)

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Learning	Tutorial	Practical		CIA	SEE	
65 Hours	3	1	1	3 Hours	40	60	4

Course Objectives: To develop an understanding of the contemporary retail management, issues, strategies and trends in Retailing; to highlight the significance of retailing and its role in the success of modern business houses; and to acclimatize with the insights of retailing, key activities and relationships.

UNIT-I

Introduction to Retailing: Concept, Meaning, Nature, Scope and Importance, and Functions of Retailing – Overview of Indian & Global Retailing – Theories of Retail Development – Retail Organization Structure – Types of Retailing: Store Based and Non-store Based Retailing – Retail Customers and Consumers – Changing Trends of Consumerism and Retail Consumer Purchase Decision Making Process – Concepts of Cross-shopping, and Cross-buying Behaviour – Opportunities and Challenges of Retailing in India – e-tailing.

UNIT-II

Retail Market Strategy: Concept, Definition, and Need for Retail Market Strategy – Developing a Sustainable Competitive Advantage – Strategic Retail Planning Process – Retail Growth Strategies – Retail Location: Concept, Types, and Importance of Retail Location – Retail Location Theories – Retail Location Process – Retail Site Selection: Local, Legal, and Market Potential Considerations.

UNIT-III

Retail Management: Concept, Scope and Process of Retail Management – Retail HRM: Policies, Practices, and Managing of Human Resources in Retailing Business – Financial Strategies in Retailing: Objectives and Goals – Retail Merchandising: Process of Merchandise Planning, and Methods of Merchandise Procurement – Category Management – Emergence of Private Labels (Store Brands).

UNIT-IV

Retail Pricing & Promotion: Policies, and Strategies of Retail Pricing – Techniques for Increasing Retail Sales – Retail Promotion Mix: Retail Advertising and Sales Promotions – Process and Methods of Budgeting – Emergence of Multichannel Retailing: Issues and Challenges

UNIT-V

Store Management: Concept, Scope and Importance of Store Management– Store Layout, Design, Atmospherics, and Visual Merchandising– Retail Customer Service: Managing Service Quality, Complaint Handling, and Service Recovery Strategies– Customer Relationship Management: CRM Process and CRM Programs– Retail Customer Satisfaction, Loyalty, and Retention Strategies– CRM Measurements: Customer Life Time Value and Customer Equity– Retail Information System – Supply Chain Management in Retailing– Ethical Issues in Retailing– Retail Audit.

Case Study (Not Exceeding 300 words)

Practical Component:

- Interview a salesperson in a retail store and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why they chose a sales career, and what does it take to succeed in this profession.
- Go to a kirana store and a supermarket and compare the following: a) store arrangement b) No of brands carried c) pricing policies – are discounts given? d) Service – personal or impersonal? Etc.
- Go to at least three kirana stores in your neighborhood (around 2 kms) and discuss with them the importance of location, pricing, credit policy, etc. What percentages of goods are sold 'loose' in each locality and compare this with the approximate income range of the customers? What are the retailer's losses when a customer defaults in payment? Does he make up for it by increasing his prices to other customers?
- Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behavior also depend on the personality of the individual doing the buying? Or the one doing the selling?
- Student can make a presentation on any product or the services of student choice, covering selling strategies and oneday work exposure towards merchandising in any big retail outlet of respective places where institute is operating. Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make a small report.

Reference Books

1. Levy & Weitz, *Retailing Management*, TMH.
2. Swapna Pradhan, *Retailing Management Texts & Cases*, McGraw Hill Companies.
3. A.J. Lamba, *The Art of Retailing*, TMH.
4. Andrew J. Newmann & Peter Scullen, *Retailing Management*, Thomson Learning.
5. Barry Berman, Joel & R. Evans, *Retailing Management - A Strategic Approach*, Pearson Education.
6. Gilbert, *Retail Marketing Management*, Pearson Education.
7. Chetan Bajaj, Rajnish Tuli and Srivatsva, *Retail Management*, Oxford University Press.
8. Suja Nair, *Retail Management*, Himalaya Publisher.
9. Lacey, M., B.A. Weitz, and Ajay Pundit., *Retailing Management*, The McGraw-Hill Companies

MBA405MKT17: RURAL&AGRI MARKETING (3L+1T+1P)

Subject Code:	MBA405MKT17	IA Marks	40
No. ofLectureHours /Week	05	End Exam Marks	60
Total NumberofLectureHours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: The objective of this course is to explore the student to the Agriculture and Rural Marketing environments so that they can understand consumers' and marketing characteristics of the same for understanding and contributing to the emerging challenges in the upcoming global economic scenario.

UNIT-I

Rural Markets in India: An overview: Nature, Definition, Scope, Importance, and Characteristics of Rural Markets – Classification of Rural Markets – Rural vs. Urban Markets – Rural Marketing Environment: Demographic, Economic, Socio-cultural and Psychological Factors – other factors like Population, Land Distribution & Use, and Infrastructure – Rural Demand and Rural Market Index – Changing Trends of Rural Marketing – Future of Rural Marketing in India.

UNIT-II

Rural Consumer Behavior & Marketing Strategy: Characteristics of Rural Consumer – Factors Affecting Rural Consumer Behavior – Rural Consumers Vs Urban Consumers: a Comparison, Relevance of Marketing Mix for Rural Market/Consumers – Problems in Rural Market – Segmentation, Targeting & Positioning for Rural Market – Product and Pricing Decisions for Rural Markets: Product Developments, Product Adoptions, Modification Decisions (including packaging) Branding, Decision of Product Augmentation for Rural Marketing and Rural Pricing Elements and Decisions.

UNIT-III

Managing the Rural Promotions: – Understanding Rural Communication Media (Traditional Vs. Current Opportunities) – Designing & Developing Rural Market Promotions, Build Relationship & Events – Accessing Rural Indian Markets: Distribution, Dynamics of Distribution Process, Participants in the Channel, Types of Intermediaries, Role of IT in Rural Marketing (e-choupals) – Understanding the Rural Marketing Process.

UNIT-IV

Understanding Agricultural Markets: Nature & scope, Objectives of Agriculture Marketing, Challenges in Agriculture Marketing, Agriculture Marketing & its Economic importance, Agricultural Produces and their Market – Profiling of Indian agricultural produces marketing –

challenges in marketing of agricultural produce – Strategies to promote marketing of agricultural produce – Marketing of rural artisan products – Characteristics of Indian handicrafts industry – Challenges for rural artisan sector – Government policy towards handicrafts sector – marketing strategies for the development of rural artisan sector.

UNIT-V

Corporate Sector in Agri-Business: Reasons for Increased Interest of Corporate Sector in Agribusiness – Opportunities in the Agri-Business – Benefits of Corporate driven Agri-Business – Digitalizing the Indian Agri & Rural Markets – e-rural Marketing: Select Live Case Studies – ITC e-choupal, TARA haat, EID Parry's India agriline, Kandhamal Apex Spices Association for Marketing (KASAM) – Export Potential for Agri-products – Major of Government and Non-Govt. Agencies in the Development of Rural and Agricultural Sector.

Case Study (Not Exceeding 300 words)

Practical Component:

- Visit to the various Micro Finance Institutes, who extend their services in catering rural market.
- Approaching the FMCG companies which have already catered in Rural and Understand the approach strategy (What is that innovative concept the company has adopted in successfully catering in to rural markets)
- Visit to a village and understand the market structure and also understand the functioning part of the rural markets
- Students should come up with new product designing with the rural marketing mix 4As (Awareness, Acceptability, Adaptability and Affordability).
- Students are required to conduct a survey on purchase pattern of automobiles or telecom products or any other smart gadgets.
- Students are required to visit and do a survey on corporate farming and its effect on income of the rural farmer

Reference Text Books

1. Rural Marketing – Pradeep Kashyap & Siddhartha Raut, Biztantra.
2. Rural Marketing – Gopal Swamy T. P, 3/e, Vikas Publishing House.
3. Rural Marketing – Dogra & Kariminder Ghuman, 1/e, TMH.
4. Rural Marketing – Sanal Kumar Velayudhan, 2/e, Response Publication, 2007.
5. Rural Marketing – Krishnamacharyulu C. G & Lalitha Ramakrishnan, Pearson Education.
6. Rural Marketing – Habeeb Ur Rahman, 1/e, HPH, 2004.
7. Rural Marketing – Sukhpal Singh, Vikas Publishers
8. Rural Marketing – Minouti Kamat & R. Krishnamoorthy, 3/e, HPH.
9. Agricultural Marketing in India – Acharya, Oxford IB H.
10. Advertising & Marketing in Rural India – Tej K. Bhatia, 2/e, Macmillan.
11. Marketing of Agricultural Products – Richard Kohls and Joseph N. Uhl, 9/e, PHI.
12. Rural Marketing – R.V. Badi, N.V. Badi, HPH.

MBA 406MKT17: ADVERTISINGMANAGEMENT (3L+1T+1P)

Subject Code:	MBA406MKT17	IA Marks	40
No. ofLectureHours /Week	05	End Exam Marks	60
Total NumberofLectureHours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

CourseObjectives:

Thiscoursedealswiththemanagementofadvertising functioninadynamicbusinessenvironment. Itprimarily focusesonunderstanding theeffectivenessofadvertisingasamarketing tool.The emphasisisonexploring“whyandwhen”advertisingworksratherthan“how”advertisingis done. Themajorpurposes of this courseinclude:

1. Understandhowtodevelopadvertisingobjectives,formulateacreativestrategyanddesigna set of creativetacticsforadvertisingthat will best achieveyour communication objectives.
2. To provide analytical skills useful in planningand evaluatingadvertising campaigns.
3. Toanalyzecriticallythetaskofadvertisingundercontemporaryconditionsandtoexamine the role of advertising asitrelates to othermarketingfunctions.
4. Toevaluatethevarioustypesofpoliciessthatcanbeemployedinguidingtheadvertising activity.
5. Todevelopanawarenessofthemajortypesofadvertisingproblemsfacedbyorganizations with emphasison the application ofmarketingconcepts foreffectivedecision making.

UNIT-I

Advertising:– Concept, Importance, Functions, and Types of Advertising – Reasons for Advertising–Economic,Social,EthicalAspectsofAdvertising–AdvertisingandMarketingMix – Advertising asaToolofMarketing Communication–Advertising roleinBranding– Managementofadvertising agencies:FunctionsandTypesof Agencies,StructureandProcess, AgencyServices, and Agency-ClientInterface.

UNIT-II

AdvertisingObjectivesandBudgeting:ProblemsinSettingofAdvertisingObjectives,Determination of TargetAudience,MarketPositioning,DAGMARApproach–AdvertisingBudget:Factors InfluencingAdvertisingBudget, Establishmentand allocationofResources,MethodsandModelsof Advertising Budget.

UNIT-III

Message DesignandDevelopment:MessageDesignandMarketing Objectives–Message Design andPositioning –ComponentsofMessageDesign–Advertising Appeals–Advertising Copy Elements– LayoutPrinciples–CreativityinAdvertising–AdvertisingCopy:AdvertisingCopy forPrint Media, advertisingcopyforRadio, TVand OutdoorMedia.

UNIT-IV

MediaPlanning &Selection: Concept of Media–EstablishingMediaObjectives– Types of Media – MediaSelection–MediaPlanningProcess–MediaPlanningandStrategies–MediaMix Decisions –

MediaScheduling.

UNIT-V

Advertising Research: Testing Validity and Reliability of Ads – Measuring Impact of advertisements – Market Testing, Testing via Internet, Pre Testing, Post Testing, Laboratory Tests, Field tests, PACT (Positioning Advertising Copy Testing).

Case Study (Not Exceeding 300 words) Practical Components:

- Students can form a team and identify the elements of an ad copy related to any FMCG in print and electronic media.

Students can take an advertisement introducing a new product like soap, biscuit etc and find the media in which it was advertised. Ask your friends if they can recall this advertisement and the message. Analyze if they would or would not buy the product on the basis of this advertisement? And why?

- Students can study the role of newspapers, radio, television, billboards, internet and other media in the marketing of mobiles, cold drinks, fashion apparels etc.
- Students can form a team and do a survey on measuring impact of advertisements in newspaper and television.

REFERENCE BOOKS:

1. Aaker, David and Myers, John, *Advertising Management*, Prentice Hall.
2. Belch, G. and Belch, M., *Advertising and Promotion: An Integrated Marketing Communications Perspective*, 6/e, Mc-Graw Hill.
3. Kazmi, Advertising & Sales Promotion, Excel Books, New Delhi.
4. Borden, William H., *Advertising*, New York, John Wiley.
5. Hard, Norman., *The Practice of Advertising*, Oxford, Butterworth Heinemann.
6. Kenneth Clow and Donald Baack., *Integrated Advertisements, Promotion and Marketing communication*, Prentice Hall of India, New Delhi.
7. George E Belch, Michel A Belch., *Advertising & Promotion*, McGraw Hill, Singapore.
8. Mohan, Manendr., *Advertising Management*, Tata McGraw Hill, New Delhi.

MBA 402HRMOB17: HUMANRESOURCE DEVELOPMENT(3L + 1T + 1P)

Subject Code:	MBA402HRMOB17	IA Marks	40
No. ofLectureHours /Week	05	End Exam Marks	60
Total NumberofLectureHours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

CourseObjectives: Theobjectiveofthecourseisto makestudent awareof theconcepts, techniques andpracticesofhumanresourcedevelopment.Thiscourseisintendedtomake studentscapableof applying theprinciplesandtechniquesasprofessionalsfordevelopinghumanresourcesinan organization.

UNIT-I

HumanResourceDevelopment: Concepts, Goals, Importance, Challenges of HRD – Macro and Micro Perspectives of HRD – HRD Climate and Culture – HRD Process – HRD Approaches for Coping with Organizational Changes – HRD Departments and their Tasks – HRD as a Profession – Duties and Responsibilities of HRD Manager – Present Status of HRD in India – HRD Matrix.

UNIT-II

Interventions of Human Resource Development: Behavioral Factors in HRD – Performance Management, Performance Appraisal, Potential Appraisal, Coaching, Counseling and Mentoring, Career Planning and Development – Organizational Development Process – Organizational Development Interventions: Concept and Role of HRD Interventions – TQM and HRD Strategies.

UNIT-III

Training and Development: Need for Training, Concept of Learning and Learning Principles, Training Process, Training Need Analysis, Training Methods, and Evaluation of Training Methods – HRD and Employee Engagement – Management Development: Concept, Meaning, Importance and Scope of Management Development.

UNIT-IV

HRD in Practice: HRD in Strategic Organizations – HRD Experiences in Indian Public and Private Sector Industries – HRD in Government and Service Sectors – HRD in Voluntary Organizations – Global Developments and Implications for HRD in India.

UNIT V

HRD Audit & Research: HRD Audit: Concept and Objectives of HRD Audit, Methodology, Preparation of HRD Audit, HRD Score Card, HRD Audit Failures – Current Status of HRD Audit in India – Future of HRD – Research on HRD.

Case Study (Not Exceeding 300 words)

Practical Component

- Ask the students to list the human resource development needs for the 21st century.
- Ask students to evaluate their understanding of each topic by conducting group discussions and presentations.
- Presentation by students on application of HRD program design

Reference books

1. Nadler Leonard., *Corporate Human Resource Development*, Van Nostrand, Reinhold/ASTD.
2. T.V. Rao., *Human Resource Development Audit*, Sage Publications.
3. Werner J. M., De Simone, R.L., *Human resource development*, South Western.
4. Nadler, L., *Corporate human resources development*, Van Nostrand Reinhold.
5. Mankin, D., *Human resource development*, Oxford University Press India.
6. Haldar, U.K., *Human resource development*, Oxford University Press India.
7. Rao, T.V., *Future of HRD*, Macmillan Publishers India.
8. Rao, T.V., *HRD Score Card 2500: Based on HRD audit*, Response Books, SAGE Publications.
9. Rao, T.V., *Hurdynamics for talent management: Making the HRD missionary business-driven*, Pearson Education.
10. Curtis, B., Hefley, W.E., Miller, S.A., *The people capability maturity model: Guidelines for improving workforce*, Pearson Education.

MBA 403HRMOB17: LEADERSHIP (3L + 1T + 1P)

Subject Code:	MBA403HRMOB17	IA Marks	40
No. of Lecture Hours /Week	05	End Exam Marks	60
Total Number of Lecture Hours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: To gain knowledge and understanding of leadership foundational theories and models, cultivate a sense of self-awareness through identifying a leadership vision, mission, style and values, understand how to lead with integrity, demonstrate a practice of ethical leadership, recognize that leadership is a lifelong learning process, demonstrate communication skills and the ability to interrelate with others, demonstrate an understanding of group dynamics and effective teamwork, distinguish ways to adjust one's leadership style appropriate to the situation, display the critical thinking skills and abilities to lead others toward common goals, enhance awareness and commitment towards effective citizenship and social responsibility.

UNIT-I

Introduction to Leadership: Definition, Importance of advanced leadership, Roles of a leader – Leadership theory paradigms, level of analysis of leadership theory – Leadership Traits and Ethics: Personality Traits and Leadership, Traits of Effective Leaders, Leadership Attitudes, Ethical Leadership – Achievement Motivation Theory – Leadership as Responsibility – Thought Leadership

UNIT-II

Leadership Behavior and Motivation: Leadership Behavior and Styles, University of Michigan and Ohio Studies, Leadership Grid – Leadership and Motivation – Content and Process Theories: Reinforcement Theory, Contingency Leadership Theories and Models, Leadership Continuum theory, Normative leadership theory, and Leadership Substitute Theory

UNIT-III

Team Leadership, Organizational Leadership: The Use of Teams in Organizations, Types of Teams, Decision Making in Teams – Leadership Skills for Effective Team Meetings – Ginnet's Team Effectiveness Leadership Model – Virtual and Self-Managed Teams – Changing Role of Leadership in Self-Managed Teams – Charismatic and Transformational leadership – Stewardship and Servant Leadership – Leadership of Culture and Diversity, Creating High Performance Culture – Strategic Leadership.

UNIT-IV

Leader-follower Relations: Followers, Evolution of Dyadic Theory – Leader Member Exchange

UNIT-V

Leadership Development and Succession: Development through Self Awareness and Self Discipline, Development through Education, Experience, and Mentoring–Succession Policy– Leadership Development Programs – Evaluation of Leadership Development Efforts–Leadership in Indian Business.

Case Study (Not Exceeding 300 words)

Practical Components

- Choose 3 successful & 3 failed leaders and identify the contributing factors and present your findings to the class.
- Across domains like sports & business & religion, develop an essay on the underlying trends and how these brands can leverage them.
- Write a comprehensive essay on management vs. leadership
- Interview 5 thought & practice leaders about their life learning's on leadership. Present your findings to a panel of these leaders
- Choose 3 leaders who tasted success after failures and 3 who tasted failure after early successful and develop the lessons from both groups. Present your findings to a panel of these leaders.
- Do a thorough research about leadership & vulnerability & values & integrity.

Reference Text Books:

1. Lussier/ Achus, *Effective Leadership*, Thomson South Western.
2. Hughes, Ginnet, Curphy, *Leadership-Enhancing the Lessons of experience*, TMH.
3. Andrew J Durbin, *Leadership-Research findings, Practice, and skills*, Biztantra.
4. Gary Yukl, *Leadership in Organizations*, Pearson Education.
5. 2. Richard L Daft, *The Leadership Experience*, Cengage Learning.
6. Craig Watson, *Dynamic of leadership*, Jaico Publication.
7. George Manning and Kent, *The art of leadership*, Mc-Graw Hill Education.

MBA404HRMOB17:STRATEGIC HUMAN RESOURCEMANAGEMENT(3L+1T+1P)

Subject Code:	MBA404HRMOB17	IA Marks	40
No. ofLectureHours /Week	05	End Exam Marks	60
Total NumberofLectureHours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

CourseObjectives:Thepurposeof thiscourseistounderstandStrategicHRM,AligningHRsystems with business strategy, Strategy formulation, Strategies for performance and development with knowledgeof global economyfactors.

UNIT-I

SHRMFramework:SHRM:Meaning,NatureandScopeofSHRM –StrategicFrameworkfor HRM– ProcessofStrategicHRM–CorporateStrategy andSHRM–SHRMApproaches-Business Strategy andOrganizationalCapability–Developing SHRMPlansandStrategies–StrategicHR Planning– Acquisition and Development.

UNIT-II

Strategy Formulation: Strategic planning – Multinational Strategies – Strategic alliance – Sustainable globalcompetitive advantage–Assessmentof strategic alternatives–Managerialissues instrategicformulation–Importanceandmethodsofforecastingthesupply ofHR–Key HR activitiesinMergersandAcquisition(M& A)–Ensuringalignment–Ensuring strategicflexibility forthe future– An investment perspectiveof Human Resources–HR investment consideration.

UNIT-III

HRStrategyImplementation:HumanAspectsof Strategy Implementation:BehavioralIssuesin StrategyImplementation,Matching CulturewithStrategy–Leadership,PowerandPolitics, Employee Morale– PersonalValuesandBusinessEthics–Retrenchment Strategies:Downsizing, Voluntary RetirementSchemes(VRS),HROutsourcing,Early RetirementPlans,andProjectBased Employment.

UNIT-IV

Recruitment andRetention Strategies: Online Recruitment, Employee Referrals, Recruitment ProcessOutsourcing,HeadHunting,Executive Education,FlexiTiming-Telecommuting –Work– life Balance Practices–EmployeeEmpowerment–EmployeeInvolvement–AutonomousWork Teams–*Training,DevelopmentandPerformanceStrategies:*CreatingaLearning Organization, CompetencyMapping,Multi-SkillingSuccession Planning, Cross Cultural Training.

UNIT-V

HR Strategy Evaluation: HR evaluation process—Overview—Scope—Strategic Impact—Level of Analysis— Criteria —Level of Constituents— Ethical Dimensions— Approaches to Evaluation— Balanced score card perspective—Benchmarking—Evaluating Strategic Contribution of Traditional areas such as selection, Training, Compensation—Evaluating Strategic Contribution in Emerging areas such as Management of Diversity and Quality Readiness.

Case Study (Not Exceeding 300 words)

Practical Component

- Ask the students to find out the best employer surveys conducted during the past one year and make a presentation.
- Consider some groups like Tata's, Birla's, Infosys etc— what is their HR strategy.
- Hold a debate in the classroom about downsizing the workforce.
- Ask the students to collect data about the position of principal, director, and other teachers in your college and prepare a competency dictionary for the said positions.

Reference Text Books:

1. Gangaram Singh, R. Nandagopal and R.G. Priyaadarshini, *Strategic Human Resource Management in a Global Economy*, Excel Books, 2007.
2. Jeffrey A. Mello, *Strategic Human Resource Management*, Cengage Learning Indian Pvt.Ltd., New Delhi, 2008.
3. Monica. Belcourt and Kenneth J. McBey, *Strategic Human Resource Planning (Second Edition)*, Cengage Learning India Pvt.Ltd. New Delhi, 2008.
4. R. Srinivasan, *Strategic Management— The Indian Context*, Prentice Hall of India Pvt.Ltd., New Delhi, 2002.
5. R. Venugopal, *Contemporary Strategic Management*, Vikas Publishing House Pvt.Ltd., 2000.
6. Richard Regis, *Strategic Human Resource Management and Development*, Excel Books, New Delhi, 2008.
7. Jeffrey A Mello, *Strategic Human Resource Management*, Thomson, Singapore, Southwestern.
8. Randy L. Desimone, Jon M. Werner, David M. Marris, *Human Resource Development*, Thomson Southwestern.
9. Robert L. Mathis and John H. Jackson, *Human Resource Management*, Thomson Southwestern.
10. Srinivas Kandula, *Human Resource Management in Practice*, Prentice Hall of India, New Delhi.
11. Anuradha Sharma, *Strategic Human Resource Management: An Indian perspective*, Sage Response Books.
12. Nadler, *Competing by Design*, Oxford University Press.
13. Charles R. Greer, *Strategic Human Resource Management*, Pearson Education.
14. Freed R. David, *Strategic Management*, Prentice Hall of India.
15. Michael Armstrong, *Strategic Human Resource Management*, Koga Paye.

MBA405HRMOB17:INTERNATIONALHUMANRESOURCE DEVELOPMENT(3L+1T+1P)

Subject Code:	MBA405HRMOB17	IA Marks	40
No. ofLectureHours /Week	05	End Exam Marks	60
Total NumberofLectureHours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Courseobjectives:Thepurposeofthiscourseisthatthestudentsshould gainanunderstanding on InternationalHRM,Basics ofIHRM,FunctionalAspectsofIHRM,IHRM Practicesin Selected Countries, andSpecialIssues inIHRM.

UNIT-I

BasicsofIHRM:Definition,Nature,Importance,Objectives&ProblemsofIHRM,Difference betweenIHRMandDomestic HRM- GrowinginterestinIHRM-Three DimensionsofIHRM activities-Cultural issues inIHRM.

UNIT-II

Recruitment, Selection, Staffing and Training in International context: Issues in InternationalSelections,InternationalStaffing Policies,Advantages&DisadvantagesofStaffing Policies, Expatriate Selection-ExpatriateFailures&Reasons–Need&Importance ofExpatriate Training, Cultural Awareness Programs, Current scenario ininternational trainingand development.

UNIT-III

InternationalCompensation,PerformanceManagement&LabourRelations:ObjectivesandKeycomponents of anInternationalcompensationprogram,ApproachestoInternationalcompensation, PerformanceManagement of Expatriates-InternationalLabourRelations,Keyissues inInternational LabourRelations.

UNIT-IV

IHRM Practices in Selected Countries: HRM practices in different countries- Japan, America, Britain, Germany, ChinaandIndia.

UNIT-V

SpecialIssuesinIHRM:InformationTechnologyandInternationalHRM,HumanResourceOut-Sourcing, Women Expatriates andtheirproblems, Ethics inIHRM,Futurechallenges inIHRM.

Case Study (Not Exceeding 300 words)

Practical Components:

- WriteanessayonthechallengesfacedbyIndianmultinationalcompaniesindeploying employees from onecountryto another.
- GiveaMNCrecruitmentcaseandaskthestudentstodesignandpresentarecruitment strategy.
- Debateonthechallengesinvolvedinmeasuringperformanceofemployeesinmultinational context.
- Giveacaseandroleplayit,tonegotiatethecompensationofasoftwareengineertobe posted from BangaloretoSeattle.
- Debate theVisapolicyofIndiafor hiringforeignworkers.

ReferenceBooks:

1. K Aswathappa, SadhnaDash--International Human ResourceManagement Text and Cases -Tata McGraw Hill Publishing Company Ltd.
2. S.P.S. Bedi ,Minakshi Kishore--Global HumanResource –Wisdom Publications, Delhi.
3. R.V.Badi&S.G. Hundekar-International Human Resource Management – Vrinda Publications, Delhi.
4. P. SubbaRao-International Human ResourceManagement Himalaya PublishingHouse
5. PeterJ.Dowling-InternationalHumanResourceManagementDeniceE.Welch4thEdition, ThomsonLearningUSA.
6. Dr.NilanjamSengupta- InternationalHuman ResourceManagement ExcelBooks,New Delhi
7. SujataMangalai -Globalization and Human ResourceManagement ExcelBooks.

MBA406HRMOB17:STRESS MANAGEMENT (3L+1T+1P)

Subject Code:	MBA406HRMOB17	IA Marks	40
No. ofLectureHours /Week	05	End Exam Marks	60
Total NumberofLectureHours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: To understand the physiological systems that are affected by stressors and the long-term effects and illnesses that can result from stressors, to understand the specific applications of stress as it relates to the workplace and different target groups; to create effective stress management plans for individual clients and for workplace environments, and to enhance the significance of training and development, performance evaluation

Purpose: Purpose of this course examines different sources from where individuals experience a stress response. Through diligent individual and group study, students will be able to learn to apply stress management principles in order to achieve a high level of performance and understand the role of relationships to the management of stress and health.

UNIT-I

Introduction to Stress: Nature, Meaning – Symptoms – Work Related Stress – Individual Stress – Reducing Stress – Sources of Stress – Consequence of Stress Burnout – Symptoms of Burnout – Stress Vs Burnout – Model of Stress – Strategies for Coping Stress (individual and organizational strategies)

UNIT-II

Frustration: Meaning of Frustration, Causes of Frustration, Some General Frustration of Our Culture, Conflict, Meaning of Conflict, Types of Conflict, General Conflict of Our Society, Pressure, Meaning of Pressure, Causes of Pressure, General Pressure of Our Society.

UNIT-III

Stress Framework – Sources of Managerial Stress, Stress and Thought Processes – Learning, Stress and Personality – Behavioral and Situational Modifiers, Stress and Motivation, Managerial Implications of Stress – Leadership Styles in Stressful and Non-Stressful Situations, Decision Making under Stress.

UNIT-IV

Stress-related Disorders and Treatment Methods: Cardiovascular, Gastrointestinal and – convulsion, Pain and hypochondriacs, Eating disorders – Anorexia nervosa, Bulimia Nervosa, obesity Substance use related disorder.

UNIT-V

Stress Management Techniques: Coping with Resources and Processes – Assertiveness Training,

Stress and Social Support, Group Processes and Changing Values for Understanding and Coping with Stress, Behavioral techniques for stress control, Behavioral assignments, Risk taking, Shame-Attaching, Relaxation techniques, Techniques of Relaxation, Yoga, Vipasyana.

Case Study (Not Exceeding 300 words)

Practical Components:

- Ask students to visit different business organizations in their locality or region to identify the factors causing stress to employees/ workers.
- Ask students to analyze various coping mechanisms practiced by different business organizations and develop innovative coping mechanisms.
- Students are reformed into groups (6-8) to develop a case study on stress management mechanism followed in their region.

Reference Text Books:

1. Patel, M.K. and Other Authors, (2006), 1st Ed. "Stress, Emotions, Coping and Health", Saurashtra University, Rajkot.
2. Patel, S.T. and Other Authors, (1992), 1st Ed. "Psychology and Effective Behaviour", Liberty Publication, Ahmedabad.
3. Shah, K.N. (2001), 1st Ed. "Psychology and Effective Behaviour", University Book Production Board, Ahmedabad.
4. Shah, D. R. and Other Authors, (2008-9). 5th Ed, " Psychology and Effective Behaviour", C. Jamnadas Co. Ahmedabad.
5. Jerrold Greenberg: Comprehensive Stress Management, McGraw-Hill
6. V. J. Sutherland & C. L. Cooper: Strategic Stress Management: An Organizational Approach, Macmillan Business.
7. Emma Short: Strategic Stress Management: An Organizational Approach, Emerald Group Publishing Limited.
8. Carol Turkington: Stress Management for Busy People: McGraw-Hill
9. J. Cranwell, Ward & A. Abbey: Organizational Stress, Palgrave Macmillan.

MBA402FIN17:FINANCIAL RISKMANAGEMENT (3L+1T+1P)

Subject Code:	MBA402FIN17	IA Marks	40
No. ofLectureHours /Week	05	End Exam Marks	60
Total NumberofLectureHours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

CourseObjectives:

- Definedifferenttypesofmarketrisks (FXrisk,interestraterisk,equity risksaswellascredit risk))
- Measurevolatilityin market prices
- MeasureValue-at-Risk and its implications
- Statisticallymeasurerisk &analyzeapplications
- Application ofVaR inmanagingrisks&marginining
- Risk Management issues in investments

Learning outcomes

Thestudentswillbeabletounderstandthedifferenttypeofrisks,theconceptofvolatilityandits measurement.Further thestudent can understandvarious risk management issues in investments.

UNIT-I

Introduction toRisks: Financial Risk: An Overview, Evolution, and the Environment-Risks

definition(market,credit,liquidity,operational),morespecifically ontheidentificationofdifferent formsorfrisk(currency,interestrate,equity,commodity)–MarketDataAnalysis,Probability and distributionsofasset prices, measuringreturn and risk, ModelingRisk Factors, Usingimplied volatilityin Value-at-Risk measures

UNIT-II

Riskandvolatility Measurement:Riskandvolatility Measurement,theissueoftimeaggregation, differentmeasuresofvolatility suchasEWMA,ARCH&GARCHprocesses,volatilityclustersand theissueoftimevaryingvolatility-Measuring riskusingValue-at-Risk,conceptandcomputationof Varusing variance-covarianceapproach,Calculating portfolioriskofmorethanoneassets– Historicalsimulation&multifactorVar, marginalandrelativevar,expectedshortfalls,treasury applicationsStresstestingandback-testing,Forecastingcorrelation&Volatility duringmarketcrash,Extreme ValueTheory– BasicPrinciples,ExtremeValueTheoremymethodsinmeasuringfinancialrisk, Monte Carlo simulation, issues in generating price process (Brownian Motion, Ito Process), Cholesky decompositionincomputingmulti-assetVaR–Risk&Forecastingissuesinassetprices (exchange rates &

interest rates), modeling interest rates such as Cox-Ingersoll-Ross Models, ARMA processes ingeneratingcurrencyforecasts andusingin decision making.

UNIT-III

Currency Risk Analysis: Currency Risk Analysis in global Investing – Interest Rate Parity (covered and uncovered), yen-carry Trade Syndrome – risk Environment in Indian forex Markets, Forwards and Non-deliverable Forwards, Cross-currency Risk Analysis – Value at Risk for Fixed Income portfolio – Cash Flows Mapping in Fixed Income Portfolios – Relation of VaR measures with duration – Comparing with yield vs Price Volatility, etc.

UNIT-IV

Credit Risk Basics: Probability of Default – Credit ratings & Transition Matrix analysis, Contingent claim approach and the KMV Model, Credit Risk Management and Credit VaR. Indian environment in VaR applications (NSE, BSE, NCDEX, CCIL), RBI guidelines for credit & market risk management – VaR based margining

UNIT-V

Integrated Risk Management framework: Operational, An integrated approach to risk management considering issues such as operational, supervisory, legal, Accounting – Issue of Governance Ratings and Risk in Institutions, the Role of Risk Management Offices (front, middle and back offices), Risk reporting, Risk Budgeting and Setting Risk Limits, limits using notional, Stop Loss and VaR based Limits, Establishing Trading Limits.

Case Study (Not Exceeding 300 words)

Practical Components

Group projects, reports, computer simulation exercises, essays and written assignments, group and individual presentations on different aspects of the course.

Reference Books

1. Christoffersen, P.F. (2003), Elements of Financial Risk Management, Academic Press, London
2. Hull, John C. (2015), Risk Management and Financial Institutions (4th edition), Pearson
3. Saunders, Anthony and Linda Allen (2nd edition 2002): Credit Risk Measurement, Wiley 1st edition, 1999.
4. Duffie, Darrell and Kenneth J. Singleton (2003): Credit Risk, Princeton UP
5. Jorion, Philippe (2011): Financial Risk Manager Handbook, Wiley
6. Resti, Andrea and Andrea Sironi (2007): Risk Management and Shareholders' Value in Banking, Wiley. Lando, David (2004): Credit Risk Modeling, Princeton UP.
7. McNeil, Alexander, Rüdiger Frey, and Paul Embrechts (2005): Quantitative Risk Management – Concepts, Techniques and Tools, Princeton UP.
8. Merton, Robert C. (1974): On the Pricing of Corporate Debt: The Risk Structure of Interest Rates, The Journal of Finance, 29(2), 449-470
9. Leland, Hayne E., and Klaus Bjerre Toft (1996): Optimal Capital Structure, Endogenous

MBA403FIN17: COMMODITY MARKETS & DERIVATIVES (3L+1T+1P)

Subject Code:	MBA403FIN17	IA Marks	40
No. of Lecture Hours /Week	05	End Exam Marks	60
Total Number of Lecture Hours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: To create awareness among the students about the importance of commodities market, meaning, scope and types of derivatives and their operational mechanism and the various hedging options to avoid/minimize the risks involved in investment.

Learning Outcomes:

The student would be able to understand the concept of commodities and derivatives market and apply various types of derivatives to avoid or minimize the risk.

UNIT-I

Commodities Market: Introduction–Meaning, History & Origin–Types of Commodities Traded–Structure of Commodities Market in India, -Participants in Commodities Market–Trading in Commodities in India (Cash & Derivative Segment)-Commodity Exchanges in India & Abroad– Reasons for Investing in Commodities

UNIT-II

Financial Derivatives: Meaning, Definition, Purpose and Types of Derivatives–Derivatives Market in India and other Countries

UNIT-III

Futures and Forwards: Forward and Future Contracts-Future Markets-the Mechanism of Future Markets–Long and Short of Financial Futures–Clearing House Arrangement–Futures Price-Spot Price–Forward Price–Trading Future Positions.

UNIT-IV

Options: Meaning of Options, types – Options Contract–Options Trading–Differences between Futures and Options Contract–Market Participations and Motivations.

UNIT-V

Swaps: Meaning, Types-Interest Rate Swap-Currency Swaps – Valuation – Mechanism of Operation–Credit risk and Swap.

Case Study (Not Exceeding 300 words)

Practical Component

- Analyzing Various Derivative Contract Specifications from Exchanges
- Mark to Market Margin Calculation on Real time data from Exchanges
- Understanding the trading and settlement process and other documentary requirements at Brokers' office to open the trading account
- Calculating the futures and options price with cost of carry, binomial and BSM Models on real time data from Exchange & analyzing them with current market price
- Forming of different futures and options trading strategies with the real time data from Exchange
- Forming of Hedging with real time data from commodities and currency Exchanges Valuation of equity forwards.
- Bond and interest forward contracts
- Pricing of commodity forwards.
- Future – trading.
- Delivery and cash settlement.
- Valuation of options and futures. Analysis and Management of risk.

Reference Books

1. John C. Hull & Basu - Futures, options & other derivatives
2. Robert McDonald, Derivatives market, Pearson education
3. John Hull, Fundamentals of futures & options
4. Ankit Gala & Jitendra Gala, Guide to Indian Commodity market, Buzzing stock publishing house
5. K. Sasidharan & Alex K. Mathews, Option trading – bull market strategies, McGraw Hill publication
6. Niti Chatnani, Commodity markets, McGraw Hill Publication
7. S. Kevin, Commodities & financial derivatives, PHI Learning Pvt Ltd.

MBA404FIN18:INTERNATIONALFINANCE (3L+1T+1P)

Class:	Semester:	Title of The Paper:	Paper Code:	W.E.F
II MBA	IV	INTERNATIONALFINANCE	MBA404FIN18	2017-18 Batch (2018 – 19 AY)

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Learning	Tutorial	Practical		CIA	SEE	
65 Hours	3	1	1	3 Hours	40	60	4

Course Objectives: To create awareness among the students about the importance of international financial management, international financial markets, management of exposure, international capital budgeting, international portfolio management and international working capital management.

Learning outcomes:

The student would be able to understand financial management at international scenario and also about various hedging options to manage the exposure.

UNIT-I

Multinational Corporations: Features of MNCs, Motives for Going Global, Factors Inhibiting MNCs to Maximize Profits, Complexities and Issues in Financial Decisions of a Multinational Firm – Financial Management Versus International Financial Management – IFM: Features, Objectives, and Importance of IFM.

UNIT-II

International Monetary System: Gold Standard, Interwar Period, Bretton Woods System, Fixed and Floating Exchange Rate System – Foreign Exchange Market: Features and Functions – Exchange Rate: Determination of Exchange Rate – Spot and Forward Rates – International Parity Conditions: Purchasing Power Parity, Forward Rate Parity and Interest Rate Parity – Fisher Open Condition – Exchange Rate Movement and Decision to Invest – Global Financial Markets: International Banks, Euro Currency Market, Euro Bond Market, International Stock Market, and Global Equity Market.

UNIT-III

Management of Exposure: Economic, Transaction, Translation, and Real Operating Exposure – Exposure Management Contractual and Natural Hedging – Interest Rate Risk Assessment and Management – International Capital Budgeting: Multinational Considerations and Calculation of Cash Flows, and Adjusted Present Value Approach.

UNIT-IV

International Portfolio Management: Decision to Invest in Portfolio, International CAPM, and Identification of Optimum Portfolio – International Project Financing: Concepts, Types, Techniques, and Key Elements – Cost of Capital and Capital Structure of Multinational Firms – Long term Financing Sources of MNCs.

UNIT V

International Working Capital Management: Cash Management, Receivables and Inventory Management – Short-term Financing – International Accounting: Foreign Currency Translation, Multinational Transfer Pricing and Performance Measurement – Dividend Policy for Multinational Corporations: Issues, Challenges, and Dividend

Case Study (Not Exceeding 300 words)

Practical Component

- Students should study the documentation in international finance (For example, How the forward contracts are entered into), prepare a report and submit it to concerned faculty).
- Students should take any multinational company and study its cash / credit / loan / working capital management system and give a Public Presentation.
- Students should take up one country such as India and look up its BOPs, Foreign Exchange Rates, Theories of Exchange Rate Determination, Management of Foreign Exchange Exposure, and Exchange Rate Forecasting.

REFERENCE BOOKS

1. S.P.Srinivasan, B.Janakiram, International Financial Management, Wiley India.
2. V.Sharan, International Financial Management, 3rd Edition, Prentice Hall of India.
3. A.K.Seth, International Financial Management, Galgothia Publishing Company.
4. P.G.Apte, International Financial Management, Tata McGrwHill, 3rd Edition.
5. Bhalla, V.K., International Financial Management, 2nd Edition, New Delhi, Anmol.
6. V.A.Avadhani, International Financial Management, Himalaya Publishing House.
7. Bhalla, V.K., Managing International Investment and Finance, New Delhi, Anmol.
8. Buckley Adrin, Multinational Finance, 3rd Edition, Engle Wood Cliffs, Prentice Hall of India
9. Jain, International Financial Management, MacMillan.
10. Thomas J.O'Brien, International Financial Economics, Oxford.
11. Alan C, Shapiro, Multinational Business Financial Management, Wiley India.
12. Jeff Madura, International Corporate Finance, Cengage.

MBA405FIN17: STRATEGIC INVESTMENT & FINANCIAL DECISION MAKING (3L+1T+1P)

Subject Code:	MBA405FIN17	IA Marks	40
No. ofLectureHours /Week	05	End Exam Marks	60
Total NumberofLectureHours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: To create awareness among the students about the significance of investment particularly strategic investment and finance decision making. The objective of the course is to provide students with the knowledge of investment and financing decisions from the strategic perspective. The prerequisite for the course is Financial Accounting and Analysis and Financial Management.

Learning outcomes: The students would understand investment decisions under conditions of uncertainty, capital constraints and the significance of financing decisions and different issues of financial distress

UNIT-I

Investment Decisions: Project Investment Management Vs Project Management – Introduction to Profitable Projects – Evaluation of Investment Opportunities – Investment Decisions under Conditions of Uncertainty – Risk Analysis in Investment Decision – Types of Investments and Disinvestments.

UNIT-II

Critical Analysis of Appraisal Techniques: Significance of Information and data bank in project selections – Investment Decisions under Capital Constraints – Capital Rationing, Portfolio – Portfolio Risk and Diversified Projects.

UNIT-III

Strategic Analysis of Selected Investment Decisions: Lease Financing – Lease Vs Buy Decision – Hire Purchase and Installment Decision – Hire Purchase Vs Lease Decision – Mergers and Acquisition – Cash Vs Equity for Mergers.

UNIT-IV

Financing Decisions: Capital Structure – Capital Structure Theories – Capital Structure Planning in Practice.

UNIT-V

Financial Distress: Consequences, Issues, Bankruptcy, Settlements, Reorganization and Liquidation in Bankruptcy.

Case Study (Not Exceeding 300 words)

Practical component

- The students are required to plan capital structure for few companies
- The students need to analyse the risk of portfolios of mutual fund organizations and also the portfolios of different companies by suitable risk assessment techniques, the report should be submitted to the concerned faculty member
- The students are formed into some groups and should assign the task of making strategic analysis of certain investment decisions (leasing, hire purchase, mergers, acquisitions and etc.)

Reference Text Books

1. Prasanna Chandra, Financial Management, 7th Edition, Tata McGraw Hill, 2008.
Bodie, Kane, Marcus: Investment, Tata McGraw Hill, New Delhi 2002.
2. Prasanna Chandra, Projects : planning, Analysis, Financing implementation and review, TMH, New Delhi, 2008
3. Brigham E.F & Houston J.F. Financial Management, Thomson Publications, 2003.
4. I.M. Pandey, Financial Management, Vikas Publishing House, 2003.
5. M.Y. Khan and P.K. Jain, Financial Management Text and Problems, Tata McGraw Hill Publishing Co, 2003.
6. Brigham E.F & Houston J.F., Financial Management, Thomson Publications, 2003.
7. V.K. Bhalla, Financial Management and policy., Anmol Publications Pvt. Ltd.,
8. V. K. Kapoor, Operations Research, Sultan Chand & Sons, New Delhi, 2003.
9. Richard Pike & Bill Neale: Corporate Finance & Investment- Decisions and Strategies, 2/e, PHI, New Delhi, 2002.
10. Alexander : Fundamentals of Investment 3/e Pearson Education

MBA406FIN17:STRATEGIC COSTMANAGEMENT (3L+1T+1P)

Subject Code:	MBA406FIN17	IA Marks	40
No. ofLectureHours /Week	05	End Exam Marks	60
Total NumberofLectureHours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives:Thecourseaimsatimparting anadvancedknowledgeofexisting Costing Systems,their drawbacksanddevelopmentofimprovedmethodsandtechniques, soastomake Costingsystems tools of StrategicDecision Making.

Learning outcomes:

- Thestudentswillbeabletounderstandthecostingsystemsandtheirapplicationindifferent manufacturing environments
- Identify the conventions and doctrines of managerial and cost accounting and other generally acceptedprincipleswhichmaybe appliedin the contemporarycostmanagementmodels
- Identifymajorcontemporaryissuesathave emerged in managerialaccounting
- Discussanumberofissuesrelatingtothedesignandimplementationofcostmanagementmodelsin modern firms.

UNIT-I

DesigningCostingSystems forJob and Process Oriented ManufacturingEnvironments – Cost Estimation and Regression Analysis–Linear Programming and CostVolume ProfitAnalysis– LearningCurves.

UNIT-II

CostasaSourceofCompetitiveAdvantage:–ValueChainConcept–CostDriverConcept –Strategic PositioningConcept– ProfitVarianceAnalysis– Target Costing–LifeCycleCosting.

UNIT-III

ActivityBasedCosting:–DrawbacksofConventionalCostingSystems–HiddenFactory–Meritsand Demerits ofABC–Implementation of ABC.

UNIT-IV

Cost of Quality– Understanding, AnalysisandMeasurement of COQ.

UNIT-V

Business Process Reengineering – Total Quality Management, Just in Time and Flexible ManufacturingSystems asEnablers ofLow Cost Strategy–Implications forCostingSystems.

Case Study (Not Exceeding 300 words)

Practicalcomponent

- Group problem solving on CVP analysis
- Group problem solving on ABC analysis
- Students are required to practice problems on linear programming, regression analysis and also problems related to costing concepts and submit the report to the faculty member.
- The students should submit a report with real time examples where JIT, TQM and flexible manufacturing systems are in practice.

Reference Textbooks

1. Vijay Govindarajan, "Strategic Cost Management"
2. Robert S. Kaplan and Anthony A. Atkinson, Advanced Management Accounting
3. Drury, Colin, Management Accounting and Control, Thomson Learning
4. Horngren, Datar Foster, Cost Accounting, Pearson Education
5. Hansen and Mowen, Cost Management, Thomson Learning
6. S. Kaplan and Anthony A. Atkinson, Management Accounting, Pearson Education
7. Anthony, Robert N.; and Govindarajan, Vijay, Management Control System, McGraw Hill

MBA402OPS17:ADVANCED DATA ANALYSISFORMANAGEMENT(3L+1T+1P)

Subject Code:	MBA402OPS17	IA Marks	40
No. ofLectureHours /Week	05	End Exam Marks	60
Total NumberofLectureHours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

CourseObjectives: To know various multivariate data analysis techniques for business research.

Learning Outcome: Students will gain knowledge on the applications of multivariate data analysis.

UNIT-I

Introduction: Basic Concepts–Uni-variate, Bi-variate and Multi-variate Techniques–

Types of Multivariate Techniques–Classification of Multivariate Techniques–

Guidelines for Multivariate Analysis and Interpretation– Approaches to Multivariate Model Building.

UNIT-II

Preparing for Multivariate Analysis: Conceptualization of Research Problem–

Identification of Technique–Examination of variables and Data–

Measurement of Variables and Collection of Data– Measurement of Errors – Statistical Significance of Errors. Missing Data– Approaches for Dealing with Missing Data–Testing the Assumptions of Multivariate Analysis–Incorporating Non-metric Data with Dummy Variables.

UNIT-III

Multiple Linear Regression Analysis, Factor Analysis, and Canonical Correlation Analysis: Multiple Linear Regression Analysis–Introduction–Basic concepts–Multiple linear regression models–Least square estimation–Inferences from the estimated regression function–Validation of the model. Factor Analysis: Definition–Objectives–Approaches to factor analysis–methods of estimation–Factor rotation–Factor scores- Sum of variance explained–interpretation of results – Canonical Correlation Analysis- Objectives–Canonical variates and canonical correlation– Interpretation of variates and correlations.

UNIT-IV

Multiple Discriminant Analysis, Cluster Analysis and Conjoint: Multiple Discriminant Analysis–

Basic concepts–Separation and Classification of two populations- Evaluating Classification functions–

Validation of the Model. Cluster Analysis–Definitions–Objectives–Similarity of measures–

Hierarchical and Non-Hierarchical Clustering Methods–Interpretation and validation of the Model.

Conjoint Analysis – Definitions – Basic Concepts – Attributes – Preferences – Ranking of Preferences–Output of Conjoint Measurements– Utility-Interpretation.

UNIT-V

Multi Dimensional Scaling and Advanced Techniques: Multi-Dimensional Scaling –Definitions–

Objectives–Basic Concepts–Scaling Techniques–Attribute and Non-Attribute based MDS

Techniques–Interpretation and Validation of models–Advanced Techniques– Structural Equation

modeling– Basic Concepts– Stages in SEM – Application of SEM in Business Research.

Case Study (Not Exceeding 300 words)

Practical component

The student is required to apply each of these advanced data analysis tools to manufacturing and service concerns wherever applicable and submit the report to the concerned faculty member.

Reference Text Books

1. Joseph F Hair, Rolph E Anderson, Ronald L. Tatham & William C. Black, *Multivariate Data Analysis*, Pearson Education, New Delhi, 2005.
2. Barbara G. Tabachnick, Linda S. Fidell, *Using Multivariate Statistics*, 6th Edition, Pearson, 2012.
3. Richard A Johnson and Dean W. Wichern, *Applied Multivariate Statistical Analysis*, Prentice Hall, New Delhi, 2005.
4. David R Anderson, Dennis J Seveency, and Thomas A Williams, *Statistics for Business and Economics*, Thompson, Singapore, 2002

MBA 403OPS17:STRATEGIC SOURCING(3L+1T+1P)

Subject Code:	MBA403OPS17	IA Marks	40
No. ofLectureHours /Week	05	End Exam Marks	60
Total NumberofLectureHours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: The objective of this course is to provide students an understanding and practice with the strategies, approaches, and methods for realizing a competitive advantage through the firm's sourcing processes and relationships with suppliers. To expose students to leading edge concepts and principles in strategic sourcing as pursued by leading edge firms; To generate student interest in pursuing sourcing as a viable career opportunity, be it in retailing, manufacturing, government agencies or non-profit organizations. This course covers skills necessary to pursue sourcing related careers in manufacturing, services, retailing, and government agencies, including discussion of cutting edge negotiation and sourcing strategies pursued in exemplar firms.

UNIT-I

Introduction to Strategic Sourcing and Supply Management: The State of Supply Management– Introduction to Strategic Sourcing– Strategic Sourcing Process– Sourcing Plan– Sourcing Optimization– Supply Chain Strategy and Roles– Supply Chain Management

UNIT-II

The P2P Process, Purchasing Organization, and Commodity Strategy Development: The Procure-to-Pay Process– Purchasing Organization and Structure– Commodity Strategy Development: Introduction– Commodity Strategy Development: Process– Commodity Strategy Development: Considerations

UNIT-III

Supplier Evaluation and Selection and the Analytic Hierarchy Process: Supplier Evaluation and Selection– The Analytic Hierarchy Process: Overview and Examples– The Analytic Hierarchy Process: Exercise and Extensions– Assessing Supply Chain Risks through AHP

UNIT-IV

Supplier Performance Management, Quality Management, and Supply Base Integration: Supplier Performance Management– Quality Management for Strategic Sourcing– Supply Base Integration and Development - Electronic Procurement, Focus on Reverse Auctions - Strategic Cost Management

UNIT-V

Contemporary Issues in Strategic Sourcing: Global Sourcing – Outsourcing – Negotiations – Sourcing Business Models – Purchasing Law and Contract Management – Purchasing Ethics – Green Procurement – Future of Purchasing

Case Study (Not Exceeding 300 words)

Practical Component

- Students will be assigned topics and/or questions based on case and text readings.
- Students will prepare 1-2 page written response and include their own questions or concerns requiring clarification, which will be presented in class and form the basis of class discussion.

Reference Text Books:

1. David Burt, Sheila Petcavage, and Richard Pinkerton, Supply Management, McGraw-Hill/Irwin; 8th edition (January 5, 2009)
2. Fred Sollish, John Semanik, The Purchasing and Supply Manager's Guide to the C.P.M. Exam, John Wiley & Sons, Feb-2006
3. Fred Sollish, An Overview of Global Strategic Sourcing, John Wiley & Sons, May-2011.
4. Fred Sollish & John Semanik, Strategic Global Sourcing Best Practices John Wiley & Sons, Jan-2011
5. Panos Kouvelis and Ping, Structure of Global Supply Chains: The Design and Location of Sourcing, Production and Distribution Facility Networks for Global Markets, Now Publishers ISBN13: 9781601980984 ISBN10: 1601980981
6. Verlag Berlin and Heidelberg GmbH Co. KG, Dynamics of Global Sourcing Perspectives and Practices, Springer ISBN13 : 9783642339196 ISBN10 : 3642339190
7. Masaaki Kotabe, Global Sourcing Strategy: R&D, Manufacturing, and Marketing Interfaces, Quorum Books ISBN13: 9780899306674 ISBN10: 0899306675

MBA404OPS17:QUALITYASSURANCEMANAGEMENT (3L+1T+1P)

Subject Code:	MBA404OPS17	IA Marks	40
No. ofLectureHours /Week	05	End Exam Marks	60
Total NumberofLectureHours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

CourseObjectives:ToprovidebasicconceptsofQualityforany sectorandtoprovidetheoretical and practical exposure for application ofQualityconcepts.

Learningoutcomes: Thiscoursewillallowastudenttounderstand essentialandfundamental conceptsofQuality componentofanyoperation,itsimportanceandimplicationinBusinesscostand revenuedynamics,andapplicationofQuality conceptsforbettervalueofferings.Atendofthis course,studentswouldbeabletojudgeforthemselvespracticalareaswhere Qualityconcepts can be implemented, along with theHow and Whys.

UNIT-I

Introductionto Quality:Quality:Definition, History,Importance –Costof Quality, Approachesof Quality Management–Hierarchy ofQuality Management:Inspection&Test–Quality Control– QualityAssurance.

UNIT-II

StatisticalQuality Control:SQCTools–BenefitsofSQC–ConceptofVariation– Assignable&ChanceCauses–Attributes& Variables–Frequency DistributionCurve&its Types–Normal Distribution curve– Problems on FD curve &NDCurve.

UNIT-III

ControlChartforVariable:Definition,Formulae& itsProblems–ControlChartPatterns–Process Capability –ProblemsonX&RChartandProcessCapability–ControlChartforAttribute: Definition,Formulae&itsProblems– Problems onP, CCharts– Sampling:Definition,Typesof Sampling,Importance, Benefits andLimitations of Sampling

UNIT-IV

Quality ManagementSystems-1:Quality Assurance(QA):Introduction,Definition,Management Principles in QA,FormsofQA, QA inDifferent Stages–QualityPlanning,QA Program,QA Aspect, QualityinMaterialManagement, VendorSelection&Development–ISO:Introduction,ISO9000 Seriesof Standard,ISO9001clauses,RegistrationProcess,BenefitsofISO–ISO 9001Clauses, Registration Process, Benefits ofISO.

UNIT-IV

QualityManagementSystems-2:Quality survey–Scope,TypesofAudit–InspectionMethods, Quality Budget, Vendor Quality Rating Quality Improvement Programme: Histogram, Charts, Brain-

Storming, Cause & Effect Diagram, Pareto Analysis – Total Quality Management: Definition, Models of TQM, Elements of TQM, Principles of TQM – Deming's Approach, PDCA Cycle, Juran's Approach, JIT, Training for Quality Management.

Case Study (Not Exceeding 300 words)

Practical component

- The students are formed into groups and directed to observe the quality standards of the organizations in and around and submit the report to the concerned faculty member concerned.
- The students are required to submit a report on cases of six sigma and taguchi concepts.

References Textbooks

1. Bedi, K; Quality Management; Oxford University Press, 2006
2. Feigenbaum : Total Quality Control; McGraw Hill, 4th edition, 2005
3. References:
4. Juran & Gyron: Quality Planning & Analysis; McGraw Hill, 3rd edition, 1993
5. Ledolter, Burril: Statistical Quality Control: Strategies and Tools for Continual Improvement; Wiley, 1999
6. Chowdhury: Design for Six Sigma; Dearborn Trade Publishing, Chicago, 2005
7. Crosby: Quality is Free; Tata McGraw Hill, 1980
8. Crosby: Quality is still Free - Making Quality Certain in Uncertain Times; McGraw Hill, 1999
9. David Hoyle; Quality Management Essentials; Elsevier; 2007

MBA 405OPS17:LEANMANUFACTURING (3L+1T+1P)

Subject Code:	MBA405OPS17	IA Marks	40
No. ofLectureHours /Week	05	End Exam Marks	60
Total NumberofLectureHours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

CourseDescription&Objectives

This course introduces students to key concepts in lean manufacturing such as continuous improvement, just-in-time production, “pull” philosophy and total quality management (TQM). The objectives of this course are to enable students to design a globally competitive manufacturing organization using lean manufacturing principles, and to develop the skills to implement lean manufacturing in industry and manage the change process to achieve continuous improvement of efficiency and productivity.

Learning Outcomes: On completion of this course you should be able to:

- 1) Identify key requirements and concepts in lean manufacturing
- 2) Initiate a continuous improvement change program in a manufacturing organization
- 3) Apply the tools in lean manufacturing to analyze a manufacturing system and plan for its improvements
- 4) Manage the manufacturing system to achieve six sigma quality and sustainability

UNIT-I

Introduction: Types of Production Systems; World Class Manufacturing, Agile Manufacturing; Objectives of Lean Manufacturing- Key Principles and Implications of Lean Manufacturing- Traditional Vs Lean Manufacturing – Value Creation and Waste Elimination – Types of Waste – Continuous Flow – Continuous Improvement / Kaizen- Worker Involvement- Cellular Layout.

UNIT-II

Lean Manufacturing- 5S Principles, Lean Manufacturing Steps – Value Stream, Flow, Creating PULL Systems Cellular Manufacturing, Standard Work, Total Cost of Quality, Changeover/setup Time (SMED)- Batch Size Reduction – Production Levelling – Failure Mode and Effect Analysis (FMEA) – Line Balancing – Poka-yoke- Information Technology aids: Tools and Methodologies **UNIT-III**

Pull Systems: Principles of Pull – Lean Production System for Pull – Bad old days of distribution – Lean Distribution for Pull – Theory into Practice Cellular Manufacturing Systems: One-piece Flow – Large Lot Production – Problems – Understanding the Process and Operations – Benefits of Cellular Manufacturing – Creating U Shape Cells – Use of Multi-skill/multi Machine Operations – Cross Training for Maximum Flexibility – Moving with the Work – Using Small and Flexible Machines – Using Autonomation (JIDOKA)

UNIT-IV

ValueStreamMapping-CurrentStateMap-FutureStateMap-VSMSymbols-MappingTips- Comparison of CSVSM and FSVSM- Use of VSM Software

Flow: Definition – World of Batch and Queue – From Batch to Continuous flow, Developing Continuous Flow – Techniques Design using the Lean Approach, Continuous flow Production – Make it Flow – Feed the Flow – Link the Flow – Layout Flow Lines – Line/ U shape.

UNIT-V

Integrated Reliability: Role of Maintenance – Integrated Productive Maintenance – Total Productive Maintenance – Downtime – Lean Production – Benchmarking; Computerized Maintenance Management Systems – Reliability – TPM Implementation.

Lean Supply Chain: Forecasting Systems – Supply Chain Management Concepts – Aggregate Planning – Master Production Schedule – Make the Vendors Lean – Rules for Lean Cell Design – Product Knowledge and Functions.

Practical Component

Case Study (Not Exceeding 300 words)

Reference Text Books

1. Ronald G. Askin, "Design and Analysis of Lean Production System", John Wiley and Sons, New York, 2003.
2. Black J. T. and Steve L. Hunter, "Lean Manufacturing Systems and Cell Design", Society of Manufacturing Engineers, USA, 2003.
3. Bedworth D. D., "Integrated Production Control Systems Management, Analysis, Design", John Wiley and Sons, New York, 1987.
4. Vollman T. E., "Manufacturing Planning and Control Systems", Galgotia Publication (P) Ltd., New Delhi, 2004.
5. Dennis P. Hobbs, "Lean Manufacturing Implementation: A Complete Execution Manual for any Size Manufacturing", J. Rose, Publishing Inc, 2004.
6. Taiichi Ohno, "Toyota Production System: Beyond Large Scale Production", Productivity Press, New York, 1988.
7. Pascal Dennis, "Lean Production Simplified: A Plain Language Guide to the World's Most Powerful Production System", Shingo, 2007.
8. Paul Myerson "Lean Supply Chain and Logistics Management", McGraw-Hill Education, LLC ISBN: 9780071766265
9. Martin Christopher, "Logistics and Supply Chain Management (Financial Times Series), 2011 ISBN-13: 978-0273731122 ISBN-10: 0273731122, 2012.
10. Bill Kerber and Brian J. Dreckschager, "Lean Supply Chain Management Essentials: A Framework for Materials Managers", CRC Press, ISBN 9781439840825, 2011.
11. Askin, R. G. and C. R. Stanridge. 1993. "Modelling and Analysis of Manufacturing Systems", John Wiley & Sons Inc. ISBN 0-471-51418-7

MBA406OPS:TOTAL QUALITYMANAGEMENT (3L+1T+1P)

Subject Code:	MBA406OPS17	IA Marks	40
No. ofLectureHours /Week	05	End Exam Marks	60
Total NumberofLectureHours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

CourseObjectives: To facilitate theunderstandingofQualityManagement principles andprocess.

LearningOutcomes:

The student would be able to apply the tools and techniques of quality management to manufacturingand services processes.

UNIT-I

Introduction–Needforquality–Evolutionofquality–Definitionsofquality–Dimensionsof product and servicequality– Basic concepts ofTQM – TQMFramework – Contributionsof

Deming,JuranandCrosby–BarrierstoTQM–Qualitystatements–CustomerFocus–Customer Orientation, Customer Satisfaction, Customer Complaints, Customer Retention – Costsof quality. **UNIT-II**

TQMPrinciples:Leadership–Strategicqualityplanning,QualityCouncils–Employeeinvolvement – Motivation,Empowerment,TeamandTeamwork,Quality CirclesRecognitionandReward, Performance appraisal–ContinuousProcessImprovement– PDCA Cycle, 5S,Kaizen– Supplier Partnership – Partnering,Supplier Selection, SupplierRating.

UNIT-III

TQM Tools and Techniques:The Seven Traditional Tools of Quality–New management tools– Six Sigma:Concepts,Methodology,applicationstomanufacturing,Service SectorIncludingIT–Bench Marking– Reason to BenchMark,Bench MarkingProcess– FMEA – Stages, Types.

UNIT-IV

TQMToolsandTechniquesII:ControlCharts– ProcessCapability–Conceptsof SixSigma– Quality FunctionDevelopment(QFD)–TaguchiQualityLossFunction–TPM–Concepts, Improvement Needs – Performance Measures.

UNIT-V

Quality Systems:NeedforISO9000–ISO9001-2008Quality System–Elements,Documentation, Quality Auditing–QS9000–ISO14000–Concepts,RequirementsandBenefits–TQM Implementation inManufacturingand ServiceSectors.

Case Study (Not Exceeding 300 words)

Practical Component

- Study and prepare analysis report of quality dept. procedure and tests conducted for product of any manufacturing industry
- Prepare a documentation and requirement report for ISO 9000 for any retail/manufacturing industry, already having ISO certification.
- Study and benchmarking of customer satisfaction for any four life insurance industry/ Banking. Study and prepare a report on Six Sigma, which is already applicable in the industry
- Prepare a report with parameters study (for quality assurance in manufacturing process/raw materials) for a company suggesting necessary implementation of TQM approach with procedure indicating practical benefits

Reference Text Books:

1. James R. Evans and William M. Lindsay, "The Management and Control of Quality", 8th Edition, First Indian Edition, Cengage Learning, 2012.
2. Suganthi. L and Anand Samuel, "Total Quality Management", Prentice Hall (India) Pvt. Ltd., 2006.
3. Janakiraman. B and Gopal. R. K., "Total Quality Management – Text and Cases", Prentice Hall (India) Pvt. Ltd., 2006.
4. Dale H. Besterfield, et al., "Total Quality Management", Pearson Education Asia, Third Edition, Indian Reprint 2006.

MBA 402ENT17: FAMILY BUSINESSMANAGEMENT (3L + 1T+ 1P)

Subject Code:	MBA402ENT17	IA Marks	40
No. ofLectureHours /Week	05	End Exam Marks	60
Total NumberofLectureHours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: To motivate the entrepreneurial instinct of students and expose them to family owned business challenges and issues; to develop and strengthen entrepreneurial quality and motivation especially towards family owned business.

UNIT-I

Family Business Uniqueness: Definitions of Family Business – What Constitutes a Family business – Succession and Continuity – Economic Impact – What Makes it Unique – Nature, Importance, and Uniqueness of Family Business – Special Strengths – Family Business Culture and Values, Predictable Problem Resolution, Commitment, Knowledge, Flexibility in Work, Time and Money, Long-range Thinking, A stable Culture, Speedy Decisions, Reliability and Pride – Dilemmas and Challenges for Family Business – Resistance to Change, Business challenges, Succession, Emotional Issues, Leadership.

UNIT-II

Family Business Dynamics: People, System and Growing Complexity: Family Culture, Organizational Culture, and Cultural Blur in family Firms, A System Perspective on Continuity Resulting from Generational Conflict and Culture Change, Family Business People – Founders, women in Family Businesses, Husband wife Teams, In-laws, Multifamily Ownership, Non-family employees, Managing conflicts in family firms – Family Unity and a Positive Family-business Interaction as a Resource in the Creation of Inimitable Competitive Advantages. Family Business Systems – Seeking a Balanced Approach, Introducing the Ownership dimensions. Family Business Life Cycles: a story of Growing Complexity – Life-Cycle Stages, A customer-Active Paradigm, Continuous evolution-not Revolution-and Family Business continuity, Ownership transitions – Erosion of the future entrepreneurial culture – Need to preserve the entrepreneurial spirit and promote a Positive – Great Family Businesses.

UNIT-III

The family's Relationship with Business: Developing a Strategic Vision and Building Teamwork: Articulating Values and Shared Vision, Effective Business Families – How families add Value – The Family Business Interaction Factor – Ingredients of Successful Planning – Family Emotional Intelligence, Establishing Open Communication – Family communication: Family meetings, The

Benefits of family Meetings, Family Councils, and Family Offices, family Retreats, family Constitutions, Family Meetings, the use of Facilitators and Advisors, the Family Employment Policy, Ownership and Family Policy Making, Guidelines for Policy making, the family contribution, creative versus destructive conflict, building family team work – Unifying Plans, Processes and Structures – Designing Family Governance.

UNIT-IV

The next Generation: Human Resource Management and Leadership Perspective: To Join or not to

join? – The Importance of Outside Experience – Self-esteem and Confidence – Wider Business Experience, Credibility with non-family Employees – Systems Overlap and Human Resource Management Issues – recruitment, Training and development, Remuneration, Performance Appraisal and Promotion. Working in the Business – Seek out a Mentor, Gain the Respect of Employees, Tread Carefully, beware Sibling Rivalry, work at Establishing Personal Identity, Relationship with the Senior Generation.

UNIT-V

Getting Help: Making the most of Outside Resources – The perspective of Non-family Managers, Career Opportunities for Non-family Managers, Non-family Managers – Relationship with the Family – Introducing External Executives, Motivation and Rewards, Incentive Design and delivery. Extending the family culture to non-family managers, motivating and retaining non Family Managers, Non-executive Directors – Selecting the Right Candidate, Board Practices – Professional Advisors and Consultants – a Non-family Manager as a Bridging President or CEO, Outsider Advisors.

Students are required to identify and analyze any two successful and failed family businesses in their locality or region.

- Conduct group discussion on challenges and perspectives of family businesses in India.
- Students are asked to develop case studies on local family businesses who are in third generation.

Reference Text Books

1. Ernesto J. Poza, Family Business, Cengage Learning, 2009.
2. Keanon J. Alderson, Understanding The Family Business, Business Expert Press, 2011.
3. Kelly LeCouvie, Jennifer Pendergast, Family Business Succession: Your Roadmap to Continuity, Palgrave Macmillan, 2014.
4. John L. Ward, Craig E. Aronoff, Stephen L. McClure, Family Business Succession: The Final Test of Greatness, Palgrave Macmillan, 2011.
5. Stephanie Brunde Pontet, Craig E. Aronoff, Drew S. Mendoza, John L. Ward, Siblings and the Family Business: Making It Work for Business, the Family, and the Future, Palgrave Macmillan, 2011.
6. Otis W. Baskin, Craig E. Aronoff, Effective Leadership in the Family Business, Palgrave Macmillan, 2011.
7. Craig E. Aronoff, John L. Ward, Family Business Ownership: How to Be an Effective Shareholder, Palgrave Macmillan, 2011.

8. McCann, Greg. *When Your Parents Sign the Paychecks: Finding Success Inside or Outside the Family Enterprise*. 2nd ed. Deland, FL: McCann & Associates, 2013.
9. Poza, Ernesto J., and Mary S. Daugherty. *Family Business*. 4th ed. Mason, OH: South-Western Cengage Learning, 2014.

MBA403ENT17: SOCIAL ENTREPRENEURSHIP (3L+1T+1P)

Subject Code:	MBA403ENT17	IA Marks	40
No. of Lecture Hours /Week	05	End Exam Marks	60
Total Number of Lecture Hours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: This course is conceived and designed to enable student-participants become aware of, develop sensitivity towards and internalize the larger global context and concerns that have all warranted the birth, rise, health and sustenance of Social Entrepreneurship and Enterprises.

Learning Outcomes

- Know about, critique and appreciate the global context in which Social Entrepreneurship continues to emerge as a vital part of the development agenda, especially in the developing countries;
- Diligently observe, understand, model/represent, communicate about, and constructively engage with Social Entrepreneurs and their Enterprises for making valuable contributions to the respective ecosystems in their work contexts;
- Identify markets and target groups related to various Social Enterprises, and characterize their ecosystem in terms of Sectors, Stakeholders, Policy-makers and Regulators, Benefactors/Donors, Venture Capitalists, Institutions, Media, etc.;
- Conceive of, design, plan, establish and operate or work for Social Enterprises in their respective national/regional contexts; and
- Manage the applicable lifecycle of the Social Enterprises with respect to product/service development and the related organizational functions, viz., marketing, resource mobilization in the human resources, financial, material and technological contexts, and operations and projects.

UNIT-I

Introduction: The Need for and Concept of MDGs and SDGs – Global Development Organizations – Examples and Descriptions – Social Enterprises (SEs) and Entrepreneurship – An Overview: Basic Definitions and Concepts; Morphology of SEs – History and Evolution of Social Entrepreneurship – Social Entrepreneurship and Enterprises – Past and Emerging Trends; Anticipating the Future – International and National Examples of Pioneers – Hybrid Spectrum of SEs – Business Models, Legal and Organizational Manifestations – Types and Functions of SEs such as Fair Trade Organizations, Cooperative Organizations, etc. – SEs in Different Sectors

UNIT-II

SEs' Conception, Design and Incubation: Social Entrepreneurial Initiatives – Opportunity Analysis and Idea Generation Tools and Approaches – The Use of Market Research Tools – Design Thinking for SEs and Innovations in their Lifecycles – Issues in the Early Stages of SEs' lifecycles – Organizational Launch and Development Processes in Social Entrepreneurship.

UNIT-III

Management of SEs – Functions and Issues; Management – Purpose, Concepts, Functions and Resources – Types and Sources of Finance – Resource Mobilization Strategies – Core Issues in Management – Value, Risk, Returns and Cost.

UNIT-IV

BOP Markets: Definition, Examples, the Impact of Culture—the Poor as Consumers, Business Models at the BOP—Designing Products that will Create Value for the BOP— Providing Access to Credit—Providing Access to Information and Financial Services through technology—Providing Access to Health Care, Education

UNIT-V

Newer Business Models at the BOP: Social Entrepreneurs, Challenges for Social Entrepreneurs—Creating a Successful Business Model and Finding Funding, Generating Income, Scaling and Replicating to Increase Impact, social Entrepreneur's Point of View, New Opportunities for Collaborative Ventures at the BOP— Evaluating the Social Impact of BOP Ventures.

Case Study (Not Exceeding 300 words)

Practical component

- Ask students to identify social entrepreneurs in their area and their social innovations.
- Ask students to examine how various forms of entrepreneurship are being employed to address some of today's most pressing social challenges.
- Students are to form in to groups (consist of 6-8 students) to identify and analyze the adopted approach to solving social issues in their region or area/territory.
- Ask students to identify the ways and means adopted by social entrepreneurs in diffusing social innovations
- Ask the student to prepare Latest situation of social innovation in the world in general and India in particular.
- Ask students to investigate case studies and meet with social entrepreneurs, activists, and local individuals seeking change

Reference Text Books

1. Beverly Schwartz, Rippling: How Social Entrepreneurs Spread Innovation Throughout the World, Jossey-Bass, 2012
2. David Bornstein, How to Change the World: Social Entrepreneurs and the Power of New Ideas, Oxford University Press, 2004.
3. Arthur C. Brooks, Social Entrepreneurship: A Modern Approach to Social Value Creation, 1st edition,
4. David Bornstein, Social Entrepreneurship: What Everyone Needs to Know, Oxford University Press, 2010.
5. John Elkington, Pamela Hartigan, The Power of Unreasonable People: How Social Entrepreneurs Create Markets That Change the World, Harvard Business Review Press, 2008.
6. James C. Collins, Good to Great and the Social Sectors: A Monograph to Accompany Good to Great, Harper Business, 2001.
7. William D. Eggers, The Solution Revolution: How Business, Government, and Social Enterprises Are Teaming Up to Solve Society's Toughest Problems, Harvard Business Review Press, 2013.
8. Problem Solving 101: A Simple Book for Smart People, Ken Watanabe, Portfolio, 2007 (available to download as PDF)
9. The Entrepreneurs Guide to Customer Development, Cooper and Vlaskovits, 2010

MBA 404ENT17: CORPORATE ENTREPRENEURSHIP(3L + 1T + 1P)

Subject Code:	MBA404ENT17	IA Marks	40
No. ofLectureHours /Week	05	End Exam Marks	60
Total NumberofLectureHours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Description: This course introduces students to corporate or firm-level entrepreneurship including discussions on the unique nature of corporate entrepreneurship, entrepreneurial intensity, HR processes for creating and encouraging individual- and organizational-level entrepreneurship, corporate strategy and entrepreneurship, structuring entrepreneurial organizations and cultures, and assessing and managing entrepreneurial performance.

Course Goal and Objective: The goal of this course is to equip students with the necessary tools and skills to interpret a firm's internal and external environments such that entrepreneurial strategies can be formulated, ultimately leading to new internal corporate ventures. Teaching students all the nuances of entrepreneurship and corporate-level venturing is implausible and ultimately undesirable given that entrepreneurial success is often contingent on a multitude of factors. What is desirable, however, is for students to leave this course with (1) the global skills required to understand what corporate entrepreneurship is and how it can be accomplished; (2) the tools necessary to evaluate a firm's internal and external environment from an entrepreneurial perspective; (3) an understanding of basic business- and corporate-level entrepreneurial factors; and (4) developed interpersonal skills required in today's business atmosphere. The main objective of this course is to focus on developing the individual entrepreneur.

Learning Outcomes:

Upon successful completion of this course, students will:

- Develop a basic knowledge of what is corporate entrepreneurship and how entrepreneurship within a corporation is similar to or different from start-up entrepreneurship.
- Be able to assess the degree to which the environment within an established company supports or constrains entrepreneurship.
- Develop an appreciation for how to apply the entrepreneurial process to the operation of a department or a functional area within a large established organization.
- Be able to find creative ways to overcome barriers to entrepreneurship in established companies.
- Gain an appreciation for how to formulate corporate objectives and strategies that support entrepreneurial behavior.

UNIT-I

Introduction: Understanding Corporate Entrepreneurship: Nature, meaning, definition and Importance of Corporate Entrepreneurship–Obstacles in the Corporate Environment–How Innovation Actually Happens–Crucial roles of Innovation–Entrepreneurial Orientation (EO)– Entrepreneurial Intensity –Forms of Corporate Entrepreneurship–Level of Corporate Entrepreneurship– HR in the Entrepreneurial Organization– Human Resource Capabilities.

UNIT-II

Organizing the Venture: Diagnosing organization for Climate for Innovation–The Internal Policies of Venturing –Developing Intrapreneurial Business Plan–Building an Organizational Environment Conducive to Entrepreneurial Endeavors: Resources, Process and Priorities– Selecting, Evaluating, and Compensating Corporate Entrepreneurs– Funding the Venture.

UNIT-III

Corporate Strategy and Entrepreneurship: Behavioral Aspects of Corporate Entrepreneurship–Role of the Intrapreneur–How to Succeed As an Intrapreneur–Entrepreneurial Structure and Culture in Organization–Identifying, Evaluating & Selecting Opportunity –Corporate Entrepreneurship in the Social Sector–Understanding & Managing the Entrepreneurial Process–Locating the Venture in the Organization.

UNIT-IV

Implementing Corporate Venturing in Organization– Constraint on Entrepreneurial Performance & Leading the Entrepreneurial Organization – Intrapreneuring within a Structured Development Process– Managing Corporate Venture Capital Investments–Corporate Entrepreneurship via Acquisition, Investment and Partnership Managing Corporate Venture Capital Investments

UNIT-V

Assessing & Controlling of Corporate Entrepreneurship: Facilitators of Entrepreneurial Performance –Improving Climate for Innovation–Managing and Sustaining Entrepreneurial Performance in the 21st Century– The Future of the Intrapreneurial Organization –Corporate Entrepreneurship in Developing Economies.

Case Study (Not Exceeding 300 words)

Practical Components

- Students are to visit corporate organisations and assess the innovation challenges within an organization and propose an initiative to address one of these challenges.
- Identifying the constraints to corporate entrepreneurship and suggest suitable measures to overcome them.
- Discuss case studies (at least 2) on corporate entrepreneurial culture and climate in an Indian and foreign context.
- Presentations by students on themes of corporate entrepreneurship.

Reference Text Books:

1. Donald F. Kuratko, Michael H. Morris, Jeffrey G. Covin, 'Corporate Innovation & Entrepreneurship, International Edition 3e, Cengage Learning, 2011.
2. Michael H. Morris, Donald F. Kuratko, Jeffrey G. Covin, 'Corporate Entrepreneurship & Innovation', Cengage Learning, 2010.
3. Donald F. Kuratko, 'Corporate Entrepreneurship', Now Publishers Inc, 2007
4. Michael H. Morris, Donald F. Kuratko, 'Corporate Entrepreneurship: Entrepreneurial Development within Organizations', Harcourt College Publishers, 2002.
5. Paul Burns, 'Corporate Entrepreneurship: Entrepreneurship and Innovation in Large Organizations', Kindle Book
6. Tom Elfring, 'Corporate Entrepreneurship and Venturing', Springer Science & Business Media, 2005.

MBA405ENT17:ENTREPRENURALLEADERSHIP (3L+1T+1P)

Subject Code:	MBA405ENT17	IA Marks	40
No. ofLectureHours /Week	05	End Exam Marks	60
Total NumberofLectureHours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

CourseDescription:Studentswillstudy leadershiptheories,skillsandpracticesnecessary for effectivenessinvariedentrepreneurialsettings, including privatebusinesses,corporations,not-for profitorganizations, and social movements.

Student LearningOutcomes:Uponthesuccessfulcompletionof thiscourse,studentswillbe able to:

- ✓ Explainthebasicconcepts,behaviors,bestpracticesandlanguageofELsandUnderstand the context of entrepreneurial leadership
- ✓ .Identifykeyvariablesorcriticalsuccessfactorsthatareconsideredtobeimportantfor entrepreneurialleadership effectiveness whileinsuring ELs dotheright(yes, ethical) thing based on Collins’ concepts.
- ✓ Developandcommunicateavisionessentialfor effectiveentrepreneurialleadership,to enhance their creativity/inventiveness,anddevelopthecompassneededfor successful transformation and for weatheringany“Perfect Storms.”
- ✓ Analyzedifferent approaches to entrepreneurial leadership
- ✓ Applyentrepreneurial leadership and ethics practices to a wide rangeof situations
- ✓ Developanunderstandingofthecomplexity andchallengesofentrepreneurialleadership and ethics in aglobal context

UNIT-I

Introduction:Nature,DefinitionandCharacteristicsof EntrepreneurialLeadership–Imagesand Forms ofEntrepreneurialLeadership– Types ofEntrepreneurialLeaders–BusinessEthics ina Global Context– CriticalLinkbetweenLeadership andEntrepreneurialSuccess–Entrepreneurial LeadershipinDiverseContexts:Family Business,SocialandSustainableEntrepreneurship– Entrepreneurial Dreamsand Aspirations.

UNIT-II

Leadership:Traits, Characteristics and Motives –Charismatic and Transformational Leaders in Entrepreneurship–Leadership Stylesin Entrepreneurship– SituationalLeadershipand Social Responsibility –Influence,Power,PoliticsandEthicsforEntrepreneurialLeadership–Developing Teamwork.

UNIT-III

Motivation and Coaching **Skills of the Entrepreneurial Leader** – Entrepreneurial Culture and Leadership – Entrepreneurial Leadership and Governance – The Creative, Innovative Leader – Communicating, Negotiating and Resolving Conflict and Sustainability – Cross-Cultural Management.

UNIT-IV

Entrepreneurial Leadership Process: Challenges for Entrepreneurial Leadership in Organization – Corporate Entrepreneurship – Decision Making and Entrepreneurial Leadership – Entrepreneurial Growth Strategies and Leadership.

UNIT-V

Strategic Leadership in Entrepreneurship: Leadership in a Diverse World – Developing Leaders and Planning Succession – Contemporary Issues in Entrepreneurial Leadership – Leadership Issue for Future Entrepreneurs – Women’s Entrepreneurial Leadership.

Case Study (Not Exceeding 300 words)

Practical Component

- Each student will identify an entrepreneurial leader. Profile leader’s characteristics and success attributes in entrepreneurship.
- Students will form into teams (consist of 6-8 students) and embark on a mini research project on the leader and his/her organization and prepare an essay based on research that should include primary data about the leader, including an interview.
- Students will discuss critically how entrepreneurial leaders adapt elements of the entrepreneurial process to a variety of business and organizational contexts.

Reference Text Books

1. Richard J. Goossen and R. Paul Stevens, ‘Entrepreneurial Leadership: Finding Your Calling, Making a Difference’, Kindle Books.
2. Richard J. Goossen, ‘Entrepreneurial Excellence: Profit from the Best Ideas of the Experts’, Kindle Books.
3. Danna Greenberg, Kate McKone-Sweet, and H. James Wilson, ‘The New Entrepreneurial Leader: Developing Leaders Who Shape Social and Economic Opportunity’, Berrett-Koehler Publishers; September 2011. (full textbook available at <http://wtf.tw/ref/greenberg.pdf>).
4. Derek Lidow, Startup Leadership: How Savvy Entrepreneurs Turn Their Ideas into Successful Enterprises, Wiley, 2014.
5. Robert T. Kiyosaki, ‘8 Lessons in Military Leadership for Entrepreneurs’, Plata Publishing, 2014

MBA406ENT17:GLOBAL ENTREPRENEURIAL ECOSYSTEM(3L+1T+1P)

Subject Code:	MBA406ENT17	IA Marks	40
No. ofLectureHours /Week	05	End Exam Marks	60
Total NumberofLectureHours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Overview and Description:

This course discusses the challenge of global entrepreneurship and the opportunities for it in a world in which the economic and cultural context is rapidly changing. This course addresses various aspects of global entrepreneurship and the opportunities available to start-ups and small businesses in the global environment. It explores the opportunities that entrepreneurs create, the challenges they encounter, and the ways in which they exploit opportunities and address challenges to conduct business across national borders and cultures. This course also examines entrepreneurship across different countries and cultures and the role of cross-cultural customs and institutional networks in affecting global and immigrant entrepreneurship.

Learning Outcomes

This course aims to develop students' entrepreneurial awareness, skills and qualities, in a global multi-cultural context. By the end of the course, students should be able to:

- Appreciate the importance of global entrepreneurship in 21st century
- Describe opportunities available to small business in a global environment
- Identify the important strategic issues in global entrepreneurship
- Discuss the challenges and barriers to global entrepreneurship
- Understand the advantages and disadvantages of different modes of entering international markets
- Prepare a country analysis
- Prepare a business plan with an international/global flavor for a new business venture
- Understand the importance of cross-cultural customs, communication, and institutions in affecting the implementation of global entrepreneurial ventures

UNIT-I

Introduction: International Entrepreneurship and International Business – Nature, Meaning and Scope of Global Entrepreneurship – Globalization and Global Entrepreneurship – Environment Entrepreneurial Opportunities and Challenges on a Global Perspective – Drivers of Global Entrepreneurial Ecosystems – Competencies and Characteristics of Global Entrepreneur – Approaches to Global Entrepreneur Ecosystem – Models of Global Entrepreneur Ecosystem.

UNIT-II

Motivation and Promotion to Global Entrepreneurship: Motivation, Types of IE, Foreign Country Selection – Collaborative Innovation at Global – Policies to Promote Global Entrepreneurial Ecosystems – Key Success Factors of Global Entrepreneurship – Immigrant and Ethnic Entrepreneurship.

UNIT-III

Opportunity Assessment & Market Selection: Business Model Analysis – Global Business Planning – Global Venture Idea Feedback – Bottom of the Pyramid, Disruptive Innovation, & Industry/Market Analysis – Incubators and Entrepreneur Ecosystem in an International Context – IP Protection, Social Entrepreneurship, and International Ventures.

UNIT-IV

Global Entrepreneurial Strategy: Accessing Global Resources – Various Ways to Enter Global Markets – Global Franchising – Issues in Exporting – International Pricing & Payment Options – Cross-Cultural Customs and Communication Styles in Global Entrepreneurship – Implementing a Global Entrepreneurial Strategy – Legal and Ethics Issues in Global Entrepreneurship.

UNIT-V

Managing Global Entrepreneurial Enterprise: Management Issues in Global Entrepreneurship – Global Marketing Management – Global Human Resource Management – Global Monetary System – Global Entrepreneurial Ecosystems (Overview) in Europe, China, Latin America, and Africa – Crisis Management in Global Entrepreneurship.

Case Study (Not Exceeding 300 words)

Practical Components:

- a. Launching global ventures feasibility analysis and presentation (20%)
 - Each team will be composed of FOUR students. Teams will be stronger if they have diversity in interests, experience, and cultural background.
 - Once teams are formed, all members must work well as a team and catch any problems before they escalate.
 - The class will participate in rating the oral presentations, which are aimed at improving your communication and 'pitching' skills.
 - Team evaluation by peers. Your team project is not complete until you evaluate the performance of each team member. Use the Team Evaluation Form on the web to assess both the quality and quantity of your own and your team members' performance on the project. This process determines the percentage of the final grade each member deserves. Students receiving a low grade on their peer evaluation will not benefit from the work of their teammates. For example, if a team receives a 95 on the project, a team member receiving a low peer evaluation grade will have his/her project grade lowered accordingly. In such a case, team members receiving good peer evaluation grades would earn a 95, but a team member receiving a low peer evaluation, for example, might receive a 65 or even a zero. Thus, there is an incentive to work together as a team. We will discuss in class the criteria used to evaluate each member to lessen the likelihood of low grades based on personal dislike, revenge, etc.
 - Teams of students will create a workable business idea with a global or an international element to it and develop it into a business feasibility analysis, which will be presented to the class.
 - Teams first submit Global Venture Idea (1 page long), which will be an initial attempt to describe the business opportunity and the proposed product or service, what market/customer needs are served by it, what its unique features are, and how it will create

or add value to the buyer or end user. The summary report will include a brief explanation of why the team members are capable of executing this new venture.

- In class peer evaluation and feedback to each team's idea
- More detailed instructions of the report will be further given in class.
- Presentations. These will be short PowerPoint presentations through which students will summarize their business concept to the class (investors) and make their case for obtaining funding.

b. **Global business model pair case analysis (15%)**

- Teams will be composed of 2 students each.
- Analyze pair cases in two countries to understand how firms/entrepreneurs have innovated or adapted business models to compete in international markets.
- Use Porter (1990)'s diamond model to analyze the advantage of each global venture case
- Sample cases will be given in class.
- Each group will be composed of 2 students.
- Groups are expected to submit a 4-5 page report (about 1500 words) along with presentations in class to receive credit.
- Presentations. These will be short presentations through which students will summarize their findings.

Reference Text Books:

1. Stephen Spinelli and Rob Adams, "New Venture Creation: Entrepreneurship for the 21st Century", McGraw Hill/Irwin; 9th edition, 2011.
2. Wang, Hand Yipeng, Lieu, Entrepreneurship and Talent Management from a global perspective, Global Returnees New Horizons in Management series Edward Elgar Publishing
3. Zoltan J Acs, Global Entrepreneurship Institutions and Incentive, Edward Elgar Publishing.
4. Jonathan Ortman, Building One Global Entrepreneurial Ecosystem, Publication of Kauffman foundation.

MBA 40917 : EMPLOYABILITY SKILLSLAB(1L + 1P+ 1T)

Subject Code	MBA 40917	IA Marks	50
No. ofLecture Hours /Week	03	Total Marks	50
Total NumberofLectureHours	39	Exam Hours	1 ½

Course Objectives:The programme curriculum covers written and spoken English, business communication, resumewriting and interview skills, pronunciation, etiquette, leadership skills and more, making it a comprehensive training on employable skills.

This course aims to develop non-technical skills and competencies that has always been an important part of effective and successful participation in the workplace. This course shall be making students employable by honing their skills to meet the demands of today's world. Also, it will be helpful in enhancing performance of the students in the career and life.

UNIT-I

Communication–Meaning and Significance for Managers–Public Speaking–Speaking in Meeting- Workplace Communication-One to one Communication–Different Styles of Communication– Interpersonal and Intrapersonal Skills–Reading ability–Importance of Listening in Communication.

UNIT-II

Presentation Skills–Writing Oral Presentations–Using Visual Aids in Oral Communication– Communicating Across Cultures–7Cs of Communication–Body Language-Tips on how to Create a Power Point and other Presentations.

UNIT-III

Goal Setting–Creating Individual Action Plans–Article Writing–SWOT Analysis–Event Management – (Training Students to Organize Events and present a report on Event organized).

UNIT-IV

Case Study–Case Analysis–Discussion and Presentation–Team Building and Team Work– Innovation and Creativity–Emotional Intelligence – Self Management

UNIT-V

Business and Corporate Etiquettes–Overview of Interview–Self introduction at Various Forums and During Interview –Mock Interview– CV Preparation-Group Discussion.

Practical Component:

- Public Speaking
- Different styles of Communication (Role Play)
- Presentation Using Visual aids (Power Point Presentation)
- Goal Setting (Preparing individual action Plans including Short term and Long term)

- Article Writing
- SWOT Analysis (Individual SWOT)
- Event Management (Present a report about any Events organized by Student Group)
- Case Study analysis (Individual & Group Discussion about Case)
- Emotional Intelligence (Analyzing individual Students EQ)
- Etiquette for Managers (Practicing different etiquettes in classroom)
- Interview preparation
- Mock Interviews (Activity)
- Self Introduction
- CV Preparation

Reference Text Books

1. Bovee, Thill, Schatzman, (2005), Business communication Today, Pearson Education
2. Meenakshi Raman Prakash Singh, Business communication, Oxford University Press.
3. E.H. McGrath, S.J., Basic Managerial Skills, PHIPvt. Limited
4. Chaturvedi & Chaturvedi, (2006), Business communication, Pearson Education
5. Namarta Palta, The art of Effective communication, Lotus Press, New Delhi, 2007.
6. S.K. Mandal, Effective Communication and Public Speaking, Jaico Publishing
7. Priyadarshini Patnaik, Group Discussion and Interview Skills, Cambridge University Press Pvt. Ltd.

MBA 41017 :SELLING&NEGOTIATION SKILLSLAB(1L + 1P+ 1T)

Subject Code	MBA 41017	IA Marks	50
No. ofLectureHours /Week	03	Total Marks	50
Total NumberofLectureHours	39	Exam Hours	1 ½

Course Objectives:To imbibe in the students, critical sales competencies that drive buying decisions; To give insights into how to boost individual and organizational productivity through sales lead management; To introduce basic theoretical principles and particular steps in the negotiating process.

UNIT-I

Nature and Role of Selling: Importance of Selling–Role in the Context of Organization–survival and growth– Types of Selling: Differences in Selling Situations, New Business Versus Service Selling– Newton's Classification of Sales Types–McMurry and Arnold's classification of selling Types– Consumer Indirect Selling, industrial Selling, Missionary, Salesteam/group Selling Merchandising, Telesales, Franchise selling, International selling.

UNIT-II

Attributes of a Good Salesperson: Personality and Physical Characteristics, Enthusiasm, Confidence, Intelligence, Self-Worth, Knowledge-product, Competition, Organization, Market, Customer, Territory: Communication Skills, Persuasive Skills. (to be supplemented by live exercises on personal selling)

UNIT-III

Personal Selling Skills: The opening–Need and problem identification–the Presentation and Demonstration–Dealing with Objections–Negotiations–Closing the Sale–followup (to be supplemented by live exercise on personal selling)

UNIT-IV

Negotiation Skills: Goal, Collaborative/Win-Win not Compromise–Pyramid of Success: Power, Time, and Information– Opponent: Visceral or Idea, (To be supplemented by live exercises on personal selling)

UNIT-V

Different Phases of Negotiation: Pre-Negotiation–Opening-Information Sharing–Problem solving

–Agreement– Breakdown in Negotiation– Barriersthat Create Impasse-Overcoming Barriers-
People Problem-Mediation-Arbitration-Ethics.

Practical Component

- Dividing students into groups and give a scenario to negotiate and reach a conclusion.
- Reading: 8 Habits of Highly Effective People; apply the concepts to understand how people approach negotiation through different mind-sets.
- Conduct Role Plays for different scenarios. • Solve various case studies dealing with conflict between teams and organizations.
- Ask students to identify three unconscious factors that may affect their negotiation effectiveness and ask them to explain why or how that phenomenon may occur.
- Management games like the two-dollar game, cross the line games can be played in the class to develop negotiation skills among the students.

Reference Text Books

1. Roy J. Lewicki, David M. Saunders, Bruce Barry, *Negotiations*, 5/e, McGraw Hill, 2005.
2. George Seidel, *Negotiating for success: Essential strategies and skills*, University of Michigan.
3. Patric Forsyth, *Negotiation skills for rookies*.
4. David Goldwich, *Win-Win Negotiations*, ST training solutions
5. Brian Tracy and Zig Ziglan, *Persuasive selling and power negotiations*

MBA41117:STATISTICALSOFTWARE APPLICATIONS LAB(1L+1P+1T)

Subject Code	MBA 41117	IA Marks	50
No. ofLectureHours /Week	03	Total Marks	50
Total NumberofLectureHours	39	Exam Hours	1 ½

CourseObjectives:

- 1.To givean overview of the capabilities ofpopularstatistical softwarepackages.
- 2.To train students in handlingdata filesand carryout basics statistical analysis.
- 3.To give hands on experienceabout basichypothesis testingusingt-Tests, Chi-squaretests and ANNOVA.
- 4.To train students in usingadvanced tools such as regressions, MDS, factor analysisetc.

UNIT-I

An

OverviewofStatisticalSoftware:InroductiontoSPSS/SAS/Systat–

Intruductiontovariousmenus,Datafile,Outputfile,Frequently —useddialogboxes,Editing output,Printingresults. Creatingandeditingadatafile–Variableanddataview, ValueLables– ManagingData:Listing cases,replacing missing values,computing newvariables,recording variables,exploring data, slectingcases, sortingcases, mergingfiles, splittingfiles,Visual Binning.

UNIT-II

Frequencies:Frequencies,barcharts,histograms,percentiles–**Descriptivestatitics:**Measuresof centra;tendency,variability,deviationfromnormality,sizeandstability.Cross Tabulationandchi-square analyses–Themean Procedure – Graphs:Creatingand editing graphs and charts.

UNIT-III

BivariateCorrelation:BivariateCorrelation,PartialandtheCorrelationMatrix–T-testProcedure:Independent–Samples,PairedSamples,andoneSample Tests– NonParametricTests:ChiSquareTest,1sampletest,2Independentsamplestests,kindependentsamples,2RelatedSmamplesTest– K-Related Samples.

UNIT-IV

ANOVAProcedure:One-wayAnalysisofVariance–GeneralLinearmodel:Two-wayAnalysisof Variance, GenerlLinearModel:Three-wayAnalysisofVariance andInfluenceof Covarieties

UNIT-V

AdanvedTools: Simple Liner Regression, MultilepleRegression Analysis – Multidimensional Scaling– RealibilityAnalysis– Factor analysis–ClusterAnalysis.

Practical Component

- Ask students to createandentervriables andcasesin SPSSsheet.
- Askstudentstopreparepcharts,diagrams,means,S.D.percentages,frequenciescross-tabs applications in SPSS.
- Ask studnets to applycorrelations, regressions,ANOVAand non-parametric testsin SPSS.
- Askstudentstoperformfactoranalysis,clusteranalysis todummydatasheetspreparedfor the purposeofhands on experience.

Reference Text Books:

1. Mathew J. Zagumny, A student Guide to the statistical package for the social sciences,
2. Allan C. Elliot., Wyner. A., Woodward, AS Essentials Mastering SAS for Data Analytics, 2nd Edition, Wiley Publishers.
3. David R Lemnoon., Joseph L. Schafer, Developing Statistical Software In Fortran 95, Springer Publishers.
4. Sally Alesik, Applied statistical inference with Minitab
5. Rob Thomas, Data Analysis with R statistical softwares, Kindle edition
6. John M Chambers, Software for Data Analysis, Springer.

**I SEM MODEL
QUESTION
PAPERS**

KAKARAPARTI BHAVANARAYANA COLLEGE (AUTONOMOUS)

(Sponsored by: S.K.P.V.V. Hindu High Schools' Committee)

MODEL QUESTION PAPER (w.e.f: 2018 – 19)

I MBA : I Semester

MBA 10118 MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR

Time : Three Hours

Max Marks:70

Section :A (5 X 3 = 15 Marks)

Answer any Five of the following

1. a) Levels of Management
- b) Premising
- c) Staffing process
- d) Decision Tree Analysis
- e) Managerial Grid
- f) Techniques of Control
- g) Johari Window 2x2 Matrix
- h) Organizational Development

Section : B (5 X 8=40Marks)

Answer the following questions

UNIT - I

2. a) Define Management. Explain the principal functions of Management.
(or)
- b) Is Management a Science or an art? Comment on the true nature of Management.

UNIT - II

3. a) What is planning? Explain the process of planning
(or)
- b) What is span of control? Explain the factors determining the optimum span.

UNIT - III

4. a) Explain Maslow, Herzberg Theories of Motivation.
(or)
- b) Explain the basic steps in control process.

UNIT - IV

5. a) Define Organizational Behaviour. Explain the different foundations of OB.
(or)
- b) What is personality? What are its determinants? Which of them, you feel are more important in shaping personality?

UNIT - V

6. a) Define the term "group". What are the types of group? What purposes do groups serve?
(or)
- b) What is Organisational change? What are the forces leading to change? Why is change resisted?

Section : C (15 Marks)

Case Study:

7. Super Engineering company was a multi – national light engineering company. It had manufacturing facilities at Hyderabad, Pondicherry and Indore. The Company adopted budgetary system with main emphasis on production and expense budgets. The budget targets used to be set on the basis of analysis of production facilities and production operations.

While two units located at Hyderabad and Pondicherry was working properly and were able to meet their budget targets, Indore unit was not able to do so.

Mr.P.Manohar was transferred to Indore unit as plant manager. He joined the company about eight years back as engineer trainee and became the assistant plant manager at Hyderabad unit, the biggest of the three units. Manohar was very ambitious and a little bit autocratic. He believed in the exercise of authority and control to carry out his instructions. He was high achiever and believed in getting things done. He got quick promotions in the company.

Immediately after joining at Indore unit as plant manager, Manohar made preliminary study of the plant and issued instructions to all departments to reduce their expenses by five percent. A fortnight later, he instructed the departments to increase production by ten per cent. He also instructed all supervisors to strictly adhere to budgets. He introduced several new reports and watched the operations very closely. He suspended two supervisors in the second month for not meeting the budget targets. Subsequently two supervisors left the plant.

With all his efforts, the unit was very much on the right track and within six months exceeded the new budgeted production figures by eight per cent. On setting the plant right, he was called back at Hyderabad unit as plant manager where vacancy arose. However, shortly after he left for Hyderabad, the productivity at Indore unit fell below the earlier level and the budget was again in trouble.

Questions:

1. Analyse Manohar's style of leadership at Indore unit.
2. Why there was a drop in productivity at the unit after Manohar left it.

KAKARAPARTI BHAVANARAYANA COLLEGE (Autonomous)
Department of Management of Business Administration

Model Question Paper

Class: I MBA

Paper: Managerial Economics

Time: 3 Hrs

-

Semester: I

Code: MBA 10218

Max. Marks: 70

Answer any FIVE of the following

5x3=15M

1. Write short notes on:

- | | |
|------------------------------|-------------------------------|
| a) Cross demand | b) Consumer's surplus |
| c) Economics of scale | d) Production function |
| e) Implicit Vs explicit cost | f) Law of variable proportion |
| g) Recession | h) Price skimming |

Section - B

Answer all Questions

5x8=40M

1. a) Define Managerial Economics. Discuss the salient features and significance of managerial economics.
(OR)
b) Define elasticity of demand. Explain about various elasticity's of demand.

2. a) Explain the laws of returns to scale. Describe those using Iso-quants.
(OR)
b) Explain the salient features of the long run average cost curve. What is its significance in managerial decision making?

3. a) Explain the characteristic features of monopolistic competition. How are products differentiated in practice under monopolistic competition?
(OR)
b) Define oligopoly. Explain how prices and output decisions are made in a oligopolistic market.

4. a) What is meant by national income? Explain the various concepts associated with it.
(OR)
b) Explain the role of monetary and fiscal policies in economic development of India.

5. a) Define business cycles. Explain the various methods to solve the problems arising out of business cycles.
(OR)
b) State the classical theory of interest and explain how it differs from the version of Keynes?

Section - C
CASE STUDY

1x15=15M

(Compulsory)

6. A manufacturer makes an average profit of Rs.2.50 per piece in selling at price of Rs.14.30 by producing and selling 60,000 pieces or 60% of potential capacity.

This cost of sales is Direct material - Rs.3.50 Direct wages - Rs.1.25

Works overhead - Rs.6.25 (50% fixed) Sales overhead - Rs.0.80 (25% variable)

During the current year, he intends to produce the same number but anticipates that his fixed charges will go up by 10%, while rates of direct labour and direct material will increase by 8% and 6% respectively. But he has no option of increasing the selling price. Under this situation, he obtains an offer from a further 20% of total capacity. What minimum price will you recommend for the offer to ensure manufacturer an overall profit of Rs.2000 lakhs? Give reasons for your recommendations.

KAKARAPARTI BHAVANARAYANA PG COLLEGE (AUTONOMOUS)

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MBA 10318 - Business Analytics for Managerial Decision Making

MODEL QUESTION PAPER (w.e.f: 2018 – 19)

I M.B.A : I Semester

Time : Three Hours

Max Marks:70

SECTION – A

1. Answer any five of the following questions

5 X 3 = 15M

- a. Define statistics
- b. Explain merits and demerits of arithmetic mean
- c. Explain importance of business analytics
- d. Explain merits and demerits of standard deviation
- e. Explain about scatter diagram method
- f. Define probable error
- g. Define time series
- h. Explain uses of time series

SECTION – B

Answer the following questions

5 X 8 = 40M

2. a) Explain various methods of collecting primary data

OR

b) Calculate median and mode for the following data

MARKS	0-10	10-20	20-30	30-40	40-50	50-60	60-70
NO OF STUDENTS	8	13	22	28	21	17	15

3. a) Define the analytical approaches for decision making with suitable examples.

OR

b) Explain the applications of analytics. Describe the business analytics as a competitive strategy

4. a) Explain standard deviation and mean deviation and also write their merits and demerits.

OR

b) Calculate Q.D for the following data

MARKS	0-10	10-20	20-30	30-40	40-50	50-60	60-70
NO OF STUDENTS	8	13	22	28	21	17	15

5. a) Define Correlation and explain various types of correlation

OR

b) Calculate KPCC for the following data

X	65	68	71	75	78	81
Y	82	91	94	86	88	93

6. a) Explain various components of Time – series

OR

b) Explain uses of Time series analysis

SECTION – C

Compulsory

1 X 15 = 15M

1. Estimate trend line for the following data by using the method of least squares method

Year	2010	2011	2012	2013	2014	2015	2016
Sales	125	128	133	135	140	141	143

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MODEL QUESTION PAPER (w.e.f: 2018 – 19)

I MBA : I SEMESTER

MBA 10418 : MANAGERIAL COMMUNICATIONS

Time : Three hours

Maximum Marks: 70

Section-A

Answer any FIVE of the following

5 X 3=15M

1. Write short notes on:

- | | |
|-----------------------------------|--------------------------|
| a) Paradox of human communication | b) Presentation skills |
| c) Non-verbal communication | d) Bad news messages |
| e) Exchange theory | f) Defensiveness |
| g) Mobile communication | h) New age communication |

Section-B

Answer all Questions 5x8=40M

2. a) Define communication. What are the characteristics of a good communication?

(OR)

b) Explain different types of communication.

3. a) How does transactional analysis helps in understanding interpersonal relationship?

(OR)

b) Discuss the role of perception in interpersonal communication.

4. a) Explain the various communication barriers in detail.

(OR)

b) What is interpersonal influence? Explain the influence process.

5. a) Explain different types of reports.

(OR)

b) What are proposals? How is a business proposal structured?

6. a) Explain the impact of technology on communication.

(OR)

b) Explain the various social media as a means of communication.

Section-C

CASE STUDY (Compulsory) 1x15=15M

7. Mittal wanted to join in a banking sector as a Relationship Manager. He received an interview call from one of the nation's leading private sector bank. He was excited and prepared for the interview by reading about the company's performance and history, making a quick SWOT analysis of the bank, getting his document ready and even practiced mock interviews with a friend who is a Manager in consultancy. However, the interview proved to be a nightmare. It started an hour behind schedule and Mittal was kept waiting with no intimation of the changed schedule. He kept his cool and waited patiently. Finally, when he was called in, he knocked firmly and entered interview hall. The hall was huge and panel of members are sitting in the corner. The panel consisted of 7 members, none of whom, according to Mittal seemed friendly. He was made to sit on a chair that seemed likely to break with slightest jerk. He however, managed to sit, learning forward slightly and tried to listen to the panel. He was then asked a barrage of questions that are irrelevant to the job and they never heard his complete answers. Even though he answered Mittal was unhappy coming out.

Questions:

- If you are interviewer, what are the corrections you make to this stress interview to make it conductive?
- Can you suggest any improvement to Mittal's preparation as interviewee?

MODEL QUESTION PAPER (w.e.f: 2018 – 19)
I MBA : I SEMESTER
MBA 10518: Legal framework for business

Time : Three hours

Maximum Marks: 70

SECTION- A

Answer any five of the following questions.

(5x3=15M)

1. Write short notes on:

- | | |
|--|---------------------------|
| a) Essentials of a contract | b) valid offer essentials |
| c) Differences between LLP and partnership | d) Whistle blowing |
| e) conditions vs warranties | f) MOA and AOA |
| g) Objectives of IT act | h) Rights of consumers |

SECTION- B

Answer all questions

(5x8=40M)

2. (a) “All agreements are not contracts, But All contracts are agreements “ Explain

(OR)

(b) Explain in detail about Valid Contract and Essentials of Valid Contract

3. (a) Explain briefly about LLP, Conversion of LLP, and liability of LLP

(OR)

(b) Explain in detail about winding up and dissolution of a company

4. (a) who is an unpaid seller ? Explain briefly about the rights of unpaid seller .

(OR)

(b) Write a short notes on kinds of negotiable instruments

5. (a) what do you mean by a company ?explain in detail about the different types of companies

(OR)

(b) discuss in detail about company formation prospectus and membership of a company

6. (a) Explain briefly about IT Act 2000

(OR)

(b) discuss in detail about consumer redressal agencies

SECTION- B

Compulsory

(1x15=15M)

Cyber was a manufacturing medicine for cure aids. they advertise in international magazine saying that whoever consumes medicine will not suffer from aids. Mrs Mathew read this advertisement in magazine and purchased she claimed for the reward of 10 million pounds as a compensation as a promise in the advertisement, can she claim ?will she succeed ?

K. B. N. COLLEGE :: PG CENTRE (AUTONOMOUS)

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MODEL QUESTION PAPER (w.e.f: 2018 – 19)**I MBA : I SEMESTER****MBA10618 : FINANCIAL STATEMENTS ANALYSIS AND REPORTING**

Time: Three hours

Maximum Marks: 70

SECTION – A**1. Answer any five of the following questions.****5X3=15 Marks**

- a) What are the Branches of Accounting? b) What is Marginal Costing?
 c) What is Window Dressing? d) What is a Trial Balance?
 e) Forfeiture of Share f) P/V Ratio
 g) What is Internal Contro? h) What is Forensic Accounting?

SECTION – B**Answer the following questions****5X8=40 Marks****Unit - I**

2. (a) Explain the Generally Accepted Accounting Principles.

OR

- (b) Journalise the following transactions

March 1 Started business with cash Rs.50,000	4 Bought Computer for cash Rs.58,000
19 Withdraw cash for personal use, Rs.3,500.	20 Sold good for cash Rs.12,000
21 Cash paid to Malhotra Rs.2,000	25 Paid salaries to employees, Rs.4,000
31 Rent received Rs.1,200.	

Unit - II

3. (a) What are the various techniques of Financial statement Analysis?

OR

- (b) From the following Balance Sheet of Vijay Ltd. prepare funds flow statement for the year ended 31 December 2017.

Liabilities	31.12.2016 Rs	31.12.2017 Rs	Assets	31.12.2016 Rs	31.12.2017 Rs
Share capital	70,000	74,000	Cash	9,000	7,800
Debentures	12,000	6,000	Debtors	14,900	17,700
Provision for Bad Debts	700	800	Stock	49,200	42,700
Creditors	10,360	11,840	Land	20,000	30,000
Profit & Loss A/c	10,040	10,560	Goodwill	10,000	5,000
	1,03,100	1,03,200		1,03,100	1,03,200

Additional Information:

- a) Dividends paid Rs.3,500
 b) Land is purchased during the year Rs.10,000

4. a) Explain the Accounting Procedures for Declaring and Distributing Dividends.

OR

- b) A Company invited the public to subscribe for 10,000 Equity Shares of Rs.100 each at a premium of Rs.10 per share payable on allotment. Payments were to be made as follows:

On application Rs.20; on allotment Rs.40; on first call Rs.30 and on final call Rs.20.

Application were received for 13,000 shares; applications for 2,000 shares were rejected and allotment was made proportionately to the remaining applicants. Both the calls were made and all the moneys were received except the

final call on 300 shares which are forfeited after due notice. Later all these share were issued as fully paid at Rs.85 per share. Pass the Journal entries.

5. a) Explain the legal requirements relating to Auditing

OR

b) Explain the legal requirements relating to Accounting Disclosures.

6. (a) The Sales and Profits during two periods are as under

	Period I	Period II
Sales	4,00,000	6,00,000
Profit	40,000	80,000

Calculate: a) P/V Ratio, b) Break Even Point c) Sales required to earn a profit of Rs. 50,000

d) Profit when sales are Rs. 8,00,000 e) Margin of Safety at a profit of Rs. 1,00,000

OR

(b) Explain cost- profit - volume analysis

SECTION – C (1*15=15 Marks)

Compulsory question.

7. From the following Prepare the Income statement and Balance Sheet of M/s Shine Ltd.

Debit Balances	Amount	Credit Balances	Amount
Sundry debtors	1,00,000	Bills payable	85,550
Bad debts	3,000	Sundry creditors	25,000
Cartage	2,500	Provision for bad debts	1,500
Printing and Stationary	5,000	Return outwards	4,500
Rent, Rates and Taxes	3,450	Capital	2,50,000
Freight	2,250	Discount received	3,500
Sales return	6,000	Interest received	11,260
Motor car	25,000	Sales	1,00,000
Opening stock	75,550		
Furniture and Fixture	15,500		
Purchases	75,000		
Drawings	13,560		
Investments	65,500		
Cash in hand	36,000		
Cash in bank	53,000		
	4,81,310		4,81,310

Adjustments

1. Closing stock was valued Rs. 35,000.
2. Depreciation charged on furniture and fixture @ 5%.
3. Further bad debts Rs. 1,000. Make a provision for bad debts @ 5% on sundry debtors.
4. Depreciation charged on motor car @ 10%.
5. Interest on drawing @ 6%.
6. Rent, rates and taxes was outstanding Rs.200.

KAKARAPARTI BHAVANARAYANA COLLEGE(AUTONOMOUS)

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MODEL QUESTION PAPER (w.e.f: 2018 – 19)

I MBA : I Semester

MBA 10718 BUSINESS ENVIRONMENT

Time : Three Hours

Max Marks:70

Section :A (5 X 3 = 15 Marks)

Answer the following

1. a) Public Sector in India
b) Planning goals
c) Multilateral trade agreements
d) Balance of payments
e) Economic reforms and social justice
f) Industrial Policy 1991
g) Major corporate Governance failures in India
h) BIFR

Section : B (5 X 8 =40Marks)

Answer the following

UNIT - I

2. a) What is business environment? Explain the different factors of business environment.
(or)
b) Explain the concept of social responsibility of business why should businesses develop a sense of social responsibility? Discuss.

UNIT - II

3. a) Explain the trends and structure of Indian Economy.
(or)
b) What are the causes of Industrial sickness? Explain the provisions of SICA.

UNIT - III

4. a) Explain the main objectives as incorporated in the various five – year plans in India.
(or)
b) Examine the case for and against foreign direct investment in India.

UNIT - IV

5. a) Discuss the Exim Policy of India.
(or)
b) Explain India's trade policy since Independence.

UNIT - V

6. a) Comment upon the state of corporate governance in India. What are the measures for good governance?
(or)
b) Define SEZ and describe the facilities and features of Indian SEZs.

Section : C (15 Marks)

Case Study:

Mahindra & Mahindra manufactures and markets jeeps and had a hold over a considerable portion of the jeep market in India in the past. It was ranked sixth in the automobile sector of India in 2004, up from the 10th rank in 2003. The following are the prominent jeeps that operate in the Indian market currently – Mahindra – Voyager, Mahindra – Armada, and Mahindra has an upper hand when compared to Tata jeeps, whereas Tempo Trax has comparatively a low price.

Realising the need to grow fast, the company formulated an export policy. It paid off well. They formulated plans to develop and grow in a foreign market. The first step was participation in trade fairs abroad. Particularly in Hanover (Germany) and Paris (France). This has helped to popularise its vehicle in those countries. Mahindra jeeps started selling in France, and jeep exposers became an important marketing activity of the company. The company started manufacturing diesel engines in collaboration with Peugeot of France.

As soon as the company came to know that Australia, Denmark, Italy, Norway, and Sweden could prove to be potential markets, plans began to be made accordingly. The company estimated that it would be able to export about 2,500 jeeps annually to Australia. In order to cater to the lower segment of the market, the Mahindra jeeps in Australia faced competition from Japanese companies. Stringent design rules and requirements also needed to be met in Australia.

The company is confident of meeting all such requirements. The governments liberalization policy will also be helpful. The company's new policy has to take into account the environmental factors. The export policy, with a special reference to export market, also deserves a considerable evaluation and analysis because environmental factors, such as technological economic, social and political influences, relevant to strategic decision, operate in an industry.

Mahindra & Mahindra assessed all the opportunities in the market as well as the impact of external environment on their strategic planning before expanding the production. In 2004, Mahindra & Mahindra showed a significant improvement compared to MarutiUdyog ranked as the number one automobile company, as is evident from the table that follows.

S.No	Factors	Environmental Consciousness	Dynamism	Belief in Innovation
1	MarutiUdyog	176.0 Points	772.9	174.0
2	Mahindra & Mahindra	119.0	119.0	123.0

Question:

In the case discussed above, which are the different environmental factors that lead to opportunities and threats to Mahindra & Mahindra.

MODEL QUESTION PAPER (w.e.f: 2018 – 19)
I MBA : II SEMESTER
MBA 20118: Marketing Management

Time : Three hours

Maximum Marks: 70

SECTION- A

Answer any five of the following questions.

(5x3=15M)

1. Write short notes on:

- | | |
|--|--------------------------|
| a) Integrated Marketing Communications | b) Market segmentation |
| c) Positioning | d) E-marketing |
| e) Objectives of pricing | f) CRM |
| g) Value pricing | h) Customer satisfaction |

SECTION- B

Answer all questions

(5x8=40M)

2. (a) "Do all companies need to practice the marketing concept?" Comment

(OR)

(b) Define Rural marketing. What is the importance of rural marketing to the economy?

3. (a) What is a new product? Discuss the need & challenges faced by the business in developing a new product.

(OR)

(b) Discuss the various issues involved in initiating and responding to price changes.

4. (a) Draw the advantages & disadvantages of various distribution channels present.

(OR)

(b) Explain the various strategies of training and evaluating the channel members.

5. (a) How do you design a communication strategy for "sports shoe".

(OR)

(b) Elaborate the various sales promotion tools available for businesses to market their products

6. (a) Explain the need and importance of Customer Relationship Marketing

to a firm. (OR)

(b) Elucidate the various types of marketing organization structures.

SECTION- B

Compulsory

(1x15=15M)

Alfa academy is a private educational institute offering short-term training, counseling programs and placement service to students. The institute was established in 2000 and expanded its net work of institutions to various places. Seventy five franchisee institutions offer programs under the brand of Alfa Academy. Many programs are customized, and some programs are standardized. The institution has earned a reputation for the quality of its programs. However, competition from various institutions in all the places where the institution or its franchisees are present is creating marketing problems. The background of customers and the intensity of competition have compelled the institute to follow variable pricing. The fee is decided based on negotiations with the service seeker, making fee finalization an important process both for the manager of the institute and the students. The close ones of many students also participate in the negotiation process. Further, the variations in fees for different student of the same programme have resulted in mixed participation of the institution.

The manager of one of the branches of the Alfa Academy, Mr. Joseph is not happy with this system of pricing. Sometimes the institute accepts student at low fee of vacancies left over, at other times, when negotiations fail, people bad mouth the pricing system. Many a time, despite the fact that students turn up in sufficient numbers by the end of the closing date of the programmes, the services are sold at very low prices on account of the uncertainty in demand. Franchisee institutes pose another problem. Alfa takes the records of fee of the franchisees as true statements to calculate its share in the profits. Informal enquiries have revealed that many franchisees take advantage of this pricing policy and submit false reports. Joseph has decided to change the pricing system. He has called for a meeting of the Board of Management to discuss and finalize the new pricing policy of the institute.

Questions:

1. Is the problem related to the pricing policy or execution of the pricing system?
 2. What are the alternative pricing strategies available to the institute?
-

QUESTION BANK

Class: I MBA

Code: MBA 20117

Paper: marketing management

Semester: I I

3 MARKS

Unit – 1

1. Define marketing explain concepts of marketing?
2. Define marketing research ?
3. Define relationship marketing?

Unit – 2

1. Explain STP ?
2. Explain the product and types of products?
3. Explain the buyer behaviour ?

Unit – 3

1. Define VMS and MMS?
2. Explain marketing logistic decisions ?
3. Define channel management?

Unit – 4

1. What is marketing communication?
2. What is IMC ?
3. What is marketing communication mix ?

Unit – 5

1. What is marketing organisation ?
2. What is customer relationship management?
3. What is marketing auditing ?

7 MARKS

Unit – 1

1. Define marketing & types of marketing ?
2. Explain marketing environment with suitable example?
3. Explain integrated marketing concept ?

Unite – 2

1. What is Strategic Marketing planning ?
2. Explain marketing mix with suitable examples ?
3. Define price and explain types of pricing ?

Unit – 3

1. Explain types of marketing channel system ?
2. Explain the Selection, Training, Motivation, and Evaluation of Channel Members?
3. Explain the – Market Logistics Decisions with examples ?

Unit – 4

1. Define Marketing Communication mix with suitable examples ?
2. Explain IMC planning process?
3. Explain Recent trends in Marketing communications?

Unit – 5

1. Explain Types of Marketing Organization Structures?
2. Explain Customer Relationship Marketing?
3. Explain – Consumer Rights and Marketers' Responsibilities.?

KAKARAPARTI BHAVANARAYANA COLLEGE (Autonomous)
Department of Management of Business Administration

Class:	Semester:	Title of The Paper:	Paper Code:	W.E.F
I MBA	II	HUMAN RESOURCE MANAGEMENT	MBA20217	2017-18

Syllabus

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Lecture	Tutorial	Practical		CIA	SEE	
65 Hours	3	1	1	3 Hours	40	60	4

Course Objectives:

by the end of the course, students will be able to

- To develop a meaningful understanding of HRM theory, functions and practices;
- To apply HRM concepts and skills across various types of organizations.

Course Outcomes:

- Resource Planning, Objectives, Importance
- Role of Personnel Manager and HR manager
- Promotion and Reward Management

UNIT-I

12 Hours

Introduction: Meaning, Definition, Nature, scope, and Importance of HRM – objectives and Functions of HRM – Policies, Procedures and Programmes, and Practices of HRM – Organization of HRM – Line and Staff Responsibility – Role of Personnel Manager and HR manager – Models of HRM – HRM in a Changing Environment.

UNIT-II

12 Hours

Procurement: HR Job Analysis – Human Resource Planning, Objectives, Importance, Factors Affecting HR Planning – Demand Forecasting and Process of HR Planning – Problems and Limitations of HRP – Recruitment: Definition, Objectives, Subsystems, Factors Affecting Recruitment Policy, Centralized and Decentralized Recruitment, Recruitment Organisation, Recruitment Sources, Recruitment Techniques, Recruitment Process, and Recent Trends in Recruitment Practices – Selection: Meaning, Definition, Importance, Types of Selection, Essentials of Selection Procedure, and Process of Selection – Placement, Induction, and Socialization.

UNIT-III

16 Hours

Development and Performance Management: Objectives of Training, Training Need Assessment, Designing and Administering Training Programme, Executive Development Programmes, Evaluation of Training and Development Programmes –

Performance Appraisal: Meaning, Need, Purpose, Objectives, Contents of PAS, Appraisers and

Different Methods of Appraisal, Uses of Performance Appraisal, Limitations, Problems of Performance appraisal, and Post Appraisal Feedback.

UNIT-IV

13 Hours

Promotion and Reward Management: Promotion, Transfer, Demotion, and Career planning and Development – Compensation Management: Definition, Need for Sound salary Administration, Objectives, Factors Affecting Wages/ Salary Levels, HRM Approaches to Reward Management, Job Evaluation – Employee Welfare Measures.

UNIT-V

12 Hours

Maintaining: HRM Approach to Employee – Quality of Work Life (QWL): Meaning, Conditions, Specific Issues in QWL, Strategies for Improvement of QWL – Retirement, Discharge, VRS, and Exit Interviews – Changing Role of HR in Knowledge Era, Mergers and Acquisitions, Outplacement, Outsourcing HR Functions, and Employee Leasing – HRM Changes in Management Control Systems: HRIS, HRM Accounting, and HR Audit – International HRM: Perspectives and Challenges – Grievance and Disciplinary Procedure – HR Research.

Case Study (Not Exceeding 300 words)

Practical Component:

- Give a case and ask the students to prepare the recruitment advertisement for a newspaper.
- Expose students to standard selection tests followed in various sectors.
- Exploring training and development practices.
- Exploring performance appraisal practices in various sectors.
- Exploring employee separation practices.
- Give a job analysis case and ask the students to prepare job description and job specification.
- Ask the students to prepare an appointment letter for the post of office manager of a company known to you.

Reference Text books:

1. Monappa, A., and Saiyaddin.M., *Personnel Management*, Tata Mc Graw Hill.
2. De Cenzo and Robbins, Stephen, P., *Personnel/ Human Resource Management*, Prentice Hall of India.
3. Dessler, *Human Resource Management*, Pearson Education.
4. Singh. N. K., *Human Resources Management*, Excel Books.
5. Subba Rao, P., *Human Resource Management and Industrial Relations*, Himalaya Publishing House.
6. Aswathappa. K., *Human Resource and Personnel Management*, Tata McGraw Hill.
7. V.S.P.Rao, *Human Resources Management*, Excel Books.

8. Pattanyak, *Human Resource Management*, Prentice Hall of India.
 9. Flippo E.E., *Personnel Management*, Mcgraw Hill.
 10. Memoria C.B., *Personnel Management*, Himalaya Publishers.
 11. Ivancvcevich, *Human Resources Management*, McGraw Hill.
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MODEL QUESTION PAPER (w.e.f: 2017 – 18)
I MBA : II SEMESTER

MBA 20217 : HUMAN RESOURCE MANAGEMENT

Time : Three hours
60

Maximum Marks:

SECTION-A

Answer any five of the following questions (5x3=15M)

1. Write short notes on:

- | | |
|--------------------------------|-----------------------------|
| a) Role of personnel Manager | b) Job analysis |
| c) Job design | d) Post appraisal feed back |
| e) Differentiate wage & salary | f) Profit sharing |
| g) VRS | h) Mergers |

SECTION-B

Answer All questions (5x7=35M)

2. a) Bring out the need and importance of Human Resource Management
OR
b) Explain briefly the objectives and functions of Human Resource Management
3. a) Briefly write on various sources of recruitment.
OR
b) What is the importance and role of Human Resource Planning in an organization?
4. a) What is the role of training in the organization .Write various methods of training?
OR
b) What is HRD? Briefly bring out HRD"s role as a strategic approach to employee performance.
5. a) Write briefly on Promotion, Transfer and Demotion.
OR
b) What is a career path? What are the various steps in career planning?

6. a) What are the various steps in a Grievance procedure? Explain.

OR

b) What are the strategies for improvement of “Quality of work life”? Explain.

SECTION-C (1x10=10M) Compulsory

7. Harsha and Franklin both of them are post graduates in management under different streams from same B-School. Both of them are close to each other from the college days itself and the same friendship is continuing in the organisation too as they are placed in the same company, Hi-tech technology solutions. Harsha placed in HR department as employee counselor and Franklin is in finance department as key finance executive. As per the grade is concerned both are at same level but when responsibility is concerned Franklin is holding more responsibility being in core finance. By nature Harsha is friendly in nature and ready to help the needy.

Franklin is silent in nature ready to help if approached personally and always a bit egoistic in nature. They have successfully completed 4 years in the organization. And management is very much satisfied with both of them as they are equally talented and constant performers. Harsha felt that now a day's Franklin is not like as he use to be in past. She noticed some behavioral changes with him. During general conversations she feels that Franklin is taunting her that she is famous among the employees in the organisation in the other hand he is not even recognised by fellow employees. One morning Mr. Mehta General Manager Hi-tech technology solutions shocked while go through the mail received from Franklin about his resignation. Mr. Mehta called Harsha immediately and discussed about the same as she is close to Franklin. By hearing the news Harsha got stunned and said that she do not know this before she also reveled here current experience with him. Mr. Mehta who do not want to loose both of them promised her that he will handle this and he won't allow Franklin to resign. In the afternoon Mr. Metha took Franklin to Canteen to make him comfortable after some general discussion he starts on the issue. Franklin, after some hesitations opened his thinking in front of Mr. Mehta.

The problem of Franklin is 1) when he comes alone to canteen the people from other don't even recognize him but if he accompanied by Harsha he get well treated by others. 2) one day Both of them entered the company together the security in the gate wished them but the next day when he came alone the same security did not do so. 3) Even in meetings held in the office the points raised by Harsha will get more value so many a times he keeps silent in the meeting. It happens to Franklin that he has to face such degradation in each day of work which totally disturbs him. Franklin also

questioned that ” Harsha and myself have same qualification, from same institute, passed out in the same year both with first class. We have same number of experience in this organisation. More over the responsibilities with me are more valuable than that of Harsha. After all this things if I am been ignored or unrecognized by the fellow employees my ego does not allow me to continue here”. After listening this statement Mr.Metha felt that it is not going to be very difficult to stop his resignation. Mr. Mehta explained Franklin the reasons for such partial behavior of the employees. After listening to Mr. Mehta, Franklin said sorry for his reaction and ready to take back his resignation. And he called Harsha and spoke with her like before.

- a) Find the reason that Mr. Mehta would have given to Franklin

KAKARAPARTI BHAVANARAYANA COLLEGE (Autonomous)
Department Of MBA

Class:	Semester:	Title of The Paper:	Paper Code:	W.E.F
I MBA	II	FINANCIAL MANAGEMENT	MBA 203	2017-18

Syllabus

Total No of Hours for Teaching Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Lecture	Tutorial	Practical		CIA	SEE	
65 Hours	3	1	1	3 Hours	40	60	4

Course Objectives: The purpose of the course is manifold:

- (1) to give understanding and perspective on financial management function in the company and in its relation to domestic and international economy,
- (2) to provide illustration on financial management practices and policies, processes, techniques and strategies that are used in the financial management,
- (3) to develop knowledge on the type and characteristics of problems and the possibility of the occurrence of financial management problems, and to increase the ability to handle the problems through reliable approach and problem solving strategy development,
- (4) to develop planning skill and monitoring skill in financial management functions effectively, so the students be able to apply the appropriate management strategy to face the company challenges.

Course Outcomes:

- To explain the basic functions and responsibilities of a financial department in a business/ firm;
- To elaborate the key decision areas in financial management-investment, financing, dividend and working capital management;
- To explain the various techniques of evaluation of investment proposals;
- To discuss the various factors to be considered in designing the target capital structure.

UNIT 1:

(15 hours)

Financial Management: Conceptual Overview, Scope, Functions, Roles, Goals – Changing Role of Finance Managers –Time value for money – Present Value – Risk and Return – Profit maximization Vs. Wealth Maximization – Financial Decisions – Financial Planning and Forecasting: Meaning, Objectives, Process of Financial Planning and Financial Forecasting (*Theory and Problems*).

UNIT 2:

(13 hours)

Financial Leverages: Types of Financial Leverages-EBIT and EPS analysis – Cost of Capital –

Measurement of Specific Costs of Capital – Weighted Average Cost of Capital (*Theory and Problems*).

UNIT 3: (12hours)

Capital Structure: Determinants of Capital Structure, and Optimum Capital Structure – Capital Structure theories: Traditional, NI, NOI and MM Theories – Capital Budgeting: Nature, Scope, Significance, and Risks in Capital Budgeting – Techniques of Capital Budgeting: Traditional and DCF techniques – Risk Analysis in Capital Budgeting. (*Theory and Problems*)

UNIT 4: (13 hours)

Working Capital Management: Meaning, Significance, Types of Working capital, Determinants of working capital, and Methods of Measuring working Capital Requirements – Operating cycle – Financing of Working Capital– Management of Cash, Receivables, and Inventory – *Management of Profits: Dividend Policy and Dividend Theories (Theory and Problems)*.

UNIT 5: (12 hours)

Financial Analysis: Types of ratios, Classification and analysis through ratios, Advantages and Limitations of ratio analysis (*Theory and Problems*).

Case Study (Not Exceeding 300 words) or Problem

Practical components:

- Students are expected to study any five companies’ financial reports and submit a report on their financial planning and financial forecast.
- A group assignment on “capital structure of any three big domestic companies and any three MNCs with respect to the models studied in unit-3.
- Case studies on dividend policies of various companies with respect to Indian context.

References Text books:

1. James C Van Horne & John M. Wachowicz Jr, *Fundamentals of Financial Management*, Prentice Hall of India, New Delhi.
2. Arthur Keown, John Martin, William Petty & David Scott Jr, *Financial Management: Principles and Applications*, Prentice Hall of India, New Delhi.
3. Brealey, Richard and Myers Stewart. C., *Principles of Corporate Finance*, McGraw Hill, New Delhi.
4. Brigham F Eugene and Houston F Joel, *Fundamentals of Financial Management*, International Students Edition.
5. Hampton J John, *Financial Decision Making: Concepts, Problems and Cases*, Prentice Hall of India, New Delhi.
6. Weston, J F and Brigham, E. F., *Essentials of Managerial Finance*, Pearson Education.

7. James C. Van Horne, *Financial Management and Policy*, Prentice Hall of India.
8. Chandra Bose D., *Fundamentals of Financial Management*, Prentice Hall of India.
9. Khan M Y and Jain P. K., *Financial Management: Text and Problems*, Tata McGraw Hill.
10. Pandey I M., *Financial Management*, Vikas Publishing House Pvt. Ltd.
11. Pandey & Bhat, *Cases in Financial Management*, Tata McGraw Hill.
12. Prasanna Chandra, *Financial Management – Theory and Practice*, Tata McGraw Hill.

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MODEL QUESTION PAPER (w.e.f: 2017 – 18)

I MBA : II SEMESTER

MBA20317 : FINANCIAL MANAGEMENT

Time : Three hours
60

Maximum Marks:

SECTION – A

1. Answer any five of the following questions.

5X3=15

Marks

- | | |
|------------------------|------------------------------|
| a) Time Value of Money | b) Financial Leverage |
| c) IRR | d) Optimum Capital Structure |
| e) Operating Cycle. | f) Receivable Management |
| g) Current Ratios. | h) Net Profit Ratio |

SECTION – B

Answer the following questions

5X7=35 Marks

2. a) Discuss on the role & significance of Finance Function in an organisation.

Or

b) “The objective of a finance manager is to maximize the wealth of the owners of the organization”. Prove how the wealth maximization approach is superior to the profit maximization approach.

3. a) What are different types of leverages? State the formula for calculating different leverages.

Or

b) From the following Capital Structure of a Company, Calculate the overall Cost of Capital using

a) Book value weights and b) Market value weights

Source	Book Value (Rs)	Market Value (Rs)
Equity Capital (Rs.10 Sahre)	45,000	90,000
Retained Earnings	15,000	---
Preference Capital	10,000	10,000
Debentures	30,000	30,000

4. a) What is capital structure? Briefly explain the factors determining the capital structure of a firm.

Or

b) There are two projects X and Y. X requires of Rs.26,000 and Y requires an investment of Rs.38,000. The Cost of Capital is 12%. Suggest which project is better according to Net Present Value Method.

Year	Cash Inflow – Project X	Cash Inflow Project - Y
1	9000	8000
2	7000	10000
3	6000	12000
4	5000	8000
5	4000	2000

5. a) What do you understand by Working Capital? Explain the determinants of Working Capital.

Or

b) Explain types and theories of Dividends.

6. a) Explain the Advantages and Limitations of Ratio Analysis.

Or

b) Explain various types of financial ratios

SECTION C – Case Study

(Compulsory) 1X10 = 10 Marks

7. Please read the following case and answer the questions given at the end.

EBIT of the company is Rs.20,00,000. It is planning to add Rs.50,00,000. Additional funds through one of the following means for diversification. The present equity share capital (5,00,000 shares of Rs.10 each) Rs.50,00,000. Following are the alternative sources of financing:

a) Issue of 12% debentures.

b) Issue of 2,50,000 equity shares at par & the balance by 12% debentures.

c) Issue of 10% preference shares of Rs.25,00,000 and balance by 15% term loan.

Advice the company as to the best alternative of financing

KAKARAPARTI BHAVANARAYANA COLLEGE (Autonomous)
Department of Management of Business Administration

Class:	Semester:	Title of The Paper:	Paper Code:	W.E.F
I MBA	II	ORGANISATIONAL BEHAVIOUR	MBA20217	2017-18

Syllabus

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Lecture	Tutorial	Practical		CIA	SEE	
65 Hours	3	1	1	3 Hours	40	60	4

Course Objectives

By the end of this semester students learn

- Organisational Behaviour
- Individual: Perception
- Organisational conflicts

- Organisational Culture

Course Outcomes

- Challenges and opportunities for O.B
- Values and Attitudes and their relevance in O.B. context.
- Dynamics of group formation, frame work of group behaviour
- stimulating productive conflict, strategies for conflict resolution.
- objectives and techniques of Organisational Development.

UNIT – I:

Organisational Behaviour: Meaning, nature and scope – Key elements in O.B. – Challenges and opportunities for O.B. – Contributing disciplines to O.B. – O.B. Model.

(13 hours)

UNIT –II: Individual: Perception – Process, factors influencing perception, barriers in perceptual accuracy, enhancing perceptual skills. Learning – characteristics, theories and principles of learning. Personality – Stages of Development, determinants of personality, Values and Attitudes and their relevance in O.B. context.

(12 hours)

UNIT – III: Group Dynamics: Meaning and types of groups, Dynamics of group formation, frame work of group behaviour. Developing inter-personal skills – Transactional Analysis.

(13 hours)

UNIT – IV: Organisational change: Change dimensions, change process, pressures for change, resistance to change, overcoming resistance to change, change management. Organisational conflicts – Meaning, conflicts at individual, group and organisational level, sources of conflicts, functional and dysfunctional aspects, stimulating productive conflict, strategies for conflict resolution.

(17 hours)

UNIT- V: Organisational Culture: Definition and characteristics, creating and sustaining culture. Organisational Development: objectives and techniques of Organisational Development.

(10 hours)

Practical Component:

- Give a case and ask the students to prepare the recruitment advertisement for a newspaper.
- Expose students to standard selection tests followed in various sectors.
- Exploring training and development practices.
- Exploring performance appraisal practices in various sectors.
- Exploring employee separation practices.
- Give a job analysis case and ask the students to prepare job description and job specification.

- Ask the students to prepare an appointment letter for the post of office manager of a company known to you.

Suggested Books:

1. Fred Luthans, *Organisational Behaviour*, Tata McGraw Hill.
2. Stephen P. Robbins, *Organisational Behaviour*, Pearson Education, New Delhi, 2006.
3. Aswathappa. K., *Organisational Behaviour*, Himalaya Publishing House, New Delhi.
4. Donald R. Brown & Don Harwey, *An Experimental Approach to Organisational Development*, Pearson Education.
5. Udai Parek, *Understanding Organisational Behaviour*, Oxford.
6. Archana Tyagi, *Organisational Behaviour*, Excel Books, New Delhi.
7. Dale, *“Organisations & Development”*, Sage Publications.
8. Sarma V. s. Veluri, *Organisational Behaviour*, Jaico Publishing House
9. Paton McCalman, *“Change Management”*, Sage Publications.
10. Venkata Ratnam, *“Negotiated Change”*, Sage Publications.
11. Jai, B.P. Sinha, *“Culture and Organisational Behaviour”*, Sage Publications.
12. Margie, Rajendra Gupta, *“Organisational Behaviour”*, Mc Graw Hill.
13. Snell, Bohlander, Vohra, *“HRM”*, CENAGE Learning.
14. Seijts, *“Cases in Organisational Behaviour”*, SAGE.
15. Arun Kumar N Meenakshi., *Organisational Behaviour*, Vikas Publishing House.

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MODEL QUESTION PAPER (w.e.f: 2017 – 18)
I MBA : II SEMESTER
MBA 20517 : ORGANISATIONAL BEHAVIOUR

Time : Three hours
60

Maximum Marks:

SECTION-A

Answer any five of the following questions (5x3=15M)

1. Write short notes on:

- | | |
|---------------------------------------|--------------------------------|
| a) Transactional Theory of Leadership | b) Blind Area of Johari Window |
| c) ERG Theory of Motivation | d) Values |
| e) Operant Conditioning | f) Perception |
| g) MBTI | h) Types of Groups |

SECTION-B

Answer all Questions

(5x7=35M)

1. a) Discuss about the challenges and opportunities of Organizational Behaviour.

OR

b) Briefly explain about OB Models.

2. a) Define Personality. Mention various theories of personality

OR

b) What is Learning? Explain theories of Learning in detail

3. a) Discuss the stages of Group Formation

OR

b) Mention Content theories of Motivation.

4. a) Define Leadership. List out theories of leadership

OR

b) What is Conflict? Discuss about Functional & Dysfunctional Conflicts.

5. a) Explain in detail about OD Interventions.

OR

b) Discuss about Transactional Analysis.

SECTION - C

Case Study

(Compulsory) (1x10=10M)

Mr. Alok Banarjee is the Chief Executive of a medium- sized pharmaceutical firm in Calcutta. He holds a Ph D in Pharmacy. However, he has not been involved in research and development of new products for two decades. Though turnover is not a problem for the company. Mr. Banarjee and his senior colleagues noticed that the workers on hourly basis are not working upto their full potential. It is well known fact that they filled their days with unnecessary and unproductive activities and worked only for the sake of a pay cheque. In the recent past the situation has become quite alarming as the organization began to crumble under the weight of uneconomical effort. The situation demanded immediate managerial attention and prompt remedial measures. Mr. Banarjee knew very well that the only way to progress and prosper is to motivate workers to peak performance through various incentive plans. One fine morning, Mr.

Banarjee contacted the Personnel Manager and enquired: “What is the problem with the workers on hourly basis? The wage bill shows that we pay them the highest in the industry. Our working conditions are fine. Our fringe benefits are excellent. Still these workers are not motivated. What do they require really?” The Personnel Manager gave the following reply: “I have already informed you a number of times, that money, working conditions and benefits are not enough. Other things are equally important. One of workers in that group recently gave me a clue as to why more and more workers are joining the bandwagon of „non-performers“. He felt bad that hard work and efficiency go un-noticed and un-rewarded in our organization. Our promotion and benefit plans are tied to length of service. Even the lazy workers, accordingly, enjoy all the benefits in the organization, which, infact according to workers, should go only to those who work hard.” Mr. Banarjee then wanted the Personnel Manager to look into the problem more closely and find out a solution to the problem of workers on hourly basis.

Answer the following questions

- 1 . Explain the motivational problem in this case by relating to Herzberg’s theory.
- 2 . What would be your response to Banarjee’s statement, if you were the Personnel Manager of the Company?
3. If you were the manager, how would you motivate the employees so that they work better?

KAKARAPARTI BHAVANARAYANA COLLEGE (Autonomous)
Department of Management of Business Administration

Class:	Semester:	Title of The Paper:	Paper Code:	W.E.F
I MBA	II	OPERATIONS RESEARCH	MBA20217	2017-18

Syllabus

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Lecture	Tutorial	Practical		CIA	SEE	
65 Hours	3	1	1	3 Hours	40	60	4

Course Objectives: This course will provide students with the knowledge of formulating mathematical models for quantitative analysis of managerial problems in industry so that they are able to use resources (capitals, materials, staffing, and machines) more effectively. The subject imparts skills in the use of various mathematical models with Operations Research approach in solving real problems in industry and thereby facilitates the managerial decision making process. This course will provide critical understanding of operations research concepts that yield a competitive advantage through operational excellence.

Course Outcomes:

- mathematical formulation of LPP Models for product mix problems.
- Graphical method and simplex method and its applications
- MODI method, assignment problem.

UNIT-I

12 Hours

Uses, scope and applications of operational research in managerial decision making, OR models, formulation of models, using models for problem solving, technical for OR, linear programming, mathematical formulation of LPP Models for product mix problems.

UNIT-II

12 Hours

Graphical method and simplex method and its applications, duality and sensitive analysis, duality in linear Programming.

UNIT-III

16 Hours

Transportation problem: Introduction, methods for finding initial solution, optimal solution, MODI method, assignment problem.

UNIT-IV

13 Hours

Game theory: Introduction, two person zero sum game, pure mixed strategies, dominance principle, graphical method, Decision making theory and its applications.

UNIT-V

12 Hours

Basic concepts of project schedule network analysis, construction of the network diagram, CPM/PERT techniques Critical path method. Determination of critical path, project evaluation and review techniques (PERT).

Case Study (Not Exceeding 300 words)

Practical Component:

- Give a case and ask the students to prepare the recruitment advertisement for a newspaper.
- Expose students to standard selection tests followed in various sectors.
- Exploring training and development practices.
- Exploring performance appraisal practices in various sectors.
- Exploring employee separation practices.
- Give a job analysis case and ask the students to prepare job description and job specification.
- Ask the students to prepare an appointment letter for the post of office manager of a company known to you.

Reference Text books:

1. Monappa, A., and Saiyaddin.M., *Personnel Management*, Tata Mc Graw Hill.
2. De Cenzo and Robbins, Stephen, P., *Personnel/ Human Resource Management*, Prentice Hall of India.
3. Dessler, *Human Resource Management*, Pearson Education.
4. Singh. N. K., *Human Resources Management*, Excel Books.
5. Subba Rao, P., *Human Resource Management and Industrial Relations*, Himalaya Publishing House.
6. Aswathappa. K., *Human Resource and Personnel Management*, Tata McGraw Hill.
7. V.S.P.Rao, *Human Resources Management*, Excel Books.
8. Pattanyak, *Human Resource Management*, Prentice Hall of India.
9. Flippo E.E., *Personnel Management*, Mcgraw Hill.
10. Memoria C.B., *Personnel Management*, Himalaya Publishers.
11. Ivancvceвич, *Human Resources Management*, McGraw Hill.

MBA20417: OPERATIONS RESEARCH

Time: Three hours

Maximum Marks: 60

Section-A

1. Answer any five of the following.

5 X 3 = 15M

- Explain various applications of O.R
- Define surplus variables in LPP
- Define optimal solution
- Define loop in a transportation problem.
- Explain pure and mixed strategies.
- Explain two person zero sum game.
- Define Earliest and Latest time
- Define CPM and PERT.

Section-B

Answer the following questions

5 X 7 = 35M

2. a) Define Operation Research? Write the Aim and Scope of Operation Research.

(or)

- b) What is OR? What are the applications of OR.

3. a) Explain the procedure of Simplex Algorithm.

(or)

- b) Solve the following LPP by Simplex method.

$$\text{Maximize } Z = 3x_1 + 2x_2$$

$$\text{Subject to constraints } 2x_1 + x_2 \leq 2$$

$$3x_1 + 4x_2 \leq 12 \text{ and } x_1, x_2 \geq 0.$$

4. a) Using Vogels method find IBFS of the transportation.

Problem where cost matrix is given below.

	A	B	C	D	Availability
E	11	13	17	14	250
F	16	18	14	10	300
G	21	24	13	10	400
Requirement	200	150	220		

OR

b) Requirement: Solve the following Assignment Problem

Machines

		1	2	3	4	5
Jobs	1	9	22	58	11	19
	2	48	78	72	50	63
	3	41	28	91	37	45
	4	74	42	27	49	39
	5	36	11	57	22	25

5. a) Solve the following game by using Graphical method.

Player B

		B ₁	B ₂	B ₃	B ₄
player A	A ₁	1	0	3	2
	A ₂	2	1	0	-2

or

b) Explain two person zero sum game, pure strategy, mixed strategy.

6. a) State the objectives of CPM and write algorithm on it.

Or

b) construct network diagram for the following data

Activity	A	B	C	D	E	F	G	H	I	J	K	L	M	N
Immediate predecessors	-	A	B	C	C	E	D	E, G	C	F, I	J	J	H	K, L
Duration (in weeks)	2	4	10	6	4	5	7	9	7	8	4	5	2	6

Find critical path and total expected duration

Section-C (1X10=10M)

Case study (compulsory)

7. A diet is to contain at least 4000 units of carbohydrates, 500 units of fat and 300 units of protein. Two foods A and B are available. Food A costs 2 dollars per unit and food B costs 4 dollars per unit. A unit of food A contains 10 units of carbohydrates, 20 units of fat and 15 units of protein. A unit of food B contains 25 units of carbohydrates, 10 units of fat and 20 units of protein. Formulate the

problem as an LPP so as to find the minimum cost for a diet that consists of a mixture of these two foods and also meets the minimum requirements.

MBA 206: MANAGEMENT INFORMATION SYSTEMS (3L + 1T + 1P)

Class:	Semester:	Title of The Paper:	Paper Code:	W.E.F
I M.B.A	II	Management information system	MBA 20617	2017-18

Syllabus

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Lecture	Theory	Practical		CIA	SEE	
65 Hours	3	1	1	3 Hours	40	60	4

Course Objectives: To create awareness in upcoming managers, of different types of information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making.

By the end of the course, students will be able

- ✓ To understand various MIS operating in functional areas of an organisation and explain its relationship with the various activities of the organisation.
- ✓ To understand how MIS is developed and implemented for various levels in an organisation.
- ✓ To explore the use of some common IS development tools.

UNIT - I**(13 hours)**

Introduction: Managerial Overview of Information Technology – Information as a Strategic Resource – Use of Information for Competitive Advantage – Types of Information Systems used in operational, tactical and strategic level – Modern Organization - IT enabled – Technology Road Map for the Organization, Matching MIS Plan to the Organizational Strategic Plan.

Challenges for the IT manager in Networked-Dispersed organizations – Information Systems Architecture – Computer Hardware – Computer Software – Computer Networks – Topologies of Different Networks – Cloud computing.

UNIT-2

12 hours

MIS Planning & MIS Design: Assessing Enterprise Information requirements – Design and Implementation Concepts – Systems Concept – Acquiring Information Systems – Contemporary Approaches.

Systems Development Life Cycle:— Systems Engineering, Analysis and Design, Development, Testing, Implementation and Maintenance – Alternative System Building Approaches.

UNIT- 3

10 hours

Data Management and Decision Support Systems: Data Management: Importance of Database management, Types of DBMS, Importance of RDBMS – Data Warehousing and Data Mining – Business Intelligence and Analytics – DSS, DSS applications – Group Decision Support Systems – Executive Information Systems – Executive Support Systems – Geographical Information Systems – Expert Systems and Knowledge Based Expert Systems – Artificial Intelligence.

UNIT – 4

15 hours

MIS in Functional Application and ERP: MIS in Functional Areas – MIS in Accounting, MIS in Marketing-CRM, MIS in HR- Performance Management, MIS in operations- Logistics management – ERP – Emerging IT Trends – Electronic Data Interchange – Extended Enterprise Systems – Managing International Information Systems.

UNIT – 5

15 hours

Digital Firms and Ethical Issues: MIS Model for a Digital Firm – Organization Structure for Digital Firm – e-Business Models and Applications – Mobile Computing, Call Centers, BPO.

Management Issues in MIS: Information Security and Control Systems, Success and Failure, Quality Assurance – Ethical and Social Dimensions – Intellectual Property Rights as Related to IT Services / IT Products.

Case Study (Not Exceeding 300 words)

REFERENCES:

1. Laudon K C and Laudon J P - Management Information Systems: Managing the Digital Firms (Prentice Hall, 1st Ed.)
2. O'Brien James - Management Information System (Tata Mc Graw Hill, 12th Ed.)
3. Jawedkar W S - Management Information System (Tata Mc Graw Hill, 3rd Ed.)
4. Arora Ashok, Bhatia Akshaya – Management Information System (Excel, 1st Ed.)
5. Davis & Olson – Management Information System (TMH, 2nd Ed.)
6. Murdick, Ross, Claggett – Information System for Modern Management (PHI, 3rd Ed.)
7. Stair & Reynolds – Fundamentals of Information Systems (Thompson, 2nd Ed.)

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MODEL QUESTION PAPER (w.e.f: 2017 – 18)**I MBA : II SEMESTER****MBA 20617: MANAGEMENT INFORMATION SYSTEMS**

Time : Three hours

Maximum Marks: 60

SECTION A — (5 × 3 = 15 marks)

1. Answer any FIVE of the following :

- (a) Cloud Computing
- (b) Computer Network
- (c) System Design
- (d) Artificial Intelligence
- (e) ERP
- (f) CRM
- (g) Mobile Computing
- (h) Digitalization.

SECTION B — (5 × 7 = 35 marks)

Answer ALL questions.

UNIT I

2. (a) Discuss various challenges of IT Manager in Networked Organizations.

Or

(b) What are the types of information systems? Explain with example in Indian perspective.

UNIT II

3. (a) Explain the contemporary approaches of information system.

Or

(b) Describe various functions carried out by management information system planning.

UNIT III

4. (a) Describe the types and importance of DBMS.

Or

(b) Describe how report can be generated through GDSS.

UNIT IV

5. (a) Enumerate the functional areas in MIS in Indian perspective.

Or

- (b) Explain the significance of an Electronic Data Interchange.

UNIT V

6. (a) Discuss major management issues in MIS.

Or

- (b) Discuss the various intellectual property rights related to IT.

SECTION C — (10 marks)

7. Case Study : (Compulsory)

Raashi Manufacturing is a medium-sized manufacturer with annual sales of 50 million per year. It is primarily a job-shop manufacturer, known for its ability in custom manufacturing projects primarily involving metal fabrication. In an effort to improve Raashi information systems, D.S. Vasu, vice president of information systems, recently brought in a new systems development manager, K.K. Raina from a competitor. Mr. Raina had a reputation for doing innovative things in the area of information systems development. The general and top management of his previous employer was extremely pleased with the types of information systems support that they had received.

Mr. Raina had been particularly successful in implementing a prototyping development in the systems analysis design process as a way to more accurately refine end-user requirements and cut short the systems development process.

Having joined Raashi Manufacturing, Mr. Raina wanted to implement the technologies and techniques that he had been so successful with prior to joining Raashi Manufacturing, but he ran into a serious problem. The systems analysis and design staff has recently gone through a revamping of their systems development methodologies. They had a rather substantial systems development methodology that had evolved over the years, and in their most recent revision, they had incorporated the latest structured techniques into their old methodology. Having been involved in its development, the staff had a strong commitment to the methodology.

In accessing the methodology, Raina quickly decided that it was entirely too procedure and rule-oriented and was exceptionally time consuming to use as a systems development guide. The staff also had made no provision for incorporating heuristic or prototyping techniques into their systems development methodology.

In a staff meeting, Mr. Raina raised prototyping concepts with the staff, but their response was immediate defensive. Most of them had not heard of a prototyping technique, but felt it was a way to develop systems for sloppy designers who did not have enough discipline to do it right. They stated that if a sloppy approach to systems development, such as prototyping, was to be used, you would have to be willing to give up the rigor and discipline of good formal procedures and good structured techniques. Overall, their general response was quite negative.

Mr. Raina feels he has a tricky situation on his hands. He knows a better way to approach systems development, but he does not want to get cross-wise with the systems analysts and design staff, many of whom are senior to him in experience in systems development. He knows that if he tries the heuristic approach and it fails, there's going to be a lot of "I told you so". He's also concerned that if he pulls the young designers off to the side and works with the methodology, it might cause a division among the staff and some serious hard feelings that could be detrimental to the two young analysts.

Questions :

- (a) Identify the problem in this case study.
- (b) Comment on the proposal of Mr. Raina for developing an information system using prototyping methodologies.
- (c) How would you manage the situation at Raashi Manufacturing?
- (d) Assume, Raashi Manufacturing is to make a digital company. How differently would you go about selecting development methods for developing MIS? Discuss.

KAKARAPARTI BHAVANARAYANA COLLEGE (Autonomous)
Department of Management of Business Administration

Class:	Semester:	Title of The Paper:	Paper Code:	W.E.F
I MBA	II	GOODS & SERVICES TAX	MBA20917	2017-18

Syllabus

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Lecture	Tutorial	Practical		CIA	SEE	
39Hours		1	1	3 Hours	40	60	2

Learning Objectives

The course is designed to enable students to understand the basic concepts of GST Law introduced in India and to develop skills of computing GST and in filing all the returns involved under the GST.

Course Outcomes

- Operational aspects of GST
- GST model in India
- Collection of Tax central and state GST

UNIT-I

9Hours

Introduction – Meaning, scope and significance of GST; classification of goods and services and GST rates; GST model in India – CGST, SGST and IGST; GST Administration in India – GST Council -functions and challenges

UNIT-II

6 Hours

Operational aspects of GST – process of registration for manufacturer, service provider and dealer etc. - amendment and cancellation of registration

UNIT-III

9 Hours

Filing of returns: GSTR-2, Annual Returns, forms - Payment of GST – Introduction - Time of GST Payment - How to make payment - Challan Generation & CPIN - TDS & TCS.

UNIT-IV

7Hours

Levy and Collection of Tax central and state GST, taxable person, power to grant exemption from tax; Time and Value of Supply – time of supply of goods and services; change in rate of tax in respect of supply of goods or services

UNIT-V

8 Hours

Input Tax Credit System: Introduction, eligibility and conditions for taking Input Tax Credit – CGST, SGST and IGST; recovery of Input Tax Credit and interest thereon, matching input tax credit, manner of distribution of credit by Input Service Distributor: legal aspects - Illustrations.

Case Study (Not Exceeding 300 words)

Suggested Readings:

1. Keshav Garg, GST Ready Reckoner, Bharat Law House, Delhi.
2. V S Datey, GST Ready Reckoner, Taxmann's Publications, New Delhi.
3. Raman Singla and Pallavi Singla, Simplified Approach to GST – A Ready Reference, Young Global Publications, Delhi.
4. S Gupta, GST – Law and Practice, Taxmann's Publications, New Delhi
5. Rajat Mohan, Illustrated Guide to GST, Bharat Law House, Delhi.
6. Anjali Agarwal, GST: Impact on the Indian Economy, New Century Publications, Delhi.
7. Rakesh Garg and Sandeep Garg, GST Laws Manual: Acts, Rules and Forms, Bloomsbury India, New Delhi.
8. Atul Kumar Gupta, GST – Concept and Roadmap, Lexis Nexis Publications, New Delhi.
9. The Central Goods and Services Tax Act and Rules, 2017

KAKARAPARTI BHAVANARAYANA COLLEGE (Autonomous)
Department of Management of Business Administration

Class:	Semester:	Title of The Paper:	Paper Code:	W.E.F
I MBA	II	MS EXCEL & ACCOUNTING TALLY	MBA21017	2017-18

Syllabus

Total No of Hours for Teaching - Learning	Instructional Hours for Week			Duration of Semester End Examination in Hours	Max Marks		Credits
	Lecture	Tutorial	Practical		CIA	SEE	
39Hours	1	1	1	3 Hours	40	60	2

Learning Objectives

- (1) To familiarize Students with basic to intermediate skills for using Excel in the classroom vis-à-vis Business Applications,
- (2) to provide students hands on experience on MS Excel Utilities,
- (3) to gain proficiency in creating solutions for Data Management and Reporting,
- (4) to provide hands on experience on Accounting tally and gain proficiency in creating solutions in financial account and management.

Course Outcomes

- Understanding Excel's Files,
- Working with Dates and Times & Text
- Creating Formulas for Financial Applications
- Creation of Ledger - process of Creation of Ledger

UNIT-I

9Hours

Introduction: Understanding Excel's Files, Ribbon and Shortcut – Create a workbook – Enter data in a Worksheet – Format a Worksheet, Format Numbers in a Worksheet – Create an Excel Table – Filter Data by Using an AutoFilter, Sort Data by using an AutoFilter – Essential Worksheet Operations: Using Help (F1), Key Board Shortcuts – Working with Cells and Ranges: Formatting Cells, Name Manager – Visualizing Data Using Conditional Formatting: Apply Conditional Formatting – Printing Your Work: Print a Worksheet , Using Print Preview & Other Utilities

UNIT-II

6 Hours

Lab based Evaluation-1: Working with Dates and Times & Text: Working with Dates & Time, Creating Formulas that Manipulate Text – Upper, Proper, Lower, Concatenate, Text to

UNIT-III

9 Hours

Lab based Evaluation-2: Creating Formulas for Financial Applications: Introduction to Formulas e.g. PV, PMT, NPER, RATE, Creating Balance Sheet, Investment Calculations, Depreciation Calculations – Creating Charts and Graphics: Chart Your Data, Creating Sparkline Graphics, Using Insert Tab Utilities – Using Custom Number Formats: Right Click, Format Cells Window – Using Data Tab and Data Validation: Getting external Data, Remove Duplicates, Apply Data Validation & using Utilities from Data Tab – Analyzing Data with the Analysis Tool Pak: ANOVA, Correlation, Covariance, Descriptive Statistics, Histogram, Random Number Generation, Rank and Percentile, Regression, t-Test, Z Test.

UNIT-IV

7Hours

Computers and Accounting: Fundamentals of Computerised Accounting – Computerized Accounting Vs Manual Accounting – Features of Tally – Procedure for Creating a New Company – Directory Name / Mailing Name / Address / Groups Creation – Editing and Deleting Groups – Display of Predefined Vouchers – Voucher Creations and Alteration of Vouchers while or after Entering Transaction – Types of Vouchers – Payment Voucher – Receipt Voucher – Sales Voucher – Purchase Vouchers.

UNIT-V

8 Hours

Accounting Tally: Ledger – Groups in Tally – Primary Groups, Sub-groups, Creation of Ledger - process of Creation of Ledger – Balance Sheet at the Gateway of Tally – Method of Showing Trading, Profit and Loss account and Balance Sheet Creation of Inventory Reports – Creation of Stock Categories – Stock Items – Stock Groups.

Case Study (Not Exceeding 300 words)

References:

1. Tally – Accounting software S. Palanivel – Marghan Publications
2. Computer Applications in Business – Dr. Rajkumar

3 Websites

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<http://spreadsheets.about.com/od/tipsandfaqs/f/excel>

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MODEL QUESTION PAPER (w.e.f: 2018 – 19)

I MBA : II SEMESTER

MBA 20218: HUMAN RESOURCE MANAGEMENT

Time : Three hours

Maximum Marks: 70

SECTION-A

Answer any five of the following questions

(5x3=15M)

1. Write short notes on:

- | | |
|--------------------------------|-----------------------------|
| a) Role of personnel Manager | b) Job analysis |
| c) Job design | d) Post appraisal feed back |
| e) Differentiate wage & salary | f) Profit sharing |
| g) VRS | h) Mergers |

SECTION-B

Answer All questions

(5x8=40M)

- 2.** a) Bring out the need and importance of Human Resource Management
OR
b) Explain briefly the objectives and functions of Human Resource Management
- 3.** a) Briefly write on various sources of recruitment.
OR
b) What is the importance and role of Human Resource Planning in an organization?
- 4.** a) What is the role of training in the organization .Write various methods of training?
OR
b) What is HRD? Briefly bring out HRD's role as a strategic approach to employee performance.
- 5.** a) Write briefly on Promotion, Transfer and Demotion.
OR
b) What is a career path? What are the various steps in career planning?
- 6.** a) What are the various steps in a Grievance procedure? Explain.
OR
b) What are the strategies for improvement of "Quality of work life"? Explain.

SECTION-C (1x15=15M) Compulsory

Harsha and Franklin both of them are post graduates in management under different streams from same B-School. Both of them are close to each other from the college days itself and the same friendship is continuing in the organisation too as they are placed in the same company, Hi-tech technology solutions. Harsha placed in HR department as employee counselor and Franklin is in finance

department as key finance executive. As per the grade is concerned both are at same level but when responsibility is concerned Franklin is holding more responsibility being in core finance. By nature Harsha is friendly in nature and ready to help the needy. Franklin is silent in nature ready to help if approached personally and always a bit egoistic in nature. They have successfully completed 4 years in the organization. And management is very much satisfied with both of them as they are equally talented and constant performers. Harsha felt that now a day's Franklin is not like as he use to be in past. She noticed some behavioral changes with him. During general conversations she feels that Franklin is taunting her that she is famous among the employees in the organisation in the other hand he is not even recognised by fellow employees. One morning Mr. Mehta General Manager Hi-tech technology solutions shocked while go through the mail received from Franklin about his resignation. Mr. Mehta called Harsha immediately and discussed about the same as she is close to Franklin. By hearing the news Harsha got stunned and said that she do not know this before she also reveled here current experience with him. Mr. Mehta who do not want to loose both of them promised her that he will handle this and he won't allow Franklin to resign. In the afternoon Mr. Metha took Franklin to Canteen to make him comfortable after some general discussion he starts on the issue. Franklin, after some hesitations opened his thinking in front of Mr. Mehta.

The problem of Franklin is 1) when he comes alone to canteen the people from other don't even recognize him but if he accompanied by Harsha he get well treated by others. 2) one day Both of them entered the company together the security in the gate wished them but the next day when he came alone the same security did not do so. 3) Even in meetings held in the office the points raised by Harsha will get more value so many a times he keeps silent in the meeting. It happens to Franklin that he has to face such degradation in each day of work which totally disturbs him. Franklin also

questioned that " Harsha and myself have same qualification, from same institute, passed out in the same year both with first class. We have same number of experience in this organisation. More over the responsibilities with me are more valuable than that of Harsha. After all this things if I am been ignored or unrecognized by the fellow employees my ego does not allow me to continue here". After listening this statement Mr.Metha felt that it is not going to be very difficult to stop his resignation. Mr. Mehta explained Franklin the reasons for such partial behavior of the employees. After listening to Mr. Mehta, Franklin said sorry for his reaction and ready to take back his resignation. And he called Harsha and spoke with her like before.

a.Find the reason that Mr. Mehta would have given to Franklin

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MODEL QUESTION PAPER (w.e.f: 2018 – 19)

I MBA : II Semester

MBA 20318 FINANCIAL MANAGEMENT

Time : Three Hours

Max Marks:70

Section :A (5 X 3 = 15 Marks)

Answer any Five of the following

1. a) Time Value of money
- b) Financial Planning
- c) Financial Leverages
- d) NI theory of Capital Structure
- e) Operating cycle
- f) Inventory Management
- g) Dividend policy
- h) Nature of capital budgeting.

Section : B (5 X 8 =40Marks)

Answer the following

UNIT - I

2. a) What is financial management? Explain the functions and role of a finance manager.
(or)
- b) Discuss profit maximization Vs wealth maximization objectives of financial management

UNIT - II

1. a) what is weighted average cost of capital? Explain its role in measuring the financial leverage.

(or)

- b) The capital structure of ABC Ltd is as follows.

Equity Shares of Rs 100 each	4000000
Retained Earnings	1000000
9% pref shares	2500000
7% Debentures	2500000

The rate of Return is 12% and the Income tax rate is 50%.

The company requires a sum of Rs 2500000 to finance its expansion programme for which it is considering the following alternatives.

- i) Issue of 20000 equity shares at a premium of Rs 25 per share
- ii) Issue of 10% pref shares
- iii) Issue of 8% Debentures

Which alternative is best? Give reasons.

UNIT - III

2. a) What is capital structure? Explain the main factors determining the capital structure of a firm.

(or)

- b) Explain the risk analysis in capital budgeting.

UNIT - IV

3. a) What is working capital? Explain the key determinants of working capital.

(or)

- b) Companies A and B are in same industry with similar EPS. Company A has been paying 40% as dividend and B pays constant amount as dividend. The MPS of company A is generally lower than that of B eventhough in some years A paid more dividends than B.

The data on earnings, dividend and market price for the two companies is as under.

A Ltd

year	EPS Rs	DPS Rs	MPS Rs
1988	4.00	1.60	12.00
1989	1.50	0.60	8.50
1990	5.00	2.00	13.50
1991	4.00	1.60	4.50
1992	8.00	3.20	14.50

B Ltd

year	EPS Rs	DPS Rs	MPS Rs
1988	4.00	1.80	13.50
1989	1.50	1.80	12.50
1990	5.00	1.80	12.50
1991	4.00	1.80	12.50
1992	8.00	1.80	15.00

- 1) calculate payment ratio, dividend yield and earnings yield for both the companies.
- 2) What are the reasons for the differences in the market price of two companies' shares.
- 3) What can be done by ALtd to increase the MPS of the share.

UNIT - V

4. a) Explain about different types of ratios used in financial analysis
(or)
b) Discuss the advantages and limitations of ratio analysis.

Section : C (15 Marks)

Case Study :

5. KCP Ltd is considering the purchase of a machine Two machines A & B are available each costing Rs 50000. Discount is 10%. The earnings after taxation are expected to be as follows.

year	Machine A	Machine B
1	15000	5000
2	20000	15000
3	25000	20000
4	15000	30000
5	10000	20000

Evaluate the project and recommend which machine to be purchased using NPV Method, Payback Period Method, ARR Method.

MODEL QUESTION PAPER (w.e.f: 2018 – 19)
I MBA : II SEMESTER
MBA 20418: Operations Management

Time : Three hours

Maximum Marks: 70

SECTION- A

Answer any five of the following questions.

(5x3=15M)

1. Write short notes on:

- | | |
|-----------------------------|------------------------|
| a) Operations as a function | b) facilities location |
| c) maintenance management | d) waste management |
| e) MRP | f) JIT systems |
| g) SQC | h) Quality circles |

SECTION- B

Answer all questions

(5x8=40M)

2. (a) What do you mean by layout design? Explain in detail about different types of layouts?

(OR)

(b) Is the world class manufacturing can be the best operation strategy-explain

3. (a) Write a short notes on production and methods of production?

(OR)

(b) Discuss in detail about work study and work sampling

4. (a) What is the need for maintenance management? explain various maintenance alternatives

(OR)

(b) Explain the role of automation in technology management

5. (a) What do mean by materials management? Explain in detail about MRP

(OR)

(b) What is inventory? explain the role of inventory planning and control

6. (a) what is SQC? Explain various ISO Standards in quality management?

(OR)

(b write a short note on six sigma ,quality circles, and TQM

SECTION- B

Compulsory

(1x15=15M)

Every hour a quality control inspector measures the outside diameter of four parts.
The results of the measurements are shown below.

	Sample Piece			
Time	1	2	3	4
9 A.M.	1	4	5	2
10 A.M	2	3	2	1
11 A.M.	1	7	3	5

(a) Compute the mean outside diameter, the mean range, and determine the control limits for the mean and the range.

(b) Are the measurements within the control limits? Interpret the char

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MODEL QUESTION PAPER (w.e.f: 2018 – 19)

I M.B.A : II Semester

MBA20618 – MANAGEMENT INFORMATION SYSTEM

Time : Three Hours

Max Marks:70

Section : A

1. Answer the following questions

(5 X 3 = 15 Marks)

- a. Cloud Computing
- b. Computer Networks
- c. System Design
- d. Artificial Intelligence
- e. ERP
- f. CRM
- g. Mobile Computing.
- h. Digitalization

Section : B

Answer the following questions

(5 X 8=40 Marks)

UNIT I

2. (a) Discuss various challenges of IT Manager in Networked Organizations.

Or

- (b) What are the types of information systems? Explain with example in Indian perspective.

UNIT II

3. (a) Explain the contemporary approaches of information system.

Or

- (b) Describe various functions carried out by management information system planning.

UNIT III

4. (a) Describe the types and importance of DBMS.

Or

- (b) Describe how report can be generated through GDSS.

UNIT IV

5. (a) Enumerate the functional areas in MIS in Indian perspective.

Or

- (b) Explain the significance of an Electronic Data Interchange.

UNIT V

6. (a) Discuss major management issues in MIS.

Or

- (b) Discuss the various intellectual property rights related to IT.

7. Case Study : (Compulsory)

Raashi Manufacturing is a medium-sized manufacturer with annual sales of 50 million per year. It is primarily a job-shop manufacturer, known for its ability in custom manufacturing projects primarily involving metal fabrication. In an effort to improve Raashi information systems, D.S. Vasu, vice president of information systems, recently brought in a new systems development manager, K.K. Raina from a competitor. Mr. Raina had a reputation for doing innovative things in the area of information systems development. The general and top management of his previous employer was extremely pleased with the types of information systems support that they had received.

Mr. Raina had been particularly successful in implementing a prototyping development in the systems analysis design process as a way to more accurately refine end-user requirements and cut short the systems development process.

Having joined Raashi Manufacturing, Mr. Raina wanted to implement the technologies and techniques that he had been so successful with prior to joining Raashi Manufacturing, but he ran into a serious problem. The systems analysis and design staff has recently gone through a revamping of their systems development methodologies. They had a rather substantial systems development methodology that had evolved over the years, and in their most recent revision, they had incorporated the latest structured techniques into their old methodology. Having been involved in its development, the staff had a strong commitment to the methodology.

In accessing the methodology, Raina quickly decided that it was entirely too procedure and rule-oriented and was exceptionally time consuming to use as a systems development guide. The staff also had made no provision for incorporating heuristic or prototyping techniques into their systems development methodology.

In a staff meeting, Mr. Raina raised prototyping concepts with the staff, but their response was immediate defensive. Most of them had not heard of a prototyping technique, but felt it was a way to develop systems for sloppy designers who did not have enough discipline to do it right. They stated that if a sloppy approach to systems development, such as prototyping, was to be used, you would have to be willing to give up the rigor and discipline of good formal procedures and good structured techniques. Overall, their general response was quite negative.

Mr. Raina feels he has a tricky situation on his hands. He knows a better way to approach systems development, but he does not want to get cross-wise with the systems analysts and design staff, many of whom are senior to him in experience in systems development. He knows that if he tries the heuristic approach and it fails, there's going to be a lot of "I told you so". He's also concerned that if he pulls the young designers off to the side and works with the methodology, it might cause a division among the staff and some serious hard feelings that could be detrimental to the two young analysts.

Questions :

- (a) Identify the problem in this case study.
- (b) Comment on the proposal of Mr. Raina for developing an information system using prototyping methodologies.
- (c) How would you manage the situation at Raashi Manufacturing?
- (d) Assume, Raashi Manufacturing is to make a digital company. How differently would you go about selecting development methods for developing MIS? Discuss:

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DEPT. OF MANAGEMENT AND BUSINESS ADMINISTRATION
MODEL QUESTION PAPER (w.e.f: 2018 – 19)
I M.B.A : II Semester
MBA20718 - OPERATIONS RESEARCH

Time : Three Hours

Max Marks:70

Section :A

1.Answer the following questions

(5 X 3 = 15 Marks)

- a. Define OR
- b.Explain uses of OR
- c.Explain uses of LPP
- d.Explain unbalanced transportation problem.
- e.Explain north – west corner method
- f.Explain unbalanced assignment problem
- g.Define game.
- h.Explain MINIMAX and MAXIMIN criterion

Section : B

Answer the following questions

(5 X 8=40 Marks)

- 2.a) Explain the nature and Scope of Operation Research.

OR

- b) Explain various applications of OR.

- 3.a) Explain the procedure of graphical method in LPP

OR

- b) Solve the following LPP by Simplex method.

$$\text{Maximize } Z= 3x_1+2x_2$$

$$\text{Subject to constraints } 2x_1+x_2 \leq 2$$

$$3x_1+4x_2 \leq 12 \text{ and } x_1, x_2 \geq 0.$$

- 4.a) Using Vogel's method find IBFS of the transportation.

Problem where cost matrix is given below.

	A	B	C	D	Availability
E	11	13	17	14	250
F	16	18	14	10	300
G	21	24	13	10	400
Requirement	200	150	250	300	

OR

- b) Explain the procedure for finding optimum solution.

- 5.a) Explain Hungarian method

OR

- b) Requirement: Solve the following Assignment Problem

	1	2	3	4	5
1	9	22	58	11	19
2	48	78	72	50	63
3	41	28	91	37	45
4	74	42	27	49	39
5	36	11	57	22	25

6.a) Solve the following game by using Graphical method.

		Player B			
		B ₁	B ₂	B ₃	B ₄
player A	A ₁	1	0	3	2
	A ₂	2	1	0	-2

OR

(b) Explain two person zero sum game, pure strategy, mixed strategy and pay-off matrix.

Section : C

(1 X 15 = 15 Marks)

7.a) Consider a manufacturer that produces two products, Widgets and Frisbees. Each product is made from the two raw materials, polyester and polypropylene. The following table gives the amounts required of each of the two products.

Widgets	Frisbees	
3	5	Polyester
6	2	Polypropylene

the company is able to obtain only 12 units and 10 units of polyester and polypropylene, respectively, this month. The company is interested in planning its production for the next month. For this purpose, it is important to know the profit contribution of each product. These contributions have been found to be \$3 and \$4 for Widgets and Frisbees, respectively. What should be the amounts of Wdgets and Frisbees produced next month?

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MODEL QUESTION PAPER (w.e.f: 2018 – 20Batch)

II MBA : III Semester

MBA 302FIN19 FINANCIAL INSTITUTIONS AND MARKETS

Time: Three Hours

Max Marks:70

Section:A (5 X 3 = 15 Marks)

Answer any five of the following

1. a) Financial Institutions
- b) Financial Markets
- c) Bond Market
- d) Development Banks
- e) Capital Market
- f) Stock Exchange
- g) World Bank Group
- h) Investment Institutions

Section: B (5 X 8 =40Marks)

Answer the following

UNIT – I

2. a) Differentiate between Banking financial institutions and Non-Banking financial institutions?

OR

- b) What do you mean by Banking? Explain recent developments in banking sector in India?

UNIT – II

3. a) Briefly explain about IDBI and SIDBI?

OR

- b) Write short note on

- i) LIC
- ii) GIC

UNIT – III

4. a) Elucidate sources of funds?

OR

- b) Draw the International Bank for Reconstruction and Development (IBRD) group structure? Explain?

UNIT – IV

5. a) What is Stock Exchange? Explain different types of stock exchanges in India?

OR

- b) Briefly explain Primary Market Intermediaries?

UNIT – V

6. a) What do you meant by Bond? Explain types of bonds?

OR

- b) Write short note on

- i) Primary and Secondary Market
- ii) Money Market

Section: C (15 Marks)

Case Study:

INDIAN OVERSEAS BANK: REVIVAL PLAN

ABSTRACT

In late 2015, India's central banking institution, the Reserve Bank of India (RBI), took Prompt Corrective Action (PCA) against state-run Indian Overseas Bank (IOB). Three operational parameters had brought IOB on RBI's radar; Capital to risk weighted assets ratio (CRAR), also called the Capital Adequacy Ratio (CAR) %; Net Non Performing Assets (NPA); and Return on Assets (RoA). Under the new CEO, IOB is looking for a turnaround even as losses mount.

Issues

The case is structured to achieve the following teaching objectives:

- > To learn critical ratios to measure performance of banks.
- > NPA's and other factors ailing the Indian banking Industry.
- > Action plan by RBI and the government to revive the Industry.

INTRODUCTION

In late 2015, India's central banking institution, the Reserve Bank of India (RBI), took Prompt Corrective Action (PCA) against state-run Indian Overseas Bank (IOB). Three operational parameters had brought IOB on RBI's radar; Capital to risk weighted assets ratio (CRAR), also called the Capital Adequacy Ratio (CAR) %; Net Non Performing Assets (NPA); and Return on Assets (RoA). (Refer to Exhibit I for more about CRAR, NPA, and RoA).

RBI, as a regulatory body, had specified certain trigger points for taking corrective actions. It initiated PCA if CAR went below 9%, NPA went above 10%, and RoA went below 0.25%. (Refer to Exhibit II for RBI's PCA Framework).

BACKDROP: THE STORY OF INDIAN PUBLIC SECTOR BANKS

Bimbo's origins went back to the year 1903, when Juan Servitje (Juan) from Spain arrived in Mexico to explore business opportunities. He joined a bakery called "La Flor de Mexico", managed by his uncle José Torrallardona (Torrallardona) in 1905. In his endeavor to start a business on his own and to meet his financial necessities, Juan left his uncle's business and worked in different places, trying his hand at various jobs. He started different projects but was not successful in any of them.

In the year 1928, Juan with the financial support of his colleagues (Bonet and Tinoco) who worked at "La Flor de Mexico", started a bakery business "El Molino". All the partners worked together and shared the profits and losses from the business. However, by the year 1935, Juan managed to acquire the total stake in "El Molino" from his friends. A year later, he passed away.

EXCERPTS

IOB – A BRIEF HISTORY

IOB was started in 1937 with three branches – at Chennai and Karaikudi in India and Rangoon (in Burma, later Myanmar). The founder Chairman was M.Ct.ChidambaramChettiyar, whose prime vision was to encourage overseas banking and foreign exchange. By 1955, it had opened branches in Hong-Kong, Kuala Lumpur, Singapore, and Colombo. During the 1960s, a consolidation of small Indian banks was happening. IOB acquired a number of banks and became a nationalized bank in 1969 with 168 branches, mostly in South India. In 1990, the bank of Tamilnadu was merged with the IOB. This was a major consolidation.

After steady growth in the 1990s, IOB floated an IPO after which the government holding came down to 75% from 100%. In 2003, IOB floated its second IPO which brought down government holding to 61%.

THE RISE AND FALL

In 2010, asked in an interview, “Which areas will be your immediate priority?”, M Narendra (Narendra), the then chairman and Managing Director of IOB, replied that his immediate priority was to re-energize the human resources through an internal program which was being advised by its consultant, KPMG. The interview further unfolded IOB’s ambitious plan to increase its business to Rs. 2.50 trillion from Rs. 2.11 trillion in 2010 and increase the number of its branches to 3000 from 2015.....

IOB’S WAR ROOM

IOB had set up a war room to deal with issues ailing the bank. Koteeswaran said, “Even before RBI’s intervention, the bank had set up a separate wing called ‘war room’ with a couple of general managers in charge of an action plan to individually monitor each and every account.”.....

EXHIBITS

Exhibit I: CRAR, NPA, and RoA

Exhibit II: Prompt Corrective Action Framework

Exhibit III: Gross NPAs of Different Banks in June 2015

Exhibit IV: More about Indradhanush

Exhibit V: Project Indradhanush: Planned Capitalization of Banks

Exhibit VI: Key Performance Indicators for Public Sector Banks*

Exhibit VII A:Income and Expenses of IOB

Exhibit VII B:IOB Balance Sheet

Exhibit VII (C):Exposure of IOB

Exhibit VII (D):Concentration of Deposits and Exposure in 2015

Exhibit VII (E):Branch Expansion and Employee Growth

Exhibit VII (F):Snapshot of Different Advances and Deposits

KAKARAPARTI BHAVANARAYANA COLLEGE (AUTONOMOUS)

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MODEL QUESTION PAPER (w.e.f: 2018 – 20 Batch)

IIMBA : III Semester

MBA302MKT19CONSUMER BEHAVIOUR AND MARKETING RESEARCH

Time : Three Hours

Max Marks:70

Section :A (5 X 3 = 15 Marks)

Answer any Five of the following

1. a) Profile of Indian consumers
- b) Social class of consumers
- c) Consumer relevant groups
- d) Diffusion of innovation
- e) Types of marketing research
- f) Cool hunting
- g) Test marketing
- h) Cross cultural understanding

Section : B (5 X 8=40Marks)

Answer the following questions

UNIT - I

2. a) Explain consumer analysis framework
(or)
- b) Explain consumer environment

UNIT - II

3. a) Explain consumer attitude
(or)
- b) What is perceptual process dynamics?

UNIT - III

4. a) Explain adoption categories and process.
(or)
- b) Explain Howard Seth and Engel Kollat models of consumer behaviour.

UNIT - IV

5. a) Explain marketing research process.
(or)
- b) Explain marketing research during different phases

UNIT - V

6. a) Explain marketing research in India
(or)
- b) Explain product research and internet marketing research

Section : C (15 Marks)

Case Study:

7. When most people hear "GILLETTE", one thing comes to mind—Razors. That's to be expected, since safety razors were invented by King C. Gillette in 1903, and the product in various forms has been the core of the company's business ever since. Few firms have dominated an industry so completely and for so long. Wet-razor shaving (as distinct from electric razors) is a \$900 million market. Gillette's share is 62 percent, with the remainder divided among SCHICK—15 per cent, BIC—11 percent, WILKINSON sword—2 percent, and a number of private brands.

Gillette would like to achieve a similar position in the men's toiletries with a new line of products called the GILLETTE Series. However, its record that market is spotty at best.

One Gillette success, Right Guard Deodorant, was market leader in the 1960's. Right Guard was one of the first Aerosols, and it became a family product which was used both by men and women. However, the product has not changed although the deodorant market has become fragmented with the introduction of antiperspirants, various product forms and applicators, and many different scents. As a result, Gillette slipped to third position in deodorant sales behind P & G and Colgate—Palmolive.

An even more embarrassing situation is Gillette's foamy shaving cream, a natural fit with the razor business. S. C Johnson and Sons Edge Gel have supplanted that brand as the leading seller. These experiences created frustration at Gillette. Despite its preeminence in razors and blades, the company has been unable to sustain a leading position across the full range of toiletries.

Gillette is using its most recent success, the sensor razor, as a springboard for its new toiletries. The Sensor story provides the background necessary to understand the marketing of the Gillette Series, and also offers some insight into Gillette's marketing prowess.

Sensor- a high technology cartridge razor- was a gamble for Gillette because it ran counter to consumers' buying preferences. Disposable razors, which were produced by the French firm BIC in 1974, had gained control in nearly 80 % of the razor market by 1990. Gillette's analysis showed that disposables provide a worse shave than a cartridge blade, cost more to make than a blade and are sold at a lower profit margin. Despite its disdain for the product, competitive pressure forced Gillette to introduce its own disposable, Good News.

As concern about the squeeze that disposables were putting on profit margins grew, Gillette began looking for a way to displace them. The company spent \$ 300 million to develop a technology to significantly improve on the three attributes desired in shaving- closeness, comfort and safety. They came up with the Sensor, a razor with independently moving twin blades. The Sensor produces a superior shave, but it is also more expensive to produce than a disposable. So Gillette's gamble was that a better shave would be enough to justify a premium price, and in the process, displace the successful but not a very comfortable disposable razor. In addition to the R & D investment, Gillette spent \$ 110 million in the first year to advertise Sensor. The strategy paid off. Estimated 1992 sales for the brand was \$ 390 million, and equally important, the share of the market held by the disposables has gone down to 42%.

Gillette then moved to capitalize on the success of Sensor. The company had a line of toiletries in development, and the decision was made to tie them closely to sensor. The line consists of 14 items:

1. two shaving gels for sensitive and regular skin
2. two shaving creams
3. two concentrated shaving gels
4. a clear gel anti- perspirant
5. a clear gel deodorant
6. an anti- perspirant stick
7. a deodorant stick
8. An after- shave gel
9. An after-shave lotion
10. An anti- perspirant aerosol and a deodorant body spray available only in Europe.

The products in the Gillette series were developed over a three year period at a cost of \$ 75 million. They were tested on 70000 consumers. An indication of their newness is the fact that Gillette has 20 patents pending with them. Consideration had been given to introducing the line in 1992, but the introduction was cancelled by Gillette's CEO, Alfred Zeien. He insisted that the line not be launched until consumer tests showed that each of the 14 products was preferred to the best- performing brand in its category.

All the products have a common fragrance that Gillette calls Cool Wave. They come in silver and blue packages like the Sensor, and the black lines on the packages match the grooved sides of the Sensor Razor handle.

The items retail at \$ 2.69 each, 10- 20 % higher than the prices of major competing items. As was the case with Sensor, Gillette hopes that the products' innovation will convince men to switch brands and pay the higher prices.

During the Gillette Series first year, the company spent \$ 60 million on a joint advertising campaign with Sensor. Just like Sensor, the line was to introduce in January with ads on the Super Bowl. The campaign uses the same theme as Sensor. " The Best a man can get". Initial TV commercials were one minute in length. They started with 15 seconds on shaving gels, and cream, followed by 30 seconds on Sensor and 15 seconds on aftershave. The deodorants are advertised separately.

The Gillette series faces two major problems:

- Convincing consumers that the line is actually better and the higher price justified will be more difficult than with SENSOR. With the razor, Gillette had name recognition as the dominant firm in the industry. In addition, the design differences the sensor were visible, and a consumer can directly enjoy a closer shave. With the toiletries, Gillette does not have a strong position in the consumers' minds, nor are the benefits provided by the products obvious. Furthermore, the men's toiletries market is extremely competitive. Powerful firms with proven marketing skills have taken a greater interest in this category. P & G has acquired Old Spice and Noxzema; Colgate owns Mennen, and Unilever purchased Brut. It's unlikely the rest of the firms in the market will sit back and ignore Gillette's activity.
- Gillette is tying, the new product line to the Sensor but using a different brand name. If consumers do not associate the Gillette Series with the innovativeness and success of Sensor, the new line may just be another brand in an already cluttered market.

According to a Gillette Vice President, one of the most compelling aspects of the Gillette series is its synergy with the company's core business—razors. If the new line is successful, Gillette anticipates adding other men's grooming products such as hair sprays and shampoos. The firm's CEO, Zeien says, " we're already the worldwide leader in blades, Will we be the world leader in other (toiletries) or not? That's our goal."

QUESTIONS:

1. How is the Gillette Series being positioned with respect to (a) competitors, (b) the target market, (c) the product class, (d) price and quality? What other positioning possibilities are there?
2. Is Gillette making the best use of the brand equity that has been created with Sensor?
3. What strategies do you propose to Gillette? Address the entire marketing mix.

Model Question Paper

Class: II MBA

Semester: III

Paper: Human Resource Planning

Code: MBA 303HRMOB19

Time: 3 Hrs.

Max. Marks: 70

Section-A(5X3 = 15 Marks)

Answer any Five Questions

1.

- a) Managing Surplus Human Resource
- b) Need for Human Resource Planning
- c) Employee Engagement
- d) Career Management
- e) Human Resource Information System
- f) Limitations to Human Resource Accounting
- g) Obstacles in Human Resource Planning.
- h) Benefits of HR Forecasting

Section- B (5X8 = 40 Marks)

Answer all Questions

2. a) What are the Factors Affecting Human Resource Planning?

(or)

b) Discuss about Approaches to Human Resource Planning

3. a) Write about the Demand Forecasting Techniques.

(or)

b) Explain the Methods of Demand Forecasting and Supply Forecasting at Micro Level, Macro Level.

4. a) Explain the Talent Engagement Model.

(or)

b) What are the various factors that drive Talent Engagement?

5. a) Present the Career Planning Process.

(or)

b) Discuss about Career Management Process.

6. a) Explain the various methods of Human Resource Accounting.

(or)

b) Impact of Globalization on Manpower Planning policies and practices.

Section-C (15 Marks)

CASE STUDY

Motorola, the Illinois based global electronic and wireless communications company, integrates their career planning model with succession planning, resulting in a large number of women and other minority group in their middle and top hierarchies. Number of female vice presidents in Motorola is perhaps the highest as compared to any other organisation in the world. Valuing such diversity, the company also gains benefits and many women and minorities have unparalleled talents, which the company can leverage, retaining them for a long period. With 40 female Vice Presidents including some women of colour, the company already received applauds for valuing gender diversity. Motorola's special focus on valuing gender and other diversities was their rationale choice for the changing demographics of global pool of knowledge workers. Motorola's succession planning process, known as Organisation and Management Development Review (OMDR) emphasises on the need for more representation of women and minorities, like a representative number of their total availability in the talent pool. The entire process is done first by identifying the high potential managers and then, developing a career development plan exclusive for these people, whose progress is periodically tracked. If they fail in progressing, their superiors are asked to explain. With a replacement chart, the company ensures that all those identified as potential managers, are systematically developed and groomed for the position. The key elements of Motorola's programme are: career planning, offering of career courses; informal mentoring, making the potential successors understand the business rationale; making the successors understand the leadership role; making them feel accountable; and giving them the key messages in terms of targets and goals. Therefore, for Motorola, succession plans are integrated with career development to ensure that those who have been identified are truly developed and placed in the future identified positions. Also, at the corporate level, the company integrates their strategic plans with the individual level career development and the overall diversity objectives of the company.

Question

Analyse Motorola's case and compare it with any identified Indian organisation's strategy for career planning and development, particularly for women employees.

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MODEL QUESTION PAPER (w.e.f: 2018 – 20 Batch)

II MBA : III Semester

MBA 305FIN19 INVESTMENT AND COMMERCIAL BANKING

Time: Three Hours

Max Marks:70

Section:A (5 X 3 = 15 Marks)

Answer any five of the following

1. a) Warrants
- b) Post office Schemes
- c) Investment vs Speculation
- d) Unsystematic risk
- e) Investment Banking
- f) Management of Banks in Rural Areas
- g) Non-SLR Investments
- h) Credit Management

Section: B (5 X 8 =40Marks)

Answer the following

UNIT – I

2. a) Discuss Nature and Scope of Investment analysis

OR

- b) Explain the Factors Influencing Selection of Investment Alternatives

UNIT – II

3. a) Explain Basic Principles of Portfolio Management

OR

- b) What is meant by risk? Explain various types of risk

UNIT – III

4. a) Explain the Role and Functions of Commercial Banks

OR

- b) Explain the Implications of Banking Sector Reforms Indian Banking Sector

UNIT – IV

5. a) Explain various elements of SARFAESI Act, 2002 in detail.

OR

- b) Explain the Nature and Significance of Investment Management in Commercial Banks

UNIT – V

6. a) Explain Asset Liability Management using Modern Techniques

OR

- b) Explain the Opportunities and Challenges in International Banking:

Section: C (15 Marks)

7. Explain various Investment Avenues

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MODEL QUESTION PAPER (w.e.f: 2018 – 20 Batch)
IIM.B.A : III Semester
MBA 303MKT19 – PRODUCT AND BRAND MANAGEMENT

Time : Three Hours

Max Marks:70

Section :A

Answer any five of the following questions

(5 X 3 = 15 Marks)

1. (a) Product line
- (b) Product levels
- (c) Market potential
- (d) Brand audit
- (e) Brand leverage
- (f) Brand value chain
- (g) Brand licensing
- (h) Brand loyalty

Section : B

Answer the following questions

(5 X 8=40 Marks)

2. (a) Explain in detail the product classification

or

(b) What is product life cycle? Explain the stages of product life cycle.

3.(a) Define product research. What is its importance? Explain the tools used in product research.

or

(b) What is Product Positioning? Discuss various product positioning methods and strategies.

4. (a) Define Brand Equity. Briefly discuss models of Customer based Brand Equity (CBBE).

or

(b) Explain about the steps in brand management process

5.(a) What is brand image building? Explain its advantages

or

(b) What do you understand by brand extension? Discuss advantages and disadvantages of brand extension.

6.(a) What are various strategies used for Brand Success? Explain the role of packaging for Brand Success.

or

(b) Explain briefly about building global brands

Section C

Case study: (Compulsory)(1 X 15 = 15 Marks)

7. Quality was a point of differentiation for Japanese manufactures, Lexus for many years. However European and U.S. manufactures such as BMW, Mercedes, jaguar, Cadillac and Saturn caught up. Further these cars had more personality and provided more emotional attachment for their customers. First approach is to redefine quality through high end design features that are detectable. Lexus has achieved exceptional performance with respect to a quiet and smooth ride. Lexus has responded to customer's unmet needs with attractive features as heated seats, a hard top convertible roof that raise in near silence, a superior branded sound system, a tire inflation monitoring system. Second approach is to achieve break through is design, which is a powerful differentiator for cars like the VW beetle and all jaguar models. Third approach is to focus on process rather than product. Saturn's fixed-price law pressure sales philosophy made the process of buying cars less frustrating customer interaction with the dealer after the purchase even allowed for enjoyable bonding. This new process was in large part responsible for the intense loyalty created by Saturn.

Questions:

- (a) What is the importance of technology introduction in an automobile industry?
- (b) Discuss the need for process introduction in an automobile industry.
- (c) Explain the product positioning concepts adopted by different automobile marketers.

KAKARAPARTI BHAVANARAYANA COLLEGE (AUTONOMOUS)

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MODEL QUESTION PAPER (w.e.f: 2018 – 20 Batch)

II MBA – III Semester

MBA303HRMOB19 :: PERFORMANCE &REWARD MANAGEMENT

Time:3Hrs

Max. Marks:70

SECTION- A

1. **Answer any five of the following questions. 5X3=15 Marks**
- | | |
|---|----------------------------------|
| a) Objectives of performance management | b) Performance management system |
| c) Behaviour approach | d) Task performance |
| e) HR Score card | f) Mentoring |
| g) Role efficacy | h) Reward management |

SECTION – B

Answer the following questions

5X8=40 Marks

2. a) What is performance management ? Discuss the characteristics of ideal Performance Management?
Or
b) Explain the Process of performance management system?
3. a) Define performance management appraisal? Explain the methods of performance appraisal?
Or
b) Explain the causes of poor performance in the organization? And how one can measure the results?
4. Explain the components and process of personal development plans?
Or
b) Explain the concept of performance consulting? What important roles do the performance consultants play?
5. a) Define the concept of reward management? Explain the Statutory Provisions governing Reward Systems
Or
b) Explain performance linked remuneration system? What are its significances?
6. a) Define and Explain the concept of Fringe benefits?
Or
b) What are the different compensation plans of Special groups? And explain the compensation plan of women executives?

SECTION – C

Compulsory question(1 X 15=15 Marks)

Hannah Miller works in the training department of a large information technology (IT) organization. She is in charge of designing and delivering interpersonal skills training, including communication skills, networking and new manager training classes. Hannah Miller has excellent knowledge of how to design a training class. She incorporates behavioral modeling and practice in to all of her classes. She has also conducted research on what good communication consists of how to network, what new managers need to know to be successful. However, individuals who attend Hannah’s training classes often give her low ratings, stating that she has a hard time answering specific questions in classes and she does not seem approachable after the classes when individuals want to ask questions.

1. You are Hannah Miler’s manager. In your opinion, what is causing Hannah’s poor performance?
Is it due to a deficiency in declarative knowledge or procedural knowledge?
2. What can be done to remedy the performance problem?

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MODEL QUESTION PAPER (w.e.f: 2018 – 20 Batch)

II MBA :III SEMESTER

MBA304 FIN19:SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Time:Three hours

Maximum Marks: 70

Section-A

Answer any FIVE of the following

5x3=15M

1. a)What are the characteristics of Investment
- b)Differentiate Speculation and Gambling
- c)Explain various types of investors
- d)What are the elements of risk?
- e)What is meant by Bond Return and Bond Duration?
- f)Japanese Candlestick
- g)What is meant by Portfolio Revision?
- h)Calculate coupon rate, Spot interest Rate from the following
Face value of a 5 year bond is 1000 and annual interest is 150 calculate, Current Market price is 900

Section-B

Answer all questions

5x8=40M

Unit-I

2. a)What is meant by Risk? Explain various tools available to measure risk.

(OR)

- b)A Stock costing Rs.120 pays no dividend. The possible prices that the stock might sell for, at the end of the year with the respective probabilities are as follows.

Price	115	120	125	130	135	140
Probability	0.1	0.1	0.2	0.3	0.2	0.1

Calculate i.Expected Return ii.Standard Deviation.

Unit-II

3. a)Reliance infra has a 14 percent bonds with face value of Rs.2000 that matures at par in 20 years. The bond is callable in five years at Rs.2200. It currently sells for Rs.1100.

Calculate i. Current Yield ii.YTM iii.YTC

(OR)

- b)Explain various Bond Pricing theorems.

Unit-III

4. a)Explain various tools used for Fundamental analysis of Stock.

(OR)

- b)Explain various tools used for Technical analysis of Stock.

Unit-IV

5. a)What is meant by Portfolio Management? Explain its process, Selection and risk and return calculation

(OR)

- b)Probability distribution of rate of return on ABC stocks and XYZ stocks are given below

State of the Economy	Probability	Rate of Return (%)	
		ABC Ltd	XYZ Ltd
Boom	0.30	16	40
Normal	0.50	11	10
Recession	0.20	6	-20

Calculate expected return and risk. Suggest which stock is better.

Unit-V

6. a) Explain various methods of Portfolio performance evaluation.

(OR)

b) Calculate and from the following.

Month	1	2	3	4	5	6	7	8	9	10	11	12
HPCL	10.27	9.31	6.73	-5.68	2.60	2.86	2.78	3.84	-6.51	-23.42	0.00	6.64
NSE	11	3.69	4.20	-4.93	3.05	5.88	3.74	2.63	-2.10	-21.35	-4.55	2.80

Section-C

CASESTUDY(Compulsory)

1x15=15M

7. Given the following information

Particulars	Portfolios			
	A	B	C	D
Beta	1.10	0.8	1.8	1.4
Return	14.5	11.25	19.75	18.5
Standard Deviation	20.0	17.5	26.3	24.5
Risk free rate of return	6 per cent			
Market Return	12 per cent			

Calculate: i) Sharpe Ratio

ii) Treynor Ratio iii) Jensen Ratio

KAKARAPARTI BHAVANARAYANA COLLEGE (AUTONOMOUS)

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MODEL QUESTION PAPER (w.e.f: 2018 – 20 Batch)

IIMBA : III Semester

MBA305 MKT 19 - SERVICES MARKETING

Time : Three Hours

Max Marks:70

Section :A (5 X 3 = 15 Marks)

Answer any Five of the following

1. a) Nature of Services
- b) Myths of Service Marketing
- c) Customer Expectations
- d) Customer Perception
- e) Role of a Service
- f) Customer Satisfaction in Service Marketing
- g) E-Services
- h) Service Audit

Section : B (5 X 8=40Marks)

Answer the following questions

UNIT - I

2. a) Define services .Explain the difference between goods and services.
(or)
- b) Explain the Services Marketing Mix .

UNIT - II

3. a) What is Customer Expectation ? Explain Factors influencing Customer Expectations of services ?
(or)
- b) What is Customer Perception ? Explain the strategies for influencing customer perception

UNIT - III

4. a) Explain Pricing Concepts and pricing strategies for services ?
(or)
- b) Explain Role of Customers and employees in the services marketing

UNIT - IV

5. a) Define customer Satisfaction .Explain the determinants of Customer Satisfaction ?
(or)
- b) Explain the SERQUAL & SERFPERF Service Quality Models

UNIT - V

6. a) Define service failures .Explain the Recovery strategies of service failures.
(or)
- b) Explain the Building & Managing Customer Relationships in Services Marketing

Section : C
(15 Marks)

Case Study:

7. Fast Express courier Ltd. (FECL) is an innovative overnight delivery company that helped change the way companies do business. It was the first company to offer an overnight delivery system, but the company markets more than just a delivery service. What FECL really sells is on-time reliability. The company markets risk reduction and provide the confidence that people shipping packages will be "absolutely, positively, certain their packages will be there by 10.30 in the morning". In fact, FECL sells even more than reliable delivery. It designs tracking and inventory management systems for many large companies. In other words, the customers buy more than just delivery service they buy a solution to their distribution problems. For example, a warehouse designed and operated by FECL is part of the distribution centre for a very large computer firm. In other organizations, customers can place an order for inventory as late as midnight, and the marketer, because of FECL's help, can guarantee delivery by the next morning. FECL has positioned itself as a company with a service that solves its customer's problems.

Questions:

- i) What are the elements of service quality for a delivery service like FECL?
- ii) In what way does technology influence FECL's service quality?

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K. B. N. COLLEGE :: PG CENTRE (AUTONOMOUS)

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II MBA – III Semester

MODEL QUESTION PAPER (w.e.f: 2018 – 20 Batch)

MBA30119 : Paper I- STRATEGIC MANAGEMENT

Time: Three hours

Maximum : 70 marks

SECTION A – (5 x 3 = 15 marks)

Short answer questions.

Answer any FIVE of the following.

1. (a) Strategy Execution
- (b) BCG matrix
- (c) Demand forecasting
- (d) Power
- (e) Ethics
- (f) Market penetration
- (g) Joint ventures
- (h) Strategic audit

SECTION B – (5 x 8 = 40 marks)

Essay type questions.

Answer ALL questions.

2. (a) Explain the need and importance of strategic management.
(or)
(b) How do you tailor strategies to fit specific industry situations?
3. (a) Explain in detail the GE Nine-cell matrix.
(or)
(b) Describe the qualitative factors in strategic choice.
4. (a) What are the distinctive features of matching structure?
(or)
(b) Discuss the process of strategic budgeting indicating the steps to be taken at the corporate level.
5. (a) Explain the various types of expansion strategies.
(or)
(b) Discuss the benefits of turn around management strategy.
6. (a) Explain the 7s framework for understanding implementation related issues.
(or)
(b) Discuss in detail the process of strategic control.

SECTION C – (1 x 15 = 15 marks)

(Compulsory)

7. Case study:

ABC limited a large Indian company producing and distributing cold drink in India. The company has been existence for last 15 years. It has a big manufacturing plant situated in Delhi. and a fleet of trucks for the purpose of controlled and efficient distribution of cold drinks in neighbouring states as well as in Delhi, with its ask supply chian management. Employees working in the company are fully satisfied with service conditions. promotional avenues and welfare schemes launched by the company for them. The customers do also feel comfortable and satisfied with the drink both in terms of quality and satisfaction. But after the entry of two big multinational companies, the entire situation has changes and the company has lost 90% of its market share to these companies and thus binding difficulty for competing with them and survival in the market.

Question:

- (a) Make a SWOT analysis of ABC Ltd.
- (b) Suggest suitable strategies to regain its market share.
- (c) Explain how the company can work out its survival strategies in light of competition from multinational companies.

MODEL QUESTION PAPER(w.e.f:2018–20 Batch)
II MBA:III SEMESTER

MBA304HRMOB19: TRAINING AND DEVELOPMENT

Time:Threehours

Maximum Marks: 70

SECTION – A

Answer any three of the following Questions

5X3= 15Marks

1. a) Concepts of Training and Development
b) Learning activities
c) Role based training

d) Electronic Enabled Training Systems.
e) Self-development
f) Preparation of Trainers
g) Determining Costs
h) Six Sigma Training

SECTION – B

Answer the following

5X8= 40Marks

2. a) Explain Requisites of Effective Training.

OR

- b) Explain Considerations in choosing an evaluation design.

3. a) Explain Flexible learning modules.

OR

- b) Explain the concept of determining structure and content.

4. a) Briefly explain about kinds of training and development programs.

OR

- b) Explain Evaluation practices in different organizations.

5. a) Explain Data Collection for Training Evaluation.

OR

- b) Explain Measuring Human Capital and Training Activity.

6. a) Explain Increased Use of New Technologies for Learning.

OR

- b) Explain Increased Demand for Learning for Virtual Work Arrangements.

SECTION – C

Answer the following

1X15= 15Marks

In January 2002, Godrej Industries Ltd. (GIL) bought a 26% stake in "Personalitree Academy Ltd." Personalitree provided interactive soft skills training programmes online to corporates. Personalitree's training modules have since been a part of Godrej's training and development initiatives.

It all started in 1996 with the break-up of the joint venture between Godrej Soaps Ltd (GSL) and Proctor and Gamble (P&G). Post break-up, GSL was bereft of a distribution system and had to start from scratch. As part of the rebuilding exercise, GSL recruited about 250 new employees who had to be aligned with its corporate culture. In 1997, GSL conducted a Total Quality Management (TQM) workshop for all its 5000 employees to help them connect to their job.

Parivartan² was launched in September 2000 in GSL to train new as well as existing employees on various aspects of the business and to motivate them. In 2001, new initiatives like Young Entrepreneurs Board (YEB), Red and Blue Teams, Mentoring and Reverse Mentoring were introduced in the Godrej Group, (Godrej) to encourage the involvement of youth in strategic decision-making. In early 2002, a need was felt among the top brass of Godrej to instil a performance- driven culture in the company. In addition to upgrading the talents of existing employees, Godrej had to train new recruits.

Thus, Godrej developed a comprehensive and innovative training programme for management trainees and named it Godrej Accelerated Learning Leadership and Orientation Programme (GALLOP). The objective of GALLOP was to develop a newcomer into a professional by giving him or her exposure to various departments and inculcate in him or her, a sense of belonging.

Later, in September 2002, GIL introduced Spark, a training programme for managers to help them become effective coaches. Towards the end of 2002, E-gyan was introduced in GIL to increase the learning potential of employees. In January 2003, a special HR programme on honing the interpersonal and negotiation skills of officer- level employees was launched in GIL. Further, in October 2003, an English language training programme was held for floor workers of Godrej and Boyce Manufacturing Company Ltd (GBML), so that they could follow all instructions issued in that language independently.