

DEPARTMENT OF MANAGEMENT STUDIES

SEMESTER - I



MBA SEMESTER-I
MANAGEMENT & ORGANIZATIONAL BEHAVIOUR

L	T	P	C
4	0	0	4

Course Objective:

1	To familiarize students with the concepts of Management.
2	To understand the planning, steps in planning and decision making.
3	To explain the concept of Organizational Structure and Controlling.
4	To describe the importance of organizational behavior.
5	To Understand the Nature of Power and Politics, Leadership and conflict.

Course Outcomes:

CO1	Understand the basic principles and concepts of management.
CO2	Analyze the need of Organizational Planning and Decision-Making Process.
CO3	Identify the challenges in organizing and contemporary issues in controlling.
CO4	Analyze individual and group behavior in an organization.
CO5	Demonstrate the traits of leaders and identify the sources of conflict, execute the negotiation process to resolve them.

Syllabus:

UNIT-I	Introduction to Management: The Management Process, Management Functions, Kinds of Managers, Managerial Roles and Skills. Evolution of Management -Theories of Management - Classical, Scientific, Administrative, Behavioral, Management Sciences Theories; Systems and Contingency Theory.
UNIT-II	Planning and Decision Making: Planning and goal setting – Organizational Planning - Vision, Mission and Goals, Types of Plans, steps in Planning Process, Approaches to Planning, Planning in Dynamic Environment. Decision Making Process, Types of Decisions, Decision Making Styles, Vroom's Participative Decision-Making Model.
UNIT-III	Organizing and Controlling: Organizational Structure, Principles of Organizing, Authority, Power and Influence, Designing Organizational Structure. Mechanistic and Organic Structures, Contemporary Organizational Design and Its Challenges. Controlling: The Control Process, Controlling for Organizational Performance, Types of Control, Financial Controls, Balanced Scorecard, Bench Marking, and Contemporary Issues in Controlling.
UNIT-IV	Organizational Behaviour: Individual and Group Behaviour, Importance of Organizational Behaviour, Culture and Diversity, Personality Theories, Transactional Analysis, Johari Window, Perception, Formation of Group Behaviour, Classification of Groups, Group Properties, Group Cohesiveness, Learning, and Reinforcement Conditioning, Conflict-types, Sources, Resolving Conflict.



UNIT-V	Leadership& Motivation: Leadership Traits, Leadership Styles, Leadership Theories, Power and Politics. Motivation- Approaches to Motivation, Maslow's Needs Hierarchy Theory, Two Factor Theory of Motivation, McGregor's Theory, ERG Theory, McClelland's Needs Theory, Valance Theory.
---------------	---

Text Books:

1. Harold Koontz and Heinz Weihrich, 2020, Essentials of Management, TMH.
2. P.Subba Rao, Management and Organizational Behaviour, 2nd Edition, HPH.
3. Stephen P. Robbins, "Organizational Behaviour", 12th Edition, Prentice Hall.

Reference Books:

1. Prasad LM, Principles and Practice of Management, Sultan Chand & Sons, New Delhi.
2. Fred Luthans, "Organizational Behaviour", 12th Edition, McGraw Hill International Edition.
3. UdaiPareek 2010, Understanding Organizational Behaviour, Oxford University Press.
4. Richard L. Daft, New Era of Management, Cengage Learning, 11e,2017.



MBA SEMESTER-I
BUSINESS ECONOMICS

L	T	P	C
4	0	0	4

Course Objectives:

1	To provide an understanding of the basic concepts associated with Business Economics.
2	To impart the knowledge of various aspects of Demand and Supply.
3	To highlight the importance of production analysis and the laws associated with it.
4	To enable the understanding of the break-even analysis and acquaint with cost concepts.
5	To elaborate on the nature of various Market Structures and enable the understanding of various Pricing Strategies.

Course Outcomes:

CO1	Understand the Concepts and Principles of Business Economics.
CO2	Learn various concepts and practical applications of Demand and Supply viz. Laws, Types, Elasticity, Forecasting.
CO3	Apply the concepts of production and its relationship with business operations.
CO4	Determine break-even point and understand how different concepts of cost affect short-run and long-run decisions.
CO5	Gain Insights on the concept of Pricing Practices, learn the features of various Market Structures along with the Decision-making with regards to Price and Output in Short and Long Terms.

Syllabus:

UNIT-I	Introduction to Business Economics: Definition, Nature and Scope, Relationship with Other Disciplines – Business Decision Making Process- The Role of Managerial Economist- Basic Economic Principles – The Concept of Opportunity Cost, Marginalism, Equi-Marginalism, Incremental Concept, Time Perspective, Discounting Principle, Risk and Uncertainty.
UNIT-II	Theory of Demand and Supply: Demand Analysis - Demand Function, Law of Demand, Determinants of Demand, Types of Demand. Elasticity Of Demand, Types, Measurement and Significance of Elasticity of Demand. Demand Forecasting, Need for Demand Forecasting, Methods of Demand Forecasting. Supply – Supply Function, Determinants of Supply, Law of Supply, Elasticity of Supply.
UNIT-III	Production Analysis: Production Function, Production Function with One, Two Variables, Cobb-Douglas Production Function, Marginal Rate of Technical Substitution, Isoquant and Isocost, Returns to Scale, Economies of Scale - Innovations and Global Competitiveness.
UNIT-IV	Cost Analysis: Cost Concepts, Determinants of Cost, Cost-Output Relationship in The Short Run and Long Run, Short Run Vs. Long Run Costs, Average Cost Curves. Overall cost leadership, Break even Analysis, Determination of Break-even Point, Key Concepts, Graphical Representation, Margin of Safety-simple Problems.



UNIT-V	Market Structure and Pricing Practices: Classification of Market Structures - Features – Competitive Situations - Price-Output Determination Under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly - Both the Long Run and Short Run. Pricing Practices- Price Discrimination- Pricing Strategies- Pricing Over Product Life Cycle- Break Even Analysis.
---------------	---

Text Books:

1. D.M. Mithani, Managerial Economics, Himalaya Publishing House, 9e, 2022.
2. D N Dwivedi, Managerial Economics, Vikas Publications 8e, 2019.

Reference Books:

1. Satya P. Das & J.K. Goyal, Managerial Economics, Sage Publications, 2e, 2022.
2. Dominick Salvatore, Siddhartha K. Rastogi, Managerial Economics, Oxford Publications, 9e, 2020.
3. H L Ahuja, Business Economics, S. Chand & Co, 13e, 2019.
4. Geetika, Piyali Ghosh, Purba Roy Choudhury, Managerial Economics, Tata McGraw-Hill, 3e, 2018.
5. P. L. Mehta, Managerial Economics: Analysis, Problems and Cases, Sultan Chand & Sons, 21st Revised Edition, 2016.



MBA SEMESTER-I
FINANCIAL REPORTING & ANALYSIS

L	T	P	C
4	0	0	4

Course Objectives:

1	To provide understanding of the concepts of Financial Reporting & Analysis.
2	To highlight the importance of Accounting Process.
3	To elaborate on the methods of inventory valuation.
4	To elucidate the management of funds/ cash from operations of the company.
5	To impart knowledge of various ratios, analysis and interpretation of financial statements.

Course Outcomes:

CO1	Understand the Concepts and Principles of Accounting. .
CO2	Understand the Accounting Process in detail.
CO3	Learn various aspects in depreciation, Inventory and Goodwill.
CO4	Analyze the Working Capital and Flow of Funds and Cash into the Business
CO5	Prepare, analyze and Interpret Financial Statements

Syllabus

UNIT-I	Unit - I: Introduction to Accounting: Importance, Objectives and Principles, Accounting Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP), their implications on accounting system; Double entry system– recording business transactions–Classification of accounts– –Accounting cycle.
UNIT-II	The Accounting Process: Overview, Books of Original Record; Journal, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments. Valuation of Fixed Assets -Tangible vs. Intangible assets. Depreciation, Methods of depreciation–their impact on measurement of business Accounting.
UNIT-III	Inventory Valuation: Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill. Accounting from incomplete records, advantages and disadvantages of single entry and double entry system and the differences between the two, preparation of accounts, and ascertainment of profit from incomplete records, Accounting Treatment as per the statement of affairs method and calculation of missing figures.
UNIT-IV	Financial Analysis-I: Statement of Changes in Working Capital, Funds from Operations, paid cost and unpaid costs. Distinction between cash profits and book profits. Preparation and analysis of cash flow statement and funds flow statement.
UNIT-V	Financial Analysis-II: Analysis and interpretation of financial statements, Horizontal Analysis and Vertical Analysis of Company, Financial Statements, Liquidity, leverage, solvency and profitability ratios – Du Pont Chart –Accounting Standards Issued by ICAI- Focus on importance of Standards to give a general view on Financial Accounting practices, International Financial Reporting Standards (IFRS)

Text Books:

1. S.N. Maheswari, S. K. Maheshwari, Sharad K. Maheshwari, Accounting for management, Vikas Publishing House, 5e, 2023.
2. Financial Accounting: A Managerial Perspective, Narayanaswamy R PHI Learning, 7e, 2022.
3. Paresh Shah, Basic Financial Accounting for Management, Oxford University Press, New Delhi, 2019.

Reference Books:

1. Dhanesh K. Khatri, Financial Accounting & Analysis, Tata McGraw-Hill Publishing Limited, New Delhi, 2015.
2. V. Rajasekharan, R. Lalitha, Financial Accounting & Analysis, Pearson Education, New Delhi, 2016.



MBA SEMESTER-I
RESEARCH METHODOLOGY AND STATISTICAL ANALYSIS

L	T	P	C
4	0	0	4

Course Objectives:

1	To introduce the basic concepts of Research Methodology.
2	To impart knowledge on concepts and types of Research Design; Data and its Collection methods along with various tools used for Data Collection.
3	To demonstrate Tabulation and Graphical Representation of One, Two, Three-Dimensional Data; to introduce the concepts of Statistics and Small Sample Tests.
4	To highlight the significance of Statistical Tools for analysis and interpretation of Qualitative & Quantitative data
5	To introduce the concepts of Time Series and Index Numbers and train on writing Research Reports effectively.

Course Outcomes:

CO1	Gain a conceptual overview of Research and the relevant concepts to Research.
CO2	Learn the different types of Research Designs, Data Collection Tools and Procedures.
CO3	Use different methods of representing data through Graphs and Tables; gain an overview of Statistics and relevant concepts and conduct Small Sample Tests.
CO4	Solve mathematical problems related to ANOVA (One-way and Two-way), Correlation and Regression.
CO5	Apply Time Series and Index Numbers; appreciate the need for preparing and presenting a structured Research Report.

Syllabus:

UNIT-I	Introduction to Research: Meaning, Scope, Role of Business Research, Types of Research, Research Process, Conceptualization of Variables and Measurement, Types and Measurement of Variables, Ethics in Business Research.
UNIT-II	Research Design: Research Problem, Purpose of Research Design, Types of Research Design: Experimental Research Design, Research Design for Cross Sectional, Longitudinal Studies, Characteristics of Good Research Design, Sampling and its Applications. Data Collection Methods & Tools: Types of Data, Sources and Instruments for Data, Guidelines for Questionnaire, Sampling and its Application. Measurement and Scaling, Reliability and Validity in Measurement of Variables, Sources of Error in Measurement.
UNIT-III	a) Tabulation: Tabulation of Univariate, Bivariate and Multivariate Data, Data Classification and Tabulation, Diagrammatic and Graphical Representation of Data. One-Dimensional, Two-Dimensional and Three-Dimensional Diagrams and Graphs. Introduction to Statistics, Measurement of Central Tendency and Dispersion. b) Small Sample Tests: t-Distribution, Properties and Applications, Testing for One and Two Means, Paired t-Test, Hypothesis Formulation and Testing.



UNIT-IV	a) Analysis of Variance: One-Way and Two-Way ANOVA (with and without Interaction). Chi-Square Distribution: Test for a Specified Population Variance, Test for Goodness of fit, Test for Independence of Attributes. b) Correlation Analysis: Correlation, Limits for Coefficient of Correlation, Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation, Linear and Multiple Regression Analysis, Discriminant Analysis, Exploratory Factor Analysis.
UNIT-V	Time Series Analysis and Report Writing: Components, Models of Time Series, Additive, Multiplicative and Mixed Models, Trend Analysis: Free hand Curve, Semi Averages, Moving Averages, Least Square Methods. Index Numbers: Introduction, Characteristics and Uses of Index Numbers, Types of Index Numbers, Unweighted Price Indexes, Weighted Price Indexes, Tests of Adequacy and Consumer Price Indexes. Importance of Report writing, Types of Research Reports, Report Preparation and Presentation, Report Structure, Guides for Effective Documentation, Research Briefings. Referencing Styles and Citation in Business Management Research.

Text Books:

1. Ranjit Kumar, Research Methodology: Step-by-step Guide for Beginners, sage, 4e,2022.
2. S.P. Gupta, Statistical Methods, Sultan Chand & Sons, 46e,2021.
3. Shashik.Gupta, P Rangi, Research Methodology: Methods, Tools & Techniques, Kalyani Publishers,6e, 2020.

Reference Books:

1. Donald R Cooper, Pamela S. Schindler, Business Research Methods, Tata Mc Graw Hill, 12e,2019.
2. Deepak Chawla, Research Methodology: Concepts & Cases, Vikas Publishing, 2e, 2016.
3. William G Zikmund, Barry J Babin, Jon C. Carr, Atanu Adhikari, Mitch Griffin, Barry J. Babin, Business Research Methods Cengage Learning, 8e, 2016.
4. P.C. Tulsian, Bharat Jhunhunwala, Business Statistics, S. Chand Publishing, 2016.



MBA SEMESTER-I
LEGAL BUSINESS ENVIRONMENT

L	T	P	C
4	0	0	4

Course Objectives:

1	To Understand the legal aspects of the Companies Act, 2013.
2	To Analyze the essentials of the Contract.
3	To Classify the various negotiable Instruments and the role of GST.
4	To Illustrate various essential laws in India.
5	To Evaluate the scope of the business environment in India.

Course Outcomes:

CO1	Outline the importance of the Companies Act 2013 in India.
CO2	Examine the essentials of various Contracts in India.
CO3	Identify the role of the Negotiable Instruments Act.
CO4	Categorize the role of essential laws and their scope in the India scenario.
CO5	Assess the policy formulations in Indian business environment.

Syllabus:

UNIT-I	Introduction: Companies Act, 2013, Steps and procedure for incorporation of the company, Appointment of Directors, Powers, duties, & liabilities of Directors, Role of Audit and Auditors, Company Meetings, Resolutions, Winding-up of a Company.
UNIT-II	Law of Contract: Nature and types of Contract and Essential elements of a valid contract, Offer and Acceptance, Consideration, Capacity to contract and Free Consent, Legality of Object. Unlawful and illegal agreements, Contingent Contracts, Performance and discharge of Contracts, Remedies for breach of contract. Contracts-II: Indemnity and guarantee, Contract of Agency, Sale of Goods Act -1930: General Principles, Conditions & Warranties, Performance of Contract of Sale, Auction sale, and E-auctions.
UNIT-III	Negotiable Instruments Act - 1881: Negotiable Instruments- Promissory Note, Bills of Exchange, & Cheque, And Their Definitions and Characteristics, Types of Endorsements, Holder- Holder in Due Course, Discharge of Parties. Introduction To Goods and Services Tax (GST).
UNIT-IV	Consumer Protection and Corporate Laws: Introduction to consumer protection law in India - Consumer councils - Redressal machinery -Rights of consumers - Consumer awareness. Law of Industrial and Intellectual Property; Cyber Law; Competition Law; Land and Real Estate laws; Law of Insurance.
UNIT-V	Business Environment: Macro-Economic Analysis (PESTEL MODEL), Industrial Policy, Latest Fiscal Policy- Monetary Policy, Export-Import Policy, Balance of Payments, Structure, Components, Equilibrium, Causes of Dis- Equilibrium, Correction Measures.

Text Books:

1. Akhileshwar Patha, Legal Aspects of Business, Tata McGraw Hill, 7e, 2019
2. Francis Cherunilam, Business Environment Text & Cases, Himalaya Publications, 2012.

Reference Books:

1. MC Kuchhal, Vivek Kuchhal, Business Legislation for Management, Vikas, Publishing House, 5e, 2018.
2. Ravinder Kumar, Legal Aspects of Business, Cengage Learning, 4e, 2016.
3. P.P.S. Gogna, Company Law, S. Chand, 2016.
4. Justin Paul, Business Environment Text and Cases, 3e, McGraw Hill Publication, 2010.



MBA SEMESTER-I
Open Elective – I
MARKETING RESEARCH

L	T	P	C
4	0	0	4

Course Objectives:

1	To provide conceptual understanding of marketing research, its design, and application of research methodology to Marketing issues.
2	To explain to students the need for creating proper marketing research proposal.
3	To impart knowledge on sampling and acquire knowledge on probability and non- probability sampling techniques.
4	To impart knowledge on the concepts of measurement and scaling.
5	To highlight the role of marketing research methodology in different business contexts.

Course Outcomes:

CO1	Understand the importance of marketing research.
CO2	Learn various aspects in research design.
CO3	Learn sampling design process.
CO4	Understand the characteristics of a good measurement, scaling and sampling methodology.
CO5	Learn hypothesis testing and data presentation.

Syllabus:

UNIT-I	Introduction to Marketing Research: Meaning and Scope of Marketing Research, Factors that Influence Marketing Research, Scope of Marketing Research, Limitations of Marketing Research, Marketing Research Process, Role of Marketing Research in Marketing Decision-making, International Marketing Research, Marketing Research in social media, Mobile Marketing Research, Ethics in Marketing Research, Use of Information Technology in Marketing Research.
UNIT-II	Marketing Research Design: The Process of Defining the Problem and Developing an Approach, Defining a Marketing Research Problem, Exploratory, Descriptive, Casual Research Design, Marketing Research Proposal.
UNIT-III	Sampling and Data Collection: Sampling Design Process, Classification of Sampling Techniques, Probability and Non-Probability Sampling Techniques, Internet Sampling, Sampling Distribution, Sample Size Determination, Non-Response Issues in Sampling. Sources of Data Collection, Methods of Data Collection.
UNIT-IV	Measurement and Scaling: Concept of Measurement, Types of Measurement Scales: Likert, Semantic Differential, Guttman, Interval, Q-Sort, Nature of Measurement, Characteristics of a Good Measurement, Nature of Attitude Scale, Rating Scale, Ranking Scale, Questionnaire Design, Editing, Coding and Tabulation of data.



UNIT-V	Analysis and Presentation of Data: Data Preparation, Data Preparation Process, Statistically Adjusting Data, Frequency Distribution, Cross Tabulation, Hypothesis Testing, Bi-Variate Analysis, Correlation, Regression, Multi-Variate Analysis, Discriminant, Logit Analysis, Factor Analysis, Cluster Analysis. Report Writing, Report Preparation and Presentation.
---------------	---

Text Books:

1. Naresh Malhotra, Satyabhushan Dash, Marketing Research, Pearson, 7e, 2019.
2. GC Beri, Arun Kaushik, Zillur Rahman, Marketing Research, Mc Graw Hill, 6e, 2020.

Reference Books:

1. Donald R Cooper, Pamela S Schindler, Marketing Research Concepts and Cases, Mc Graw Hill, 2005.
2. David J Luck, Ronald S Rubin, Marketing Research, 9e, PHI, 2006.
3. V.Kumar, Robert P. Leone David A Aaker, George S. Day, Marketing Research, Wiley India Pvt Ltd, 13e, 2018.



MBA SEMESTER-I
Open Elective – II
FINANCIAL INSTITUTIONS, MARKETS, AND SERVICES

L	T	P	C
4	0	0	4

Course Objectives:

1	Understanding the Indian Financial Markets.
2	Analyze the various banking and non-banking institutions.
3	Understand the structure of financial and securities markets.
4	Identify the asset financial services.
5	Identify the advisory based service.

Course Outcomes:

CO1	understand the Introduction to Indian Financial system.
CO2	examine the Banking and Non-Banking Institutions.
CO3	understand the various types of Financial and Securities markets.
CO4	analyze fund-based services.
CO5	analyze asset-based services.

Syllabus:

UNIT-I	Introduction: The structure of Indian financial system; Equilibrium in financial markets; Indicators of Financial Development, Structure of Financial Institutions, Financial system and economic development; Financial Sector reforms after 1991 – Recent Developments of Indian Financial System. Regulatory and Promotional Institutions: Function and Role of RBI, Monetary Policy and techniques of monetary control of RBI, Major Changes in Monetary Policy. The role and functions of SEBI. An update on the performance on Non-statutory Financial organization like IFCI, IRBI, IDFC, NABARD, SIDBI, and SFCs.
UNIT-II	Banking and Non-Banking Institutions: Commercial banks – Growth and structure of commercial Banks- competition, interest rates, spreads, and NPAs. Bank capital – adequacy norms and capital market support. Banking Innovations- e-banking- Risk Management in Banking. Co-operative banks- Features, Structure and Growth, Government initiatives to strengthen the co-operative banks. Non-banking financial Institutions: Structure and functioning of Unit Trust of India and Mutual Funds. Growth of Indian Mutual funds and its Regulation. The Role of AMFI. Insurance Companies – Structure and Investment Pattern of Public and Private Sector insurance companies, Competition, innovation, Role of IRDA, Challenges of Insurance Sector in India.
UNIT-III	Financial and Securities Markets: Structure and functions of Call Money Market, Government Securities Market – T-bills market, Commercial Bills market, Commercial paper and certificate of deposits- Securities markets – Organization and structure, Listing trading and settlement. SEBI and Regulation of Primary and Secondary Markets. Role and functions of Clearing Corporation of India Ltd.



UNIT-IV	Asset /Fund Based Financial Services – Lease Finance- Conceptual and Regulatory Framework, Classification and Financial leasing, Hire Purchase and Consumer Credit, Factoring and Forfeiting , Housing finance, Venture capital financing.
UNIT-V	Fee-based / Advisory services: Investment Banking – Introduction, Functions and activities of Merchant bankers, Lead Managers, underwriting, bankers to an issue, debenture trustees, portfolio managers. Challenges faced by investment bankers. Stock broking, Custodial Services, Depository system, Credit rating – Role of agencies, Process, regulations. CIBIL

Text Books:

1. L. M. Bhole: Financial Institutions and Markets, TMH,2012.

Reference Books:

1. M. Y. Khan: Financial Services, TMH, 2012.
2. S. Gurusamy: Financial Services and System, Cengage, 2012.



MBA SEMESTER-I
Open Elective – III
RURAL MANAGEMENT

L	T	P	C
4	0	0	4

Course Objectives:

1	To know the concept and main obstacles of Rural Development.
2	To familiarize the various functional areas like marketing, finance and their challenges.
3	To examine the process and tools of community development.
4	To provide insights for the sustainable development.
5	To understand the need and scope of Agribusiness.

Course Outcomes:

CO1	Understand the concept and importance of Rural Development.
CO2	Demonstrate managerial skills for different functional areas like marketing, finance, human resource management.
CO3	Understand the concept and the importance of community, community development in India.
CO4	Explore various ways to preserve the environment for the sustainable development.
CO5	Acquaint the knowledge of agribusiness and its scope.

Syllabus:

UNIT-I	Rural Development: Concept, Importance, Nature and scope, Characteristics of rural economy, Concept of development, Distinction between development and growth, Indicators of development, Prerequisites for rural development, Main obstacles to rural development, Factors governing rural development. Gandhian and Tagore's views on rural development.
UNIT-II	Rural Management: Nature, Scope and challenges in marketing, operations, human resources and finance in rural areas. Entrepreneurship opportunities in rural areas.
UNIT-III	Rural Community Development: Concept of community, Function of Community, community profile: Process and tools. Community development: Characteristics, Principles and scope, Panchayat Raj and community development in India.
UNIT-IV	Sustainable Development: Biodiversity and its conservation, Environmental pollution, air, water and soil pollution, Solid waste management, Social issues and environment, Climate change, Global warming, Ozone layer depletion, Water conservation, Rain water harvesting Watershed management.
UNIT-V	Introduction to Agribusiness: Nature, definitions, scope and functions, Agribusiness input and output services, Difference between farm and non-farm sectors, Importance of small agribusiness enterprises

Text Books:

1. Lekhi, R.K. "The Economics of Development and Planning" Kalyani Publishers, New Delhi.
2. M.Upton & B.O. Anllolio - "farming As a Business" Oxford university press. New York

Reference Books:

1. Desai, V. "Fundamentals of Rural Management" Rawat Publications, New Delhi.
2. SatyaSundram, I. "Rural Development" Himalaya Publishing House, New Delhi.
3. Prasad, B.K. "Rural Development: Concept, Scope and Strategy" Sarup and Sons, New Delhi.
4. Singh, K. "Rural Development: Principle, Policies and Management" Sage, New Delhi.



MBA SEMESTER-I
Open Elective – IV
SUSTAINABILITY MANAGEMENT

L	T	P	C
4	0	0	4

Course Objectives:

1	To highlight the importance of Business Sustainability Management.
2	To impart knowledge of various aspects in Environment and Economic Sustainability.
3	To explain Sustainability Process and its strategies.
4	To elucidate on the importance of Sustainability in Urban Metabolism.
5	To appreciate the importance of Market and Sustainability.

Course Outcomes:

CO1	Understand the importance of Climate change and global warming.
CO2	Learn about environment pollution and sustainability, economic approaches to sustainable development.
CO3	Assess the steps in sustainable planning for competitive advantage
CO4	Understand sustainable and circular value chain, sustainability marketing.
CO5	Appreciate the relevance of Market Sustainability.

Syllabus:

UNIT – I	Sustainability and Business: Introduction to Sustainability, Triple Bottom-line Approach, Global Reporting Initiative (GRI) Guidelines, Sustainability and Responsibility, Sustainability Framework, Business Engagement with Sustainability, Climate Change and Global Warming, Sustainability Development, Five Steps to Successful Engagement, Difference between Corporate Social Responsibility (CSR) and Sustainability, Current Major Sustainability Trends.
UNIT – II	Environment and Economic Sustainability: The Environment and Economic Growth Linkage, Impact of Transport Infrastructure Development, Interconnection of the Environment and Economic Development, Environment Pollution and Sustainability, Economic Approaches to Sustainable Development.
UNIT – III	Sustainability Process and Strategies: Process to Achieve Sustainability, working with Processes, Process Approach and Control, Resource Management, Official Strategy, Effective Processes, Efficient Processes, Sustainability Strategies, steps in Sustainability Strategy Formulation, steps in Sustainable Planning, Unsustainable Take-
UNIT – IV	Sustainability in Urban Metabolism: Introduction, Sustainable and Circular Value Chain, Systemic Perspective on Value Creation, Emergence and Dynamics of Circular Value Systems, Materials and Methods, Territorial Analysis, Natural Capital, Human Capital, Economic and Manufacture Capital, Social Capital, Cultural Capital, Consequential Lifecycle Assessment.
UNIT – V	Market and sustainability: Introduction, Defining Human Needs, Material Services and Characteristics, Integrating Material Services, Sustainability Marketing Mix, Benefits of Sustainability Marketing, Strategy for Sustainability Marketing, Sustainable Consumer Behaviour, Segmentation, Positioning, Competitive Advantage, Sustainability Reporting, Importance of Trust, Sustainability Reporting Guidelines.

Text Books:

1. Pradeep Singh, Pramit Verma, Daniela Perrotti, K.K. Srivastava, Environmental Sustainability and Economy, Elsevier Science, 1e, 2021.
2. Rudiger Hahn, Sustainability Management: Concepts, Instruments, and Stakeholders from a Global Perspective, Paper pack edition, 2022.

Reference Books:

1. Hardisty, Paul Environmental and Economic Sustainability Press, Routledge, 1e, 2019.
2. Dr. Deb Prasanna Choudhury, Sustainability Management: Strategies and execution for achieving Responsible Organizational Goals, 1e, 2018.



MBA SEMESTER - I
BUSINESS COMMUNICATIONS (LAB)

L	T	P	C
0	0	3	2

Course Objective:

1	To Understand the various types of Communication in Business.
2	To enable the students in writing business reports and proposals.
3	to learn writing skills and presentation.
4	To understand the role of business presentations.
5	To demonstrate application of business communication in the self-development process.

Course Outcome:

CO1	Understand the importance of communication in Business.
CO2	Develop writing business reports and proposals.
CO3	Develop writing skills and presentations.
CO4	Exercise the oral and employment communication.
CO5	Analyze contemporary aspects in communication.

Syllabus:

Unit-I:	Introduction: Introduction to Business Communication, Communication Barriers, Communication Media Choices, Inter cultural and Team Communication, Interpersonal Communication: Respecting social protocol, Networking and Socializing professionally, Non-Verbal Communication, Listening, Communication through Social-Media, Business Meetings.
Unit-II	Business Reports and Proposals: Writing the report, planning the Report, Steps in writing Business Reports, Parts of a Report, Corporate Report and Business Proposal, citing sources.
Unit-III	Developing Business Writing Skills: Process of Writing, Drafting, revising Visuals, Editing, proofreading and formatting, Writing positive and Neutral Messages, Persuasive Messages, Bad News Messages, Business Letter Writing, Kinds of Business Letters, Communicating with e-mail and memos.
Unit-IV	Oral and Employment Communication: The role of Business Presentations, Planning and organizing presentations, Team Presentations, online Presentations. Understanding yourself, Career, Goal Setting, Preparing Resume, Resume Formats, Writing Covering Letters, and Enquiry mails, Preparing for the job interview.

Unit-V	Contemporary Aspects in Communication: Business etiquette, developing professional telephone skills, Mass Media, Public Relations Management, Cross Cultural and Global Communication, Communication in Information Technology, e-Business related operations.
---------------	---

Text Books:

1. Ober Newman, Communicating in Business, Cengage Learning, 2015.
2. P. SubbaRao, B.Anita Kumar, C.HimaBindu, Business Communication, CengageLearning India. Pvt. Ltd. 2012.

Reference Books:

1. Rebecca Moore Howaward, Writing Matters, 3e, McGraw Hill Education, 2018. · Jeff Butterfield, Soft Skills for Everyone, Cengage Learning, 2017.
2. Rajendra Pal, J S Korlahahi, Essentials of Business Communication, Sultan Chand & Sons, New Delhi, 2013.
3. SaileshSen Gupta, Business and Managerial Communication, PHI, 2011. · Elevate english , McGraw Hill, www.ellevateenglish.com



MBA SEMESTER-I
STATISTICAL DATA ANALYSIS - PRACTICAL (MS-EXCEL LAB)

L	T	P	C
0	0	3	2

Course Objective:

1	The course aim is to understand MS Excel for applying statistical tools learnt in RMSA.
2	To enable the practice of MS- Excel.
3	To demonstrate the management and analysis of data using graphs, tables, worksheets etc.
4	To educate students on the significance of data from external sources.
5	To highlight the importance of statistical analysis for better decision making.

Course Outcomes:

CO1	Analyze the data to draw inference for decision making.
CO2	Understand application of statistical measures of central tendency.
CO3	Understand application of ANOVA
CO4	Analyze trends.
CO5	Test hypotheses.

Syllabus:

UNIT-I	About EXCEL Introduction, Uses of Excel, New functions and features of excel 2007. Getting started with excel: Opening a blank or new workbook, general organization. Highlights and main functions: Home, Insert, page layout, formulas. Highlights and main functions: Data, review, view, add-ins. Using the Excel help function.
UNIT-II	General EXCEL Lessons Customizing the Quick Access Toolbar. Creating and Using Templates. Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special. Formatting Data and Using the Right Mouse Click. Saving, Page Setup, and Printing. Using Headers and Footers. Manipulating Data, using Data Names and Ranges, Filters and Sort and Validation Lists. Data from External Sources. Using and Formatting Tables. Basic Formulas and Use of Functions. Data Analysis Using Charts and Graphs. Managing, Inserting, and Copying Worksheets. Securing the Excel Document (Protect Cells and Workbook).
UNIT-III	ADVANCED EXCEL LESSONS: Advanced Formulas and Functions. Advanced Worksheet Features. Advanced Data Analysis using PivotTables and Pivot Charts.
UNIT-IV	STATISTICAL TOOLS FOR EXECUTION USING EXCEL: Tabulation, bar diagram, Multiple Bar diagram, Pie diagram, Measure of central



	tendency: mean, median, mode, Measure of dispersion: variance, standard deviation, Coefficient of variation Correlation, regression lines, t- test, F-test, ANOVA one-way classification, chi square test, independence of attributes.
UNIT-V	Time series: forecasting Method of least squares, moving average method. Inference and discussion of results.

Text Books:

1. Glyn Davis & Branko Pecar “Business Statistics Using Excel” Oxford University Press, 2013.
2. D P Apte: Statistical Tools for Managers USING MS EXCEL, Excel, 2012.

Reference Books:

1. David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MS Excel, PHI, 2015.
2. Bruce Bowerman, Business Statistics in Practice, TMH, 5/e 2012.
3. Shelly, MS Office, 2007, Cengage, 2009.
4. Ajai.S. Gaur, Sanjaya S. Gaur, Statistical Methods for Practice and Research, Response, 2009.

SEMESTER-II



MBA SEMESTER-II
HUMAN RESOURCE MANAGEMENT

L	T	P	C
4	0	0	4

Course Objectives:

1	To Understand the Concept of HRM.
2	To Analyze the Functions of Recruitment & Selection in Current Scenario.
3	To Apply the techniques of Training and Development and Performance Management.
4	To Illustrate the Compensation and Welfare benefits.
5	To Evaluate the Employee Relations.

Course Outcomes:

CO1	Understand the concept and Functions of Human Resource management.
CO2	Examine the Functions of Recruitment & Selection.
CO3	Identify the new techniques in T&D and Performance Management.
CO4	Apply the Compensation and other Welfare benefits for employee development.
CO5	Assess and build the employee relations.

Syllabus:

UNIT-I	Introduction of HRM: Introduction to HRM – Line Managers – HR Role and responsibilities – New Approaches to Organizing HR – Globalization & Competition Trends – Technological Trends – Trends in Nature of Work – Workforce and Demographic Trends – Economic Challenges – High-Performance Work Systems – Equal Employment Opportunity – HR Score Card. Human Resource Information System (HRIS) - e HRM.
UNIT-II	Recruitment and Selection: Basics of Job Analysis and talent Management process – Methods for Collecting Job Analysis Information – Job Descriptions and specifications – Job Satisfaction – Job Enlargement, Job Enrichment, Job Rotation, HR Planning – Recruitment & Selection Process – Planning & Forecasting of human resources – Sources of Recruitment – Recruitment on Diverse Work Force - Employee Testing and Selection - Basic types of Interviews – Errors in Interviews.
UNIT-III	Training and Developing and Performance Management – Importance of Training and Development – Training process - Analyzing Training needs & designing the program – Implementation of training programs – training methods – Management development process – Evaluation of training and development programs. Performance Management - Concept of Performance management and appraisal, The performance appraisal process, Techniques for Performance Appraisal – Career Management.
UNIT-IV	Compensation and Employee Welfare – Basic factors in determining pay rates – Job evaluation methods - Establishing pay rates – Pricing Managerial and Professional Jobs – Performance-based pay -Benefits – Insurance – Retirement

	Benefits – Employee Welfare facilities. Salient features of the Workmen Compensation Act & Minimum Wages Act
UNIT-V	Employee Relations – Labor Movement – Collective Bargaining Process – Grievances – Grievances handling procedure – Employee Separation – Employee Safety and Health – Occupational Safety Law – Work Place Health Hazards Problems & Remedies – Work-life Integration - Stress Management – Salient features of Industrial Disputes Acts 1947 – Factories Act

Text Books:

1. Gary Dessler, Biju Varkkey, Human Resource Management, 4e, Pearson 2019, 17 Edition.
2. K. Aswathappa, Human Resource Management, Text and Cases, TMH, 2011

Reference Books:

1. Robert L. Mathis, John H. Jackson, Manas Ranjan Tripathy, Human Resource Management, Cengage Learning 2016.
2. Uday Kumar Haldar, Juthika Sarkar, Human Resource Management, Oxford University Press 2013.
3. Sharon Pande and Swapnalekha Basak, Human Resource Management, Text and Cases, Vikas Publishing, 2e, 2015.
4. Biswajeet Pattanayak, Human Resource Management, 5e, 2018



MBA SEMESTER-II
MARKETING MANAGEMENT

L	T	P	C
4	0	0	4

Course Objectives:

1	To enable understanding of the basic concepts and applications of Marketing and Marketing Research.
2	To learn the concept of product, analyze different stages of product life cycle, process of consumer decision making and new product development.
3	To familiarize students with the concepts of segmentation, its bases, strategies of targeting and positioning.
4	To highlight the importance of pricing decisions and also emerging concepts in the marketing.
5	To clarify the significance of Distribution decisions, Promotion & Communication strategies.

Course Outcomes:

CO1	Understand the core concepts of marketing and process of Marketing Research.
CO2	Classify the various types of products and portray how to develop new product.
CO3	Learn the significance of designing a customer driven strategy through Market Segmentation, Targeting and Positioning.
CO4	Gain insights of the key aspects of pricing decisions and assess the Global marketing, green marketing strategies for sustainable development.
CO5	Evaluate different channels of distribution and develop a suitable promotional mix for the product.

Syllabus:

UNIT-I	Introduction to Marketing and Market Research: Importance and scope of Marketing, Core Marketing Concepts, Marketing Philosophies, Marketing Environment, Marketing Strategies & Plans, The New Marketing Realities, Marketing Analytics: An Introduction. Market Research - Definition of MR, Marketing Research process, Marketing Information systems. Marketing Research & Ethics, International Marketing Research.
UNIT-II	Analyzing Marketing Opportunities, Customer Value and Marketing Mix: Consumer Decision Making, Building Customer Value, Analyzing Consumer Markets – Consumer Behavior – Cultural, Social & Personal Factors, developing products & brands – product levels; classifying products, product range, product line & product mix, Product Life Cycles, new product development., New Service Development, Stages of Product/ Service innovation development, The process of adoption, Branding
UNIT-III	Designing a Customer Driven Strategy: Market segmentation - STP Process - segmentation of consumer market, business market, requirement for effective segmentation, market targeting – evaluating market segmentation, selecting target market segmentation, positioning – Positioning and repositioning positioning maps, product positioning strategies.



UNIT-IV	Pricing Decisions & Personal Communication: Importance of price, cost determinant of price, mark-up pricing, profit maximization pricing, break even pricing, pricing strategies, ethics of pricing strategy, product line pricing, WOM, Rural marketing, BOP, relationship Marketing, Digital marketing, Social media marketing, postmodern marketing, market sustainability and ethics, Global marketing, green marketing.
UNIT-V	Distribution Decisions, Promotion & Communication Strategies: Marketing Channels, Channel intermediates and functions, channel structure, channel for consumer products, business and industrial products, alternative channel, channel strategy decisions. The promotional mix, advertising, public relations, sales promotion, personal selling, Direct and online Marketing. Marketing communication- communication process, communication promotion mix, factors affecting the promotion mix.

Text Books:

1. Philip Kotler, Kevin Lane Keller, Alexander Chernev, Jagdish N. Sheth, G. Shainesh, Marketing Management, Pearson, 16e, 2022.
2. Lamb, Hair, Sharma, Mc Daniel, Principles of Marketing, A South Asian Perspective Cengage Learning, 2016.

Reference Books:

1. Rosalind Masterson, Nichola Phillips, David Pickton, Marketing: An Introduction, Sage Publications, 5e, 2021.
2. Philip Kotler, Gray Armstrong, Prafulla Agnihotri, Principles of Marketing, 18e, Pearson Education, 2020.
3. Ramaswamy, Nama Kumari, Marketing Management, Sage Publications, 6e, 2018.
4. Arun Kumar & N. Meenakshi, Marketing Management, Vikas Publications, 3e, 2016.



MBA SEMESTER-II
FINANCIAL MANAGEMENT

L	T	P	C
4	0	0	4

Course Objectives:

1	To provide an understanding of basic decisions taken by a Finance Manager in a corporate and help the manager to understand the use of resources efficiently, effectively and economically.
2	To explain the various aspects in Investment Decision.
3	To learn about Capital structure and its theories.
4	To educate students on the significance of dividends and valuation of the firm.
5	To elucidate the importance of working capital management, management of current assets.

Course Outcomes:

CO1	Understand the concept of time value of money.
CO2	Learn about the capital budgeting techniques and cost of capital.
CO3	Learn the significance of Capital structure vs. financial structure.
CO4	Assess dividend policies of Indian companies, determinants of working capital, analysis of investment in inventory.
CO5	Understand the Concepts and Applications of Working Capital Management and Management of Current Assets.

Syllabus:

UNIT-I	The Finance Function: Nature and Scope; Evolution of finance function – Its new role in the contemporary scenario –Goals of finance function – maximizing vs. satisfying; Profit vs. Wealth vs. Welfare; the Agency relationship and costs; Risk-Return trade off; Concept of Time Value of Money – Future Value and Present value.
UNIT-II	The Investment Decision: Investment decision process- Project generation, project evaluation, project selection and project Implementation. Developing Cash Flow; Capital Budgeting Techniques–Traditional and DCF methods. The NPV vs. IRR Debate. Cost of Capital: Concept and measurement of cost of capital, Debt vs. Equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions.
UNIT-III	Capital Structure and Dividend Decisions: Capital structure vs. financial structure - Capitalization, financial leverage, operating leverage and composite leverage. EBIT-EPS Analysis, Indifference Point/Break even analysis of financial leverage, Capital structure Theories –The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory –A critical appraisal.



UNIT-IV	Dividend Decisions: Dividends and value of the firm - Relevance of dividends, the MM hypothesis, Factors determining Dividend Policy - dividends and valuation of the firm - the basic models – forms of dividend. Declaration and payment of dividends. Bonus shares, Rights issue, share-splits, Major forms of dividends – Cash and Bonus shares. Dividends and valuation; Major theories based on the works of Gordon, Walter. A brief discussion on dividend policies of Indian companies.
UNIT-V	Working Capital Management and Finance: Working Capital Management: Components of working capital, gross vs. net working capital, the operating cycle approach. Planning of working capital. Management of Current Assets: Management of cash – Basic strategies for cash management, cash planning, cash budget, cash management techniques/processes. Management of receivables- Credit policy, credit evaluation of individual accounts, monitoring receivables, Management of inventory.

Text Books:

1. I M Pandey, Financial Management, 12 e, Vikas Publications, 2021.
2. M.Y Khan, P K Jain, Financial Management-Text and Problems, 8e, McGraw Hill, 2019.

Reference Books:

1. Prasanna Chandra, Financial Management, 11e, McGraw Hill, 2022
2. Arindam Banerjee, Financial Management, Oxford Publications, 2016.



MBA SEMESTER-II

QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

L	T	P	C
4	0	0	4

Course Objectives:

1	To impart knowledge of basic tools of Operations research in solving the management problems.
2	To teach the methods of solving Linear Programming Problems.
3	To impart knowledge on assignment model and transportation problem.
4	To impart knowledge on the significance of decision tree and Network analysis.
5	To highlight the importance of Queuing Theory.

Course Outcomes:

CO1	Understand the origin and applications of OR.
CO2	Apply various Linear programming methods.
CO3	Appreciate the significance of variations of assignment problem, methods for finding Initial feasible solution.
CO4	Learn the aspects of Decision Theory and Network Analysis.
CO5	Gain insights of the theoretical principles and practical applications of different queuing models.

Syllabus:

UNIT-I	Introduction to Operations Research: Nature and Scope of Operations Research: Origins of OR, Applications of OR in different Managerial Areas, Problem Solving and Decision-making, Quantitative and Qualitative Analysis. Defining a Model, Types of Models, Process for Developing an Operations Research Model, Practices, Opportunities and Shortcomings of using an OR Model.
UNIT-II	Linear Programming Method: Structure of LPP, Assumptions of LPP, Application Areas of LPP, Guidelines for Formulation of LPP, Formulation of LPP for Different Areas, Solving of LPP by Graphical Method: Extreme Point Method, Simplex Method, Converting Primal LPP to Dual LPP, Limitations of LPP.
UNIT-III	Assignment Model: Algorithm for Solving Assignment Model, Hungarians Method for Solving Assignment Problem, Variations of Assignment Problem: Multiple Optimal Solutions, Maximization Case in Assignment Problem, Unbalanced Assignment Problem, Travelling Salesman Problem, Simplex Method for Solving Assignment Problem. Transportation Problem: Mathematical Model of Transportation Problem, Methods for Finding Initial Feasible Solution: Northwest Corner Method, Least Cost Method, Vogels Approximation Method, Test of Optimality by Modi Method, Unbalanced Supply and Demand, Degeneracy and its resolution.



UNIT-IV	Decision Theory: Introduction, Ingredients of Decision Problems. Decision-making under Uncertainty, Cost of Uncertainty Under Risk, Under Perfect Information, Decision Tree, Construction of Decision Tree. Network Analysis: Network Diagram, PERT, CPM, Critical Path Determination, Project Completion Time, Project Crashing.
UNIT-V	Queuing Theory: Queuing Structure and Basic Component of a Queuing Model, Distributions in Queuing Model, Different Queuing Models with FCFS, Queue Discipline, Single and Multiple Service Station with Finite and Infinite Population. Game Theory, Saddle Point, Value of the Game.

Text Books:

1. Pannerselvam, Operations Research, Prentice Hall International, 3e,2012.
2. Gupta, Operations research, New Delhi,1998.

Reference Books:

1. R.J.K. Sharma, Anderson, Sweeney, Williams, Camm, Martin, Quantitative Methods for Business, 12e, Cengage Learning, 2013.
2. S.D. Sharma, Operations Research, Kedarnath Ramnath and Company.
3. Mr.K.Sridhara Bhat, Quantitative Analysis For Business Decisions, Himalaya Publishing House, Edition(1 Jan 2008).
4. Mik Wisniewski, Dr Farhad Shafti, Quantitative Analysis for Decision Makers, Pearson,7e,2019.
5. Miguel Ángel Canela, Inés Alegre, Alberto Ibarra, Quantitative Methods for Management: A Practical Approach, Springer International Publishing,1e,2019.
6. James E. Sallis, Geir Gripsrud, Ulf Henning Olsson, Ragnhild Silkset, Research Methods and Data Analysis for Business Decisions: A Primer Using SPSS, Springer International Publishing,1e,2021.
7. N.V.S.Raju, Operations Research: Theory and Practice, CRC Press,2020.



MBA SEMESTER-II
BUSINESS ANALYTICS

L	T	P	C
4	0	0	4

Course Objectives

1	To Understand the Business Analytics Methods & Models.
2	To Analyze the basic concepts of Description Statistics.
3	To Apply the basic concepts of Predictive Analytics.
4	To Illustrate basic concepts of Prescriptive Analytics.
5	To Evaluate the Programming Using R.

Course Outcomes

1	Outline the Business Analytical methods and models in practice.
2	Examine the overview of descriptive statistics.
3	Identify applications in Predictive analytics.
4	Apply methods in Prescriptive Analytics.
5	Assess R environment.

Syllabus:

UNIT – I	Introduction to Business Analytics: Definition of Business Analytics, Categories of Business Analytical methods and models, Business Analytics in practice, Big Data - Overview of using Data, Visualization – Data Visualization tools, Data queries, Statistical methods for Summarizing data, exploring data using pivot tables.
UNIT – II	Descriptive Statistical Measures: Overview of Description Statistics (Central Tendency, Variability), Population and samples, Measures of location, Measures of Dispersion, Measures of variability, measures of Association – Tables, Cross Tabulations, charts, Data Dashboards using Ms-Excel or SPSS.
UNIT – III	Predictive Analytics: Trend Lines, Regression Analysis –Linear & Multiple, Forecasting Techniques, Data Mining - Definition, Approaches in Data Mining-Data Exploration & Reduction, Classification, Association, Cause-Effect Modelling.
UNIT – IV	Prescriptive Analytics: Overview of Linear Optimization, Non-Linear Programming Integer Optimization, Cutting Plane algorithm and other methods, Decision Analysis – Risk and uncertainty methods.
UNIT – V	Programming Using R: R Environment, R packages, Reading and Writing data in R, R functions, Control Statements, Frames and Subsets, Managing and Manipulating data in R.

Text Books:

1. James Evans, Business Analytics, Pearson, Second Edition, 2017.

2. Dr.Mark Gardener, Beginning R The Statistical Programming Language, First Edition, Wiley,2017.

Reference Books:

1. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams- Essentials of Business Analytics, Cengage Learning.
2. Albright Winston, Business Analytics- Data Analysis-Data Analysis and Decision Making, Cengage Learning, Reprint 2016.
3. Sahil Raj, Business Analytics, Cengage Learning.



MBA SEMESTER-II ENTREPRENEURSHIP AND DESIGN THINKING

L	T	P	C
4	0	0	4

Course Objectives:

1	To understand the Entrepreneurial process and also inspire them to be Entrepreneurs.
2	To highlight the importance of entrepreneurial motivational behaviour, entrepreneurial competencies, entrepreneurial Stress.
3	To elucidate on the opportunities and challenges of entrepreneurship.
4	To clarify students the significance of Principles, process of Design Thinking.
5	To educate on Development of Prototypes, Testing Ideas and Implementing Design Thinking.

Course Outcomes:

CO1	Understand the approaches to entrepreneurship.
CO2	Learn about the individual entrepreneurial mind-set and Personality.
CO3	Learn the significance of Feasibility Analysis, Industry, competitor analysis, new venture Development.
CO4	Understand the principles of implementation of Design Thinking.
CO5	Appreciate the relevance of Creativity in the process of implementation of Design Thinking.

Syllabus:

UNIT-I	Understanding Entrepreneurial Mindset: The Evolution of Entrepreneurship, Qualities, Skills, Functions of Entrepreneurs, Types of Entrepreneurs, Approaches to Entrepreneurship, Process Approach, Role of Entrepreneurship in Economic Development The individual Entrepreneurial Mindset and Personality: The Entrepreneurial Journey, Stress and the Entrepreneur, The Entrepreneurial Ego, Entrepreneurial Motivations, Motivational Cycle, Entrepreneurial Motivational Behaviour, Entrepreneurial Competencies, Entrepreneurial Stress.
UNIT-II	Strategic Perspectives in Entrepreneurship: Strategic Planning, Strategic Actions, Strategic Positioning, Business Stabilization, Building the Adaptive Firms, Understanding the Growth Stage, Internal Growth Strategies and External Growth Strategies, Unique Managerial Concern of Growing Ventures
UNIT-III	Opportunities and Challenges of Entrepreneurship: Initiatives by the Government of India to Promote Entrepreneurship, Social and Women Entrepreneurship. Feasibility Analysis, Industry and Competitor Analysis, Formulation of the Entrepreneurial Plan, The Challenges of New Venture Start-ups, Developing an Effective Business Model, Blue and Red Ocean Strategies, Sources of Finance, Critical Factors for New venture Development, Evaluation Process. Intellectual Property Protection: Patents, Copyrights, Trademarks and Trade Secrets, Avoiding Trademark Pitfalls.
UNIT-IV	Design Thinking – An Introduction: Principles of Design Thinking, Process of Design Thinking, planning a Design Thinking Project, Understanding of the



	Problem, Problem Analysis, Reformation of the Problem, Empathetic Design Methods.
UNIT-V	Prototype, Testing Ideas, Implementing Design Thinking: Creativity, Creativity Process, Creativity Techniques, Business Idea, Evaluation of Ideas, Kano Method, Finding Gaps in the Market Place, Prototype, Lean Start-up Method, Visualization, Presentation Techniques, Desirability Testing, Methods to Initiate Ventures, Creating New Ventures, Acquiring an Established Venture, Franchising, Advantages and Disadvantages, Implementing Design Thinking, Agility for Design Thinking.

Text Books:

1. Ali J Ahmed, Punita Bhatt, Lain Acton, Entrepreneurship in Developing and Emerging Economies, Atlantic Publications, 2024.
2. Devayani M. Lal, Design Thinking, Sage Publications, 1e, 2021.

Reference Books:

1. Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Entrepreneurship, McGraw Hill, 2024.
2. Bruce R. Barringer/ R. Duane Ireland, Entrepreneurship Successfully launching new ventures, 7e, Pearson, 2024.
3. Christian Mueller- Roterberg, Handbook of Design Thinking –Tips and Tools for how to design Thinking, Independently Published, US, 2018.



MBA SEMESTER - II
Open Elective – I
BUSINESS ETHICS AND CORPORATE GOVERNANCE

L	T	P	C
4	0	0	3

Course Objectives:

1	To enable understanding of the basic concepts of Business Ethics and Corporate Governance in Indian and Global Context.
2	To elaborate on various aspects in Professional Ethics.
3	To explain Corporate Governance practices followed in Indian corporate.
4	To enlighten students the significance of Company Board and Governance Ratings.
5	To explain different aspects of CSR and Business Council for Sustainable Development (BCSD) India.

Course Objectives:

CO1	Understand the basic concepts for Business Ethics and Corporate Governance in India & Global context.
CO2	Analyse the concepts of Professional Ethics
CO3	Examine the Corporate Governance practices followed in Indian corporate
CO4	To analyse the significance of Corporate Governance Codes and Committees
CO5	Understand the Corporate Social Responsibility

Syllabus:

UNIT – I	Business Ethics in the Changing Environment: Business Ethics, Levels of Business Ethics, Myths about Business Ethics, Stages of Moral Development Kohlberg's Study, Carol Gilligan's Theory, Principles of Ethics.
UNIT – II	Professional Ethics: Introduction to Professional Ethics, Ethics in Production and Product Management, Ethics of Marketing Professionals, Ethics in HRM, Ethics of Finance and Accounting Professionals, Ethics of Advertisement, Ethics of Media Reporting, Ethics of Healthcare Services. Ethical Dilemma, Mounting Scandals, Ethical Issues, Preparatory Ethics: Proactive Steps, Cyber Ethics.
UNIT – III	Corporate Governance: Introduction to Corporate Governance, Major Corporate Governance Failures, Need for Corporate Governance, Corporate Governance in India, Theories of Corporate Governance: Agency Theory, Stewardship Theory and Stakeholder Theory, Problems of Governance in Companies, Role of Capital Markets, Regulator, Government in Corporate Governance.
UNIT – IV	Corporate Governance Codes and Committees: Global Reporting Initiative, OECD Principles, Cadbury Committee Report, Kumara Mangalam Birla Committee Report, Naresh Chandra Committee Report, Narayana Murthy Committee Report, SEBI Clause 49 Guidelines, Corporate Governance Committees Role of Board: Types of Directors Functions of the Board, Structure of the Board, Role of the Board in Subcommittees, Audit, Compensation Committee, Role, Duties and Responsibilities of Directors, Conflicts of Interest, Remedial Actions. Governance Ratings, Merits and Demerits of Governance Ratings.



UNIT – V	Corporate Social Responsibility (CSR): Models for Implementation of CSR, Scope of CSR, steps to attain CSR, Business Council for Sustainable Development (BCSD) India, Ethics and Social Responsibility of Business, Social Responsibility and Indian Corporations, CSR as a Business Strategy for Sustainable Development, CSR Committee, Recent Amendments in Companies Act (Sec: 135).
-----------------	--

Text Books:

1. Jyotsna G B, R C Joshi: Business Ethics and Corporate Governance, TMH, 1e, 2019.
2. C.S.V. Murthy, Business Ethics, Himalaya Publishing House, 1e, 2019.

Reference Books:

1. A.C. Fernando, Business Ethics and Corporate Governance, Pearson, 2e, 2018.
2. Martin J. Ossewaarde, Introduction to Sustainable Development, sage, 1e, 2018.
3. Christine A. Mallin, Corporate Governance, Oxford University Press, South Asia Edition, 4e, 2016.
4. T.N. Sateesh Kumar, Corporate Governance, Oxford University Press, 2015.
5. Bob Tricker, Corporate Governance Principles, Policies and Practices, Oxford University Press, 2015.



MBA SEMESTER-II
Open Elective – II
PROJECT MANAGEMENT

L	T	P	C
4	0	0	3

Course Objective:

1	To Understand the importance of project management.
2	To Analyze the Project appraisal techniques.
3	To Apply the different approaches for project finance.
4	To Outline the Principles and Methodologies of agile project management.
5	To Evaluate organizational behavior in project management.

Course Outcomes:

CO1	Outline the different approaches in project management.
CO2	Examine the various project appraisal techniques.
CO3	Identify various techniques to measure project finance.
CO4	Comprehend the principles, methodologies, and application of agile project management.
CO5	Assess management behavior in project management.

Syllabus:

UNIT-I	Introduction: Introduction to Project management –Project Characteristics-Project Life cycle – Project Identification, Formulation, and Implementation-Project management in different sectors: Construction, Services Sector, Public sector, and Government Projects. Systems approach to project management.
UNIT-II	Project Appraisal: Project Planning – Steps in Project Planning - Scheduling - Project Appraisal- Feasibility study- Technical, Commercial, Economic, Financial, Management, Social Cost-Benefit Analysis-Project Risk Analysis.
UNIT-III	Project Finance & Control: Project Cost Estimation, Project Financing-Investment Criteria, Project Evaluation Techniques- Cash Flows Estimation for new and replacement projects- Cost of Capital, Risk Analysis. Project Control: Network Diagrams, Network Analysis, Critical Path, Quality Management, Project Execution, Monitoring and control
UNIT-IV	Agile Project management: History and evolution of Agile, Key principles and values of Agile (Agile Manifesto), Differences between traditional and Agile project management, Scrum- Scrum roles, Scrum ceremonies, Scrum artifacts, Lean- Core principles of Lean, Overview of Lean tools.
UNIT-V	Organizational Behavior in Project Management: Organizational Structure and Integration, Role of project manager, Roles in the project team, Project stakeholder engagement, Leadership in project management, participative management, team-building approach, Conflict Management in Projects, Stress Management.

Text Books:

1. R. Paneerselvam, P. Senthil Kumar, Project Management, PHI, 2009.

2. Agile Project Management with Scrum" by Ken Schwaber, Microsoft press, 2004

Reference Books:

1. John M, Nicholas and Herman Steyn, Project Management for Engineering, Business and Technology, 5e, Routledge, 2017.
2. K. Nagarajan, Project Management, New Age International Publishers, 7e 2015.
3. Jack Gido, Jim Clements Rose Baker, Successful Project Management, Cengage Learning, 7e 2015.



MBA SEMESTER-II
Open Elective – III
TOTAL QUALITY MANAGEMENT

L	T	P	C
4	0	0	3

Course Objectives:

1.	To know the fundamentals of quality and the contributions of various Quality Guru's.
2.	To understand the basic concepts of design and TQM.
3.	To discuss the importance of six sigma approach, Just in time, Total Production Maintenance and Lean Manufacturing in real time practice.
4.	To educate the student in applying the TQM tools and techniques for continuous improvement.
5.	To familiarize the concepts of Quality Management Systems

Course Outcomes:

CO1	To explore the quality framework in production and operational aspects.
CO2	To evaluate the role of quality in product design and analysis
CO3	To analyze quality in process improvement and modern production management tools.
CO4	To understand the role of TQM tools and techniques in elimination of wastages and reduction of defects.
CO5	To analyze the requirements of quality management system.

Syllabus:

UNIT-I	Quality Gurus and TQM Kitemarks: Quality, Quality Management and Evolution of TQM – Quality Guru's – Edward Deming – Joseph Juran – Philip Crosby – Genichi Taguchi – Walter Shewart – Criteria for Deming's Prize.
UNIT-II	Product Design and Analysis: Basic Design Concepts and TQM – Design Assurance – Design Validation – Failure Mode Effect Analysis – Fault Tree Analysis – Design for Robustness – Value Analysis.
UNIT-III	Process Improvement and Modern Production Management Tools: Six Sigma Approach – Total Productive Maintenance – Just-In-Time – Lean Manufacturing Paradigms.
UNIT-IV	Quality Improvement Tools and Continuous Improvement Q-7 Tools: New Q-7 Tools – Quality Function Deployment – Kaizen – 5S – Poka- Yoke.
UNIT-V	Quality Management Systems: Quality Management Systems – Introduction to ISO 9000 – Latest Certifications – TS16949:2002 and EMS14001 certifications.

Text Books:

1. Total Engineering Quality Management, Sunil Sharma, 1st Edition, MacMillan India Limited.
2. Total Quality Management, Poornima M. Charantimath, 2nd Edition, Pearson Education.

Reference Books:

1. “Quality and Performance Excellence”, James R Evans, Edition, 7th Edition, Cengage Learning.
2. “Quality Management”, Howard S Gitlow, Alan J Oppenheim, Rosa Oppenheim, David M Levine, 3rd Edition, Tata McGraw Hill Limited.
3. “Fundamentals of Quality Control & Improvement”, Amitava Mitra, 3rd Edition, Wiley Publications, 2012.



MBA SEMESTER-II
Open Elective – IV
Cross Cultural Management

L	T	P	C
4	0	0	3

Course Objectives:

1	To enable understanding of importance of cross culture in conduct of business.
2	To elucidate various aspects in reconciling cultural dilemmas, culture and styles of management.
3	To explain culture and corporate structures.
4	To elucidate on the importance of business communication across cultures.
5	To highlight the importance of Working with International teams.

Course Outcomes

CO1	Understand the importance of the influence of national culture on business culture.
CO2	Learn about value orientations and dimensions.
CO3	Assess culture and leadership, culture and strategy, cultural change in organizations.
CO4	Understand cross cultural team management.
CO5	Learn the aspects of working with international teams and multiple cultures and management of conflicts

Syllabus

UNIT – I	Introduction: Determinants of Culture, Facets of Culture, Levels of Culture, National Cultural Dimensions in the Business Context, The Influence of National Culture on Business Culture. Business Cultures: East and West.
UNIT – II	Cultural Dimensions and Dilemmas: Value Orientations and Dimensions, Reconciling Cultural Dilemmas, Culture and Styles of Management: Management Tasks and Cultural Values.
UNIT – III	Culture and Organizations: Culture and Corporate Structures, Culture and Leadership, Culture and Strategy, Cultural Change in Organizations, Culture and Marketing, Cultural Diversity.
UNIT – IV	Culture and Communications: Business Communication across Cultures, Barriers to Intercultural Communication, Negotiating Internationally.
UNIT – V	Cross Cultural Team Management: Working with International Teams, Group Processes During International Encounters, Conflicts and Cultural Difference, Understanding and Dealing with Conflicts, Developing Intercultural Relationships.

Textbooks:

1. Marie-Joelle Browaeys, Roger Price: Understanding Cross-Cultural Management, Pearson, 4e, 2019.
2. David C. Thomas, Cross Cultural Management, Sage Publications, 4e, 2017.

Reference Books:

1. Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, Pentice Hall, 2012.
2. Parissa Haghirian: Multinational and Cross-Cultural Management, Routledge, 2012.

SEMESTER-III



MBA SEMESTER-III
PRODUCTION AND OPERATION MANAGEMENT

L	T	P	C
4	0	0	4

Course Objectives:

1	Gain the knowledge of Operations Research.
2	Learn about Product Design and Analysis.
3	Gain the knowledge of analyzing the best location and layouts.
4	Identify how to work on different Scheduling methods and learn Networks analysis.
5	Learn about materials management.

Course Outcomes:

CO1	Understand the Concepts of Operations management.
CO2	Identify Product & Process design in Production Management.
CO3	Analyse the best Plant location and layouts.
CO4	Exercise the best Scheduling Sequences in Production Process.
CO5	Explore the role of Material Management in Operations.

Syllabus:

UNIT-I	Introduction to Operations Management: Functional Subsystems of organization, definition, systems concept of production, types of production systems – Flow, Job Shop, Batch manufacturing and project, strategic operations management – corporate strategic, generic competitive strategies, functional strategies, productivity, world class manufacturing.
UNIT-II	Product Design and Analysis: New product development –its concepts, Steps of product design, process planning and design- selection of process, responsibilities of process planning engineer, steps in process planning. Process design - Process research, pilot plant development, capacity planning, enhanced capacity using optimization. Value Analysis/Value Engineering –Value Analysis application, Value engineering procedure, advantages and application areas. Ergonomic considerations in product design. Standardization: Standardization procedure, advantages of standardization, application of standardization.
UNIT-III	Plant Location and Plant Layout: Factors influencing plant location, Break-Even Analysis. Single facility location problem, multi facility location problems model to determine X- coordinates of new facilities, model to determine Y- coordinate, plant layout - plant layout introduction, classification of layout, advantages and limitations of product layout, advantages and limitations of group technology layout, layout design procedures.



UNIT-IV	Scheduling: Introduction, Johnson's Algorithm, Extension of Johnson's rule. Job Shop scheduling: Introduction, types of schedules, schedule generation, heuristic procedures, priority dispatching Rules. Quality control concepts. Network analysis – Network diagram, PERT, CPM, critical path determination.
UNIT-V	Materials Management: Integrated Materials Management, components of integrated materials management- Materials planning, inventory control, purchase management, stores management, EOQ, models of inventory, quantity discount, incoming materials control, obsolete surplus and scrap management, ABC analysis, XYZ analysis, VED analysis, FSN analysis, SDE analysis

Text Books:

1. Panneerselvam, Production and Operations Management, PHI, 2017.
2. K. Ashwathappa, Sridhar Bhatt, Production and Operations Management, Himalaya Publishing House, 2012.

Reference Books:

1. K. Boyer, Rohit Verma, Operations Management: Cengage Learning, 2011.
2. Chary, Production and Operations Management, New Delhi, ELSEVIER, 2009.
3. B. Mahadevan, Operations Management: Theory and Practice, Second Edition, Pearson, 2010.
4. Elwood S Buffa, Modern production/Operations Management, New Delhi, wiley, 2017.



MBA SEMESTER – III
MANAGEMENT INFORMATION SYSTEMS

L	T	P	C
4	0	0	4

Course Objectives:

1.	To help understand the importance of information systems in organization for decision making.
2.	To elucidate the business applications of information systems.
3.	To provide understanding of the system development life cycle.
4.	To impart knowledge of new approaches for system building in the digital firm era.
5.	To highlight the challenges of cybercrime.

Course Outcomes:

CO1	Understand the importance of MIS for strategic advantages.
CO2	Learn various business applications of information systems like e-business, BPR, DSS.
CO3	Learn examine the information system planning.
CO4	Understand alternative methods for building information system.
CO5	Learn cyber security with inter networks security defenses.

Syllabus:

UNIT-I	Introduction: Information Systems in Business, Types of Information Systems, Managerial Challenges of IT, Components of Information System Resources and Activities. System for Collaboration and Social Business, Ethical and Social Issues in Information System, Information for strategic advantages.
UNIT-II	Business Applications of Information Systems: e-Business Systems, Functional Business Systems, Customer Relationship Management, BPR, ERP Systems, Supply Chain, e-Commerce, DSS, Business Analytics, Business Intelligence and Knowledge Management System.
UNIT-III	Management of Information Systems: Information System Planning, System Acquisition, Systems Implementation, System Development Models: Water Fall Model, System Development Life cycle, V-Model, Computer Assisted and Software Engineering Tools, Prototype Iterative Model, Evaluation& Maintenance.
UNIT-IV	Management of Information Systems: System Development and Organizational Change, Business Process Redesign, Systems Analysis, System Design, System Development Process, Methodology for Modeling and Designing System, Alternative Methods for Building Information System, New Approaches for System Building in the Digital Firm Era, Agile System.
UNIT-V	Introduction to Cyber Crime: Cyber Space; Cyber Law; e-Business; e-Consumers; Spam, Phishing. Cyber Crime and Information Security: Threats and Vulnerabilities. Inter-networks Security. Defenses, Other Security Measures, System Control and Audit, Blockchain.

Text Books:

1. James A.O' Brien, George M. Marcus, Management Information Systems, Ramesh Behl, McGraw Hill, 11e, 2019.
2. Jaytilak Biswas, Management Information System, Sage Publications, 1e, 2020.
3. Laudon & Laudon, Management Information Systems: Managing the Digital Firm, Pearson, 15e, 2017.

Reference Books:

1. Sahil Raj, Management Information Systems, Pearson, 2e, 2018.
2. D P Goyal, Management Information Systems–Managerial Perspective, MacMillan, 3e, 2010.
3. Jawadekar, Management Information Systems Text and Cases, Tata Mc Graw Hill, 2012.
4. Kelkar, Management Information Systems, Prentice Hall India, 2012.



MBA SEMESTER-III
LOGISTICS AND SUPPLY CHAIN MANAGEMENT

L	T	P	C
4	0	0	4

Course Objectives:

1	Understand Measuring logistics costs.
2	Understand Measuring logistics costs.
3	Apply importance of Supply chain management in present Business context.
4	Analyze Sourcing decisions and transportation in supply chain.
5	Access how to Manage global Logistics and Supply Chains.

Course Outcomes:

CO1	Understand the growing importance of Supply Chain Management.
CO2	examine the logistic Costs and Performance.
CO3	Understand the process of Benchmarking in Supply chain management.
CO4	Access the Sourcing and transportation.
CO5	Analyze the Global aspects in supply chains.

Syllabus:

UNIT-I:	Logistics and Competitive strategy: Competitive advantage – Gaining Competitive advantage through logistics-Integrated supply chains– Competitive performance - Models in Logistics Management - Logistics to Supply Chain Management – Focus areas in Supply Chain Management- Customer service and retention- Basic service capability Value added services.
UNIT-II:	Measuring logistics costs and Performance: The concept of Total Cost analysis – Principles of logistics costing–Logistics and the bottom-line–Impact of Logistics on shareholder value-customer profitability analysis–direct product profitability–cost drivers and activity-based costing.
UNIT-III:	Logistics and Supply chain relationships: Benchmarking the logistics process and SCM operations –Mapping the supply chain processes Supplier and distributor benchmarking – setting benchmarking priorities – identifying logistics performance indicators –Channel structure – Economics of distribution–channel relationships –logistics service alliances.
UNIT-IV:	Sourcing, Transporting and Pricing Products: Sourcing decisions and transportation in supply chain – infrastructure suppliers of transport services – transportation economics and pricing – documentation - pricing and revenue management Lack of coordination and Bullwhip Effect - Impact of lack of coordination. - CRM –Internal supply chain management.



UNIT-V:	Managing global Logistics and global Supply Chains: Logistics in a global economy – views of global logistics- global operating levels – interlinked global economy – The global supply chains - Global supply chain business processes –Global strategy –Global purchasing – Global logistics – Channels in Global logistics –Global alliances –Issues and Challenges in Global supply chain Management.
----------------	--

Text Books:

1. Sunil Chopra and Peter Meindl: “Supply chain Management: Strategy, Planning and Operation”, Pearson Education, New Delhi 2013

Reference Books:

1. Edward J Brady, John J Coyle: “A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi, 2012.
2. Donald J. Bowersox and David J. Closs: “Logistical Management” The Integrated Supply Chain Process, TMH, 2011.

SEMESTER-IV



MBA SEMESTER-IV
STRATEGIC MANAGEMENT

L	T	P	C
4	0	0	4

Course Objectives:

1	To introduce the concepts of strategic management and understand its nature in competitive and institutional landscape.
2	To provide an underpinning of strategy formulation process and frameworks, tools and techniques of strategic analysis and its application.
3	To apply the strategy implementation in organizational process
4	To analyze the various turnaround and Diversification strategies.
5	To analyze the strategy evaluation and control and to measure its performance.

Course Outcomes:

CO1	Strategic management concepts.
CO2	Tools and Techniques for Strategic analysis.
CO3	Strategy implementation in organizational process.
CO4	Strategies for Turnaround and Diversification.
CO5	Strategy Evaluation and Control.

Syllabus:

UNIT-I	Introduction - Concepts in Strategic Management, Strategic Management Process, developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company's strategy, Environmental Scanning: Industry and Competitive Analysis – Methods. Evaluating company resources and competitive capabilities – SWOT Analysis – Value Chain Analysis and Competitive advantage.
UNIT-II	Tools and Techniques for Strategic Analysis - Porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix, IE Matrix, The Grand Strategy Matrix. Market Life Cycle Model - and Organizational Learning, Impact Matrix and the Experience Curve, Generic Strategies- Strategy Formulation - Types of Strategies – offensive strategy, defensive strategy, Exit and entry barriers - Tailoring strategy to fit specific industry and company situations.
UNIT-III	Strategy Implementation: Strategy and Structure, Strategy and Leadership, Strategy and culture connection - Operationalizing and institutionalizing strategy - Strategies for competing in Global markets and internet economy - Organizational Values and their impact on Strategy – Resource Allocation as a vital part of strategy – Planning systems for implementation. internet economy - Organizational Values and their impact on Strategy – Resource Allocation as a vital part of strategy – Planning systems for implementation.
UNIT-IV	Turnaround and Diversification Strategies: Turnaround strategy - Management of Strategic Change, strategies for Mergers, Acquisitions, Takeovers and Joint Ventures, Alliances and cooperative - Diversification Strategy: firms diversify, different types of diversification strategies, the concept of core competence, strategies and competitive advantage in diversified companies and its evaluation. International Strategies.
UNIT-V	Strategy Evaluation and control – Establishing strategic controls for Measuring



	performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Guidelines for proper control- Strategic surveillance -strategic audit - Strategy and Corporate Evaluation and feedback in the Indian and international context.
--	---

Text Books:

1. Michael A. Hitt, R. Duane Ireland et al., Strategic Management: Competitiveness and Globalization: Concepts and Cases with MindTap, 12E, 2022.
2. Hitt& Ireland et al., Strategic Management: A South Asian Perspective, Cengage Learning India, 9e, 2016.

Reference Books:

1. Mason A. Carpenter, Wm Gerard Sanders, Prashant Salwan: Strategic Management A Dynamic Perspective, Pearson, 2e, 2017.
2. V.S.P. Rao, V. Hari Krishna; Strategic Management, 1e, Excel Books, 2012.
3. Adrian & Alison, Strategic Management: Theory & Applications, Oxford University Press, 2010.
4. S K Sarangi, Modern Strategic Management, Everest Publishing, 2012.

PROFESSIONAL ELECTIVES MARKETING



MBA SEMESTER-III
Professional Elective – I
DIGITAL MARKETING

L	T	P	C
4	0	0	4

Course Objectives:

1	To provide an understanding of the importance of digital marketing and its applications.
2	To create awareness of digital marketing channels.
3	To study the role and the importance of digital marketing plan.
4	To enable students to develop the adequate knowledge regarding the Search engine marketing.
5	To study the role and the importance of social media marketing.

Course Outcomes:

CO1	Understand the applications of digital marketing in the globalized market.
CO2	Identify different channels of digital marketing.
CO3	Demonstrate the steps involved in developing a digital marketing plan.
CO4	Create a search engine marketing campaign and also understand the differences between traditional and online marketing.
CO5	Measure the performance of social media.

Syllabus:

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-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, micro-blogging 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.
--	--

Text Books:

1. Michael Miller, B2B Digital Marketing, 1e, Pearson, 2014.
2. Vandana Ahuja, Digital marketing, Oxford University Press 2015.

Reference Books:

1. Richard Gay, Alan Charles worth and Rita Esen, Online marketing– A customer led approach Oxford University Press 2007.
2. Arup Varma, Pawan S. Budhwar, Angelo S. De Nisi, Digital Marketing, Wiley, 2016.
3. Michael R. Solomon, Tracy Tuten, Social media marketing, Pearson, 2016



MBA SEMESTER-III
Professional Elective – II
CONSUMER BEHAVIOR

L	T	P	C
4	0	0	4

Course Objectives:

1.	To study the consumer behavior concept in order to develop better marketing programs and strategies.
2.	To provide an understanding of environmental influence on the consumer behavior.
3.	To enable students to develop the adequate knowledge regarding the Personality, Perception, changing attitudes of Consumer.
4.	To study the role of Post purchase behavior of consumer and understanding of Consumer decision making processes.
5.	To create awareness about different types of Consumer issues and marketing ethics towards consumer.

Course Outcomes:

CO1	Understand the importance of consumer behavior and demonstrate how it can be applied.
CO2	Identify the factors that influence consumer behavior.
CO3	Analyze how personality, consumer perception and consumer attitudes influence the choices consumer makes.
CO4	Demonstrate the steps involved in consumer decision making process
CO5	Explore marketing ethics towards consumers.

Syllabus:

UNIT-I	Understanding Consumer Behavior: Defining consumer behavior, need for Consumer Behavior, Understanding Consumer through research process, Consumer behavior in a world of economic instability, Rural Consumer Behavior, Consumer Segmentation, Targeting and Positioning, Segmentation & Branding, Rural Markets.
UNIT-II	Environmental Influences on Consumer behavior: Influence of Culture, Sub Culture, Social Class, Social Group, Family and Personality, Cross-Cultural Consumer Behavior.
UNIT-III	Consumer as an Individual: Personality and Self-concept, Consumer Motivation, Consumer Perception, Consumer Attitudes and Changing Attitudes, Consumer Learning and Information Processing.
UNIT-IV	Consumer Decision Making Processes: Problem Recognition, Search and Evaluation, Purchasing processes, Post purchase behavior, Models of Consumer decision making, Consumers and the diffusion of Innovations.
UNIT-V	Consumerism and Ethics: Roots of Consumerism, Consumer Safety, Consumer Information, Consumer Responsibilities, Marketer responses to consumer issues, Marketing Ethics towards Consumers.

Text Books:

1. David I. Loudon and Albert J. Della Bitta, 4e, TMH, 2011.
2. Leon G. Schiffman, Leslie I. Kanuk, S. Ramesh Kumar, 11e, Pearson, 2021.

Reference Books:

1. Satish Batra, SHH Kazmi, Consumer Behaviour-Text and Cases, 2e, Excel Books, 2011.
2. S. Ramesh Kumar, Consumer Behaviour and Branding, Pearson, 2013.



MBA SEMESTER-III
Professional Elective - III
MARKETING ANALYTICS

L	T	P	C
4	0	0	4

Course Objectives:

1	To provide an understanding of Fundamentals of Marketing Analytics.
2	To elaborate on the scope of MS Excel for conduction of Marketing Analytics.
3	To highlight the importance of Management of Customer Expectations through Marketing Analytics.
4	To orient on the usage of Marketing Analytics for Product Pricing.
5	To impart knowledge on Market Segmentation methods and Advertising using Marketing Analytics.

Course Outcomes:

CO1	Learn the Concepts of Marketing Analytics and their relevance in business.
CO2	Apply MS Excel to deal with Marketing Data at basic level.
CO3	Analyze Customer's journey through Product Selection Process and Customer Lifetime Value.
CO4	Conduct Analysis in Determining the Pricing Strategies.
CO5	Determine the Process of Optimizing Clusters and Measure the Effectiveness of Promotion.

Syllabus:

UNIT-I	Introduction to Marketing Analytics: Definition, Need and Scope of Marketing Analytics, Marketing Analytics Vs Marketing Research, Levels in Marketing Analytics, Adoption and Application of Marketing Analytics, Marketing Analytics and Business Intelligence. MS Excel as a Tool for conduction of Marketing Analytics. Using MS Excel to Organize and Summarize Marketing Data: Creation of Pivot Tables and Organizing Data.
UNIT-II	Summarizing Marketing Data: Summarizing Revenue Data: Month-wise and Product-wise. Slicing & Dicing of Data: Pareto Principle, Report Filters and Slicers. Demographic Analysis: Analyzing Sales Data by Age, Gender, Income and Location, Construction of Crosstabs of Two Demographic Variables. Using GETPIVOT Function for Pulling Data. Adding Data Labels and Data Tables.
UNIT-III	Customer Analytics: Customer Journey Mapping and the Process of Mapping (How to). Metrics for Tracking Customer Experience: Customer Feedback Metrics & Behavior Derived Customer Metrics. Customer Persona, Building a Customer Persona and its Benefits, Parts of Buyer Persona. What Customer Wants: Using Conjoint Analysis for Levels in Consumer Decision Process in Product Choices and Product Attributes. Customer Lifetime Value (CLV). Calculating Customer Lifetime Value: Creating the Basic Customer Value Template, Measuring Sensitivity Analysis with Two-Way Tables, Estimating the Chance if Customer is still Active.



UNIT-IV	Pricing Analytics: Pricing, Goals of Pricing, Price Elasticity, Estimating Linear and Power Demand Curves, Using Excel Solver to Optimize Price, Incorporating Complementary Products, Using Solver Table to Price Multiple Products and Finding Demand Curve for All Products. Price Bundling, Bundling Prices to Extract Consumer Surplus, Mixed Bundling, Using Evolutionary Solver to Find Optimal Bundle Prices. Price Skimming.
UNIT-V	Segmentation & Promotion Analytics: Segmentation Analytics: Cluster Analysis and its Applications, Location-wise Clustering, Using Solver to find Optimal Clusters. Using Conjoint Analysis to Segment a Market, Using Decision Trees for Segmenting the Market. Promotion Analytics: Promotions and Types of Promotions, Discounting & Types of Discounting. Measuring the Effectiveness of Advertising: The Adstock Model. Media Selection Models: Linear Media Allocation Model, Quantity Discounts, Monte Carlo Media Allocation Simulation. Pay per Click Advertising.

Text Books:

1. Seema Gupta & Avadhoot Jathar, Marketing Analytics, Wiley, 2021.
2. Wayne L. Winston, Marketing Analytics: Data Driven Techniques with Microsoft Excel, 2014.

Reference Books:

1. Moustusy Maity and Pavankumar Gurazada, Marketing Analytics for Strategic Decision Making, Oxford Higher education, 2021.
2. Chuck Hermann, Ken Burbary, Digital Marketing Analytics, Que Publishing, 2e, 2018.
3. Robert Kozielski, Measuring Marketing Analytics, Emerald Publishing, 2018.
4. Mike Grigsby, Marketing Analytics, Kogan Page, 2015.



MBA SEMESTER-IV
Professional Elective – IV
INTERNATIONAL MARKETING

L	T	P	C
4	0	0	4

Course Objectives:

1.	To provide a deeper insight into a global market, formulation strategies to enter international markets.
2.	To Study the role and importance of global environmental drivers.
3.	To provide an understanding of global consumers and international marketing research.
4.	To understand global marketing mix.
5.	To enable students to develop the knowledge in steps involved in processing an export order.

Course Outcomes:

CO1	Understand the International Marketing.
CO2	Learn the Environment of global markets.
CO3	Conduct SWOT Analysis and identify the modes of global market entry.
CO4	Design the Global Marketing Programme.
CO5	Apply the procedure of exporting the products and global marketing strategies.

Syllabus:

UNIT-I	Introduction to International Marketing: Environment and Sustainability, Scope, Importance of World Trade, Features, Opportunities and Challenges in International Marketing, Comparison of Domestic with International Marketing, Stages of International Marketing, Motivating Factors of International Marketing, Internationalization – Reasons and Strategies.
UNIT-II	Global Environmental Drivers: WTO and Globalization–Issues, Types - Political, Economic, Social, Legal and Technological Environments, EXIM Policy, International Trade and its barriers, trade in Goods & Services, International Trade Agreements.
UNIT-III	Global Customers: Drivers of Global Consumers, Influences of the Global Consumer -Role of Culture - elements, Social Factors, Situational Factors, Industrial Buyer, Government Buyer, International Marketing Research: Opportunity Analysis, Market Selection, Assessing Market Size and Sales Potential, Government Policies of Target Markets, SWOT Analysis of Target Markets, Global Market Entry Modes – Strategies, Problems and Challenges.
UNIT-IV	Global Marketing: Globalization Drivers – Market, Cost, Environmental, Competitive Factors, International Marketing Mix, Developing the Global Marketing Program, Segmentation of product & services, Marketing channels and Distribution Promotion Strategies, Pricing strategies – Factors influencing Pricing Decisions, Concept of International Product Life Cycle.

UNIT-V	Implementing Global marketing strategies: Negotiation with customers and selection method – Cultural and International Negotiations, E-Marketing channels organization & controlling of the global marketing programme, Export Documentation, Export Procedures, Steps in processing an Export Order.
---------------	--

Text Books:

1. Michael R. C Zinkota, Ilkka A. Ronkainen, International Marketing, 10e, Cengage, 2017.
2. Philip R. Cateora John L Graham Prashant Salwan, International Marketing -16th edition, TMH-2011.

Reference Books:

1. Rajagopal –International Marketing-2nd Edition –Vikas-2011.
2. P.K.Vasudeva, international Marketing-4th edition-ExcelBooks-2012.



MBA SEMESTER-IV
Professional Elective – V
SERVICES MARKETING

L	T	P	C
4	0	0	4

Course Objectives:

1	To provide understanding of the concepts of services marketing.
2	To help understand the consumer perceptions of service.
3	To impart knowledge of various aspects in Innovation and Quality.
4	To elucidate various aspects in Managing Service Operations.
5	To help appreciate the impact of Distribution Channels in Service Industry.

Course Outcomes:

CO1	Understand Marketing Management of companies offering Services.
CO2	Learn the relevance Services
CO3	Learn various influences of the consumer behaviour in services.
CO4	Understand the relevance of service operations.
CO5	Identify the need for promotion strategies for services.

Syllabus:

UNIT-I	Introduction to Services Marketing: Services: Concepts, Characteristics and Classification of Services. Goods vs. Services, Services Marketing Mix, Service Marketing Triangle, Factors responsible for Growth of Services Sector, challenges faced by the Services Sector, Service and Technology, Impact of Technology on Service Firms, Emerging Service Sectors in India.
UNIT-II	Focusing on Consumer: Consumer Behaviour in Services, Relevance of Consumer Behaviour, Consumer Expectations in Service, Consumer Perceptions of Service, Customer Satisfaction, Understanding Consumer Requirements: Listening to Customers through Research, Building Customer Relationships, Customer Feedback, Service Failure, Service Recovery and Recovery Strategies.
UNIT-III	Innovation and Quality: Service Innovation: Design, Challenges, Mapping Patterns of Service Innovation, Types of Service Innovation, Stages in Service Innovation and Development, Service Quality, Gap model of Service Quality: Customer Gap and Provider Gaps, Closing Gaps. Service Excellence, Service Standards: Factors & Types. Physical Evidence: Managing Physical Evidence, Servicescape and Designing the Servicescape.
UNIT-IV	Managing Service Operations: Service Process, Service Blueprinting, Managing Demand and Supply, Participants in Service Delivery: Employee's role & Customer's role. Mass Production and Delivery, Service Guarantee, Ethics in Service Firms.



UNIT-V	Managing Service Promises: Managing Distribution Channels in Service Industry, Strategies for Distribution, Managing People in Service Industry and its Challenges, Pricing Strategies for Services and its Methods, Promotion Strategies for Services, Need for Coordination in Marketing Communication, Strategies to match Service Promises with Delivery.
---------------	--

Text Books:

1. Wirtz Jochen, Lovelock Christopher, Services Marketing: People Technology Strategy, Pearson Education, 9e, 2022.
2. Mathur, SP, Mathur, Nishu, Service Marketing, New Age International (P) Ltd Publishers. 1e, 2018.
3. Valarie A. Zeithaml, Mary Jo Bitner, Dwanye D. Gremler, Ajay Pandit, Services Marketing Integrating Customer Focus Across the Firm, McGraw Hill Education, 2018.

Reference Books:

1. K. Douglas Hoffman, John E.G. Bateson, Services Marketing Concepts Strategies & Cases, Cengage Learning, 5e, 2017.
2. S. Shajahan, Services Marketing: Himalaya Publishing House. 2017.
3. Govind Apte: Services Marketing, Oxford Press, 2011.
4. John E.G. Bateson, K. Douglas Hoffman: Services Marketing, Cengage Learning, 4e, 2012.



MBA SEMESTER-IV
Professional Elective – VI
SALES AND PROMOTION MANAGEMENT

L	T	P	C
4	0	0	4

Course Objectives:

1	To provide an understanding of the basic concepts of sales and promotion management.
2	To highlight the importance of advertising and choosing appropriate advertising media.
3	To impart knowledge of the concepts associated with sales management.
4	To examine the various aspects in sales promotion.
5	To elucidate the aspects of sales distribution.

Course Outcomes:

CO1	Understand Evolution of Sales and Promotion Management.
CO2	Learn the relevance of various types of Advertising.
CO3	Demonstrate the significance of sales management.
CO4	Assess the relevance of sales promotion strategies.
CO5	Analyze the role of the distribution channels and evaluate channel alternatives.

Syllabus:

UNIT-I	Promotion: Introduction to Promotion, Concept, Evolution, Promotion Mix: Advertising, Sales Promotion, Personal Selling, Publicity, Public Relations, Direct Marketing, Word of Mouth, Online Marketing. Managing Promotional Tools: Direct Marketing, Direct Marketing Decisions, Direct Marketing Objectives, Advantages of Direct Marketing, Measurement of Direct Marketing Effort, Public Relations. Setting Objectives, Programme Implementation and Publicity.
UNIT-II	Advertising and Advertising Media: A) Importance and Functions of Advertising, Role of Advertising, AIDA model, Types of Advertising, Advertising Plan, DAGMAR Approach, Visualization of Advertising Layout – Functions, Principles, and Elements of a layout. B) Types of Media: Print, Electronic and Other Media; Merits and Demerits of each media. Media Planning: Frequency, Reach and Outcome. Appeals, Setting Advertising Objectives, Advertising Message, Advertising Budget, Evaluation of Advertising Effectiveness – Methods, and Regulation of Advertising in India – Misleading and deceptive advertising.
UNIT-III	Sales Management: Importance, Types of Selling, Difference between Selling and Marketing, Sales Activities, Selling Skills, Selling Strategies, Selling Process, Sales Planning Process, Sales Forecasting Methods, Sales Budgeting Process. Sales Force Management: Recruitment and Selection, Training, Motivation, Compensation, Control and Evaluation.



UNIT-IV	Sales Promotion: Concepts, Need and Objective, Personal Selling vs. Advertising, Types of Sales Promotion, Sales Promotion Strategies: Sales Promotion and Product Life Cycle, Cross Promotion, Surrogate Selling, Bait and Switch advertising. Ethical and legal aspects of sales promotion.
UNIT-V	Sales Distribution: Distribution Channels, Need for Channels, Channel Intermediaries and Functions, Channel Structure, Channels for Consumer Products, Business and Industrial Products, Alternative channels, Channels for Rural Markets, Channel Strategy Decisions. Designing, Motivating and Evaluating Channel Members, Managing Retailers, Wholesalers, Franchisers. Managing Conflict, Reasons for Channel Conflicts. Managing International Channel of Distribution. Ethical issues in Sales and Distribution Management

Text Books:

1. Pingali Venugopal, Sales and Distribution Management, Sage Publications, 2e, 2021.
2. George E. Belch, Michel E. Belch, Keyoor Purani, Advertising and Promotion: An integrated marketing communication Perspective, Mc Graw Hill, 9e, 2017.

Reference Books:

1. Terence A. Shimp, J. Craig Andrews, Advertising, Promotion, and other aspects of Integrated Marketing Communications, 9e, Cengage, 2016.
2. Ramendra Singh, Sales and Distribution Management: A Practice-Based Approach, 1e, Vikas, 2016.
3. Jaishri Jethwaney, Shruti Jain, Advertising Management, Oxford, 2015.
4. Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, 5e, Pearson, 2011.

PROFESSIONAL ELECTIVES HR



MBA SEMESTER-III
Professional Elective – I
TALENT AND PERFORMANCE MANAGEMENT SYSTEMS

L	T	P	C
4	0	0	4

Course Objective:

1	To provide an understanding of the importance of talent and performance management.
2	To elucidate how companies integrate competencies with Talent management process.
3	To help learn various aspects in performance management.
4	To impart knowledge of the various aspects in PMS Process and implementation.
5	To elaborate on Employee development, Reward & Legal Systems.

Course Outcomes:

CO1	Understand Talent Management Process along with its key components.
CO2	Learn the significance of performance management and employee development in organizations.
CO3	Learn different approaches to Performance Management System.
CO4	Understand KRA's and KPI's and performance metrics.
CO5	Identify the importance of reward systems in organizations.

Syllabus:

UNIT-I	Introduction to Talent Management (TM): Meaning and Importance of TM, Scope of TM. Need for and Imperatives of TM. Competencies for TM: Concept of Competencies, Importance of Competencies, Development of Competency Model, Competency Mapping, Competency Assessment & Development using Assessment & Development Centers.
UNIT-II	Implementing Competency based TM: Integrating Competencies with Talent Acquisition, Talent Development, Performance Management, Career Development, Succession Planning and Talent Retention. Using TM to build High Performance Work Teams. Developing Leadership Potential through 360-degree Feedback. Leadership Succession using 9-Box Talent Management Grid. Building a strong Talent Pipeline cum Bench Strength
UNIT-III	Performance Management (PM): Importance of Performance Management. Contribution of PM, disadvantages of poorly implemented PM. Role of HR in PMS. Determinants of Performance: Declarative Knowledge, Procedural Knowledge and Motivation. Linkages of PMS with other HR Processes. Different Approaches to PMS: Traditional Performance Appraisal System, MBO and Balanced Scorecard. Linking PM and Strategy.
UNIT-IV	PMS Process & Implementation: Performance Planning & Agreement on Goals, Key Result Areas (KRAs), Key Performance Indicators (KPIs) and Performance Metrics. Measuring Behaviors and Results. Gathering Performance Information, Presentation of Information, Interpretation and Taking Corrective Action. Determining the Overall Rating of Performance.



UNIT-V	PM: Employee Development, Reward & Legal Systems: Personal Development Plans: Objectives, Content and Activities. Direct Supervisor's role. 360-Degree Feedback Systems. Ongoing Feedback. PM Skills for Managers: Coaching, Using Different Styles of Coaching and Involving in Ongoing Coaching Process. Reward Systems: Traditional vs Contingent Pay Plans, Pay for Performance. Pay Structures: Job Evaluation, its Methods, and Broad-banding. PMS and Law, Legal Principles affecting PMS.
---------------	--

Text Books:

1. Harold Koontz and Heinz Weihrich, 2020, Essentials of Management, TMH.
2. Herman Aguinis, Performance Management, Pearson, 3e, 2013.

Reference Books:

1. Gowri Joshi, Veena Vohra, Talent Management, Cengage Learning, 1e, 2018.
2. Lance A. Berger, Dorthony R. Berger, TMH Education, 3e, 2018.
3. Seema Sanghi, The Handbook of Competency Mapping, Sage Publishers, 3e, 2016.



MBA SEMESTER-III
Professional Elective – II
LEARNING AND DEVELOPMENT

L	T	P	C
4	0	0	4

Course Objectives:

1	To understand the concept of learning with emphasis on Training and Development and its role in organizational development
2	To increase an individual skill in one or more areas of expertise.
3	To help the students in learning the basics about working individuals as well as in a team
4	To help the students in acquiring skills, sharpen existing ones, perform better, increase productivity and be better leader.
5	To develop them into informed citizens and lifelong new readers.

Course Outcomes:

CO1	Understand the importance and theories of learning.
CO2	Understand the process and models of training and design the training program.
CO3	Select the appropriate Training Methods for employees.
CO4	Explore the various approaches to employee development.
CO5	Identify the Contemporary Issues in Training.

Syllabus:

UNIT-I	Introduction to Learning: Concepts of Learning, Phases in Learning, Learning theories - Reinforcement theory, Social learning Theory, Goal theories, need theories, expectancy theory, Adult Learning theory Information Processing Theory, The Learning Process, The Learning Cycle, Instructional emphasis for learning outcomes.
UNIT-II	Training Strategy and Designing Training: The evolution of Training's Role, Strategic Training and development Process, Training needs in different strategies, Models of Training Department. Training needs Assessment, Reasons for planned training. Designing the training program, developing the group and the climate, Trainers and training styles, Evaluating training and Follow-on support.
UNIT-III	Training methods - Traditional methods- Presentation methods, Hands-on methods, Group Building Methods, e-learning and use of technology in training- Technology influence on training and learning, Technology and multimedia, computer- based training, developing effective online learning, blended learning, mobile technology and training methods, technologies for training Administration.



UNIT-IV	Development: Employee development, Essential ingredients of Management Development, Strategy and Development, Approaches to Employee Development – Formal education, Assessment, Job experiences, Interpersonal Relationships, the development Planning Process, company's strategies for providing development, e-learning and employee development. Electronic MDPs.
UNIT-V	Contemporary issues in Training and Development: Orientation training, diversity training, sexual harassment training, team-training, cross functional teams, cross cultural training, training for talent management and competency mapping. Career Management, career management systems, Career paths, Career Plateauing, Coping with career breaks, Training for virtual work arrangements.

Text Books:

1. Raymond A Noe, Amitabh Deo Kodwani, Employee Training and Development, McGraw Hill, 7e, 2019.
2. Rolf Lynton, Uday Pareek, Training for Development, Sage, 2012.

Reference Books:

1. P. Nick Blanchard, James W. Thacker, A. Anand Ram, Effective Training, 4e, Pearson, 2012.
2. Jean Barbazette - Training Needs Assessment: Methods, Tools, and Techniques Wiley, 2014.
3. G. Pandu Naik, Training and Development, Excel Books, 2011.
4. Steve W.J. Kozlowski, Eduardo Salas, Learning, Training, and Development in Organizations, Routledge, 2010.



MBA SEMESTER-III
Professional Elective – III
HR ANALYTICS

L	T	P	C
4	0	0	4

Course Objectives:

1	To provide an overview of evolution of HRM and its journey towards Analytics and highlight the need, concepts and scope of HR Analytics linked with business outcomes.
2	To elucidate the methods of capturing, examining & purifying data and to introduce the aspect of HR Metrics in the context of HR Analytics
3	To impart knowledge of conduction of HR Analytics for key HR Processes using MS Excel.
4	To provide an overview of various tools and software technologies used for conduction of Descriptive HR Analytics and Visualization of HR Data.
5	To provide a futuristic perspective of Predictive and Prescriptive HR Analytics.

Course Outcomes:

CO1	Understand the relevance of HR Analytics in the current business scenario.
CO2	Understand the models and methods of capturing, examining & purifying data for conduction of HR Analytics
CO3	Use MS Excel for conduction of HR Analytics for key HR Processes
CO4	Understand tools and software technologies used for conduction of Descriptive HR Analytics and Visualization of HR Data.
CO5	Appreciate the significance of Predictive and Prescriptive Analytics.

Syllabus:

UNIT-I	Introduction to HR Analytics: History of Different HRM Perspectives, Transition from HRM to HCM and Gaining Sustainable Advantage through HCM. HR Analytics and Changing Role of HR Professionals. Importance and Scope of HR Analytics. Significance of HR Analytics, Benefits of HR Analytics. Levels of Analysis and Conducting analytics. Key Influencers of HR Analytics Process. Big Data Era in HR Analytics, HR Analytics – Linkage to Business Outcomes.
UNIT-II	Understanding HR Analytics: Conducting HR/Workforce Analytics: Models of HR Analytics, How to Conduct HR Analytics. Understanding HR Data: Importance of Data, Types and Scales of Data; Methods of Capturing Data, Data Examination & Purification. Understanding various HR Metrics from the perspective of HR Analytics.
UNIT-III	Analytics for Key HR Processes: Using MS Excel: HR Analytics for Recruitment & Selection, Training & Development, Performance Appraisal, Talent Management, Employee Engagement, Compensation Management and Expatriate Management.
UNIT-IV	Descriptive Analytics: Overview of Select Tools for Conduction HR Analytics:



	MS Excel, R, Tableau, Power BI, Python, SPSS & PSPP. Descriptive Analytics in HR: HR Dashboards using MS Excel, Slicing and Dicing of HR Data using MS Excel Pivot Table Applications, Data Visualization for Key HR processes.
UNIT-V	Predictive & Prescriptive HR Analytics: Predictive HR Analytics: Correlation, Linear and Multiple Regression, Factor Analysis and Cluster Analysis, Comparison of Means and Analysis of Variance for Manpower Demographics, Employee Satisfaction, Training Effectiveness etc. Prescriptive HR Analytics, Predictive vs Prescriptive HR Analytics, Future of HR Analytics.

Text Books:

1. Rama Shankar Yadav & Sunil Maheshwari, HR Analytics, Wiley, 2021.
2. Pratyush Banerjee, Jatin Pandey & Manish Gupta, HR Analytics: Practical Applications of HR Analytics, Sage, 2019.
3. Dipak Kumar Bhattacharya, HR Analytics, Sage, 2017.

Reference Books:

1. Ramesh Soundrarajan & Kuldeep Singh, Winning on HR Analytics, Sage, 2017.
2. Nishant Uppal, Human Resource Analytics, Pearson, 2021.
3. Bharti Motwani, HR Analytics: Practical Approach Using Python, Wiley, 2021.



MBA SEMESTER-IV
Professional Elective – IV
INTERNATIONAL HUMAN RESOURCE MANAGEMENT

L	T	P	C
4	0	0	4

Course Objectives:

1	To understand the growing significance of Global Human Relations management in the context of global workforce.
2	To explore the dynamics of global business environment.
3	To prepare the students about examining the maximization of returns in context with Human resources.
4	To familiarize the students about the implications of the globalization process and its challenges that changes in the international economy.
5	To manage the diversity of HRM in an international context.

Course Outcomes:

CO1	Understand the Cultural aspects of IHRM.
CO2	Learn the Role of IHRM in Successful implementation of strategy for an MNC.
CO3	Apply the Global human Resource Planning in their workplace.
CO4	Conduct the Training and development for Global employees.
CO5	Evaluate the Performance Management of Global employees.

Syllabus:

UNIT-I	Introduction and Overview - Global Market Context-Key Perspective in Global Workforce Management - Cultural Foundations of International Human resource Management Understanding culture-Major models of National Culture- final Caveats on Culture and Global Workforce Management- Changes and challenges in the Global Labor Market- Globalization Technological Advancement- change in labour force Demographics and Migration-Emerging on the contingent workforce- Offshore sourcing- global workforce Management challenges.
UNIT-II	The key role on International HRM in Successful MNC Strategy - Knowledge Transfer Global Leadership training and Development-Strategic Control Needs- Competitive strategy of Multinational Corporations-Structuring for Optimal global Performances- Linking Human Resource management practices to Competitive Strategy and Organization Structure-Paradigm Shift of international Human Resource Management from contingency model to Process Development.
UNIT-III	Global Human Resource Planning – From strategy to Decision about work Demand and labour supply External Environment Scanning- Job Design for Meeting global Strategy work demand HR planning for the long term-Global Staffing: General Factors Affecting Global Staffing-Global Recruitment of Human Resources-Global selection of Human Resources.



UNIT-IV	Global Workforce Training and Development: Strategic role of Training and Development in the global Market Place- Fundamental concepts and principles for Guiding global Training and Development- Training imperative for the global workforce- Managing International Assignments, Expatriate Preparation, Foreign Assignment and Repatriation-International Assignments considerations for Special Expatriates-New and Flexible International Assignments.
UNIT-V	Global workforce performance Management: Performing Management Process-Important consideration for Global Performance Management-Planning and Implementing Global Performance Appraisal- Compensation for a Global workforce- Managing Compensation on a global Scale: Fundamental Practices- Key compensation for Expatriates, HCN's and TNC's.

Text Books:

1. Charles M Vance and Yongsunpaik, Managing Global Work force, PHI, 2009.
2. Mark E. Mendenhall, Gary R. Oddou, Gunter K.Stahl, Reading and Cases in International Human Resource Management, Routledge, Fourth Edition, 2007.

Reference Books:

1. Tony Edwards and Chris Rees: International Human Resource Management, Pearson, 2009.
2. S.C. Gupta, International Human Resource Management, Trinity, 2e, 2017.
3. Nilanjan Sen gupta, Mousumi S. Bhattacharya, Excel Books, 2007.
4. Peter Dowling, International Human Resource Management: Managing People in a Multinational Context, 5e, Thomson, 2008.
5. S. K. Bhatia, International Human Resource Management, Deep & Deep Publications, 2005.



MBA SEMESTER-IV
Professional Elective – V
MANAGEMENT OF INDUSTRIAL RELATIONS

L	T	P	C
4	0	0	4

Course Objectives:

1	To understand the framework of industrial relations.
2	To identify the legal framework of collective bargaining.
3	To understand the types of tripartism.
4	understand wage system.
5	Identify the various dispute acts.

Course Outcomes:

CO1	Understand the importance of Industrial Relations.
CO2	Examine the Collective Bargaining Mechanism.
CO3	Understand the Parties and role in Industrial Relations.
CO4	Analyze the Labour Legislation aspects of compensation, wage and payment of bonus acts.
CO5	Analyze the Labour Legislation aspects of Industrial Disputes and Grievances.

Syllabus:

UNIT-I	Industrial Relations: Economy and the Labour Force in India –Approaches to Industrial Relations– Industrial Relations in Comparative Frame work-Management and Employer organizations – Introduction – origin and growth. Trade Unions- Introduction-Definition and objectives-growth and structure of Trade Unions in India-Trade Unions Act,1926 and Legal Framework-Union recognition- Union Problems- Non-Union firms –Management of Trade Unions in India.
UNIT-II	Collective Bargaining: Nature and legal framework of collective bargaining – Levels of Bargaining and Agreements- Change in the Labour - management relations in the post-liberalised India- Changes in the legal framework of collective bargaining, negotiated flexibility, productivity bargaining, improved work relations, public sector bargaining and social security – Negotiating techniques and skills –drafting of an agreement.
UNIT-III	Tripartism and Social Dialogue: Types and levels of Tripartism – social dialogue and the Reform Process – Strengthening tripartite social dialogue – Role of government in industrial relations.
UNIT-IV	Labour Legislation-I –Factories Act, 1948, Workmen’s Compensation Act, 1923, ESI Act, 1948 -The Payment of Wages Act, 1936, Minimum Wages Act, 1948, The Payment of Bonus Act, 1965, National wage policy – Contemporary issues in Wage systems.



UNIT-V	Labour Legislation II: Industrial Disputes Act, 1948 - Grievance Handling Employee Grievances – Causes of Grievances–Conciliation, Arbitration and Adjudication procedural aspects for Settlement of Grievances –Standing Orders- Code Discipline. Industrial Disputes: Meaning, nature and scope of industrial disputes - Cases and Consequences of Industrial Disputes –Prevention and Settlement of industrial disputes in India- Employee Participation - Quality of Work Life- Managing good industrial relations.
---------------	--

Text Books:

1. C S Venkataratnam & Manoranjan Dhal, Industrial Relations, 2E, Oxford University Press, 2017.

Reference Books:

1. S.C.Srivastava: Industrial Relations & Labour Laws, Vikas Publishing, 8e, 2022.
2. CB Gupta, N.D Kapoor, P.C Tirupathi: Industrial Relations & Labour Laws, Sultan Chand & Sons Publications, 2020.



MBA SEMESTER-IV
Professional Elective – VI
LEADERSHIP AND CHANGE MANAGEMENT

L	T	P	C
4	0	0	4

Course Objective:

1	To introduce the concepts, philosophies, studies and approaches of Leadership.
2	To impart knowledge of various theories and styles of leadership.
3	To orient on the role of leadership in changing business environment, with the help of various change management models.
4	To elucidate the aspects of organizational structure, culture and management of organizational change.
5	To educate on the strategies for managing change through the process of organizational development.

Course Outcomes:

CO1	Gain an understanding of the concepts and principles of leadership by studying the contributions made by various philosophers and Universities.
CO2	Learn from the various theories and styles of leadership and their contribution the subject matter of leadership from time to time.
CO3	Appreciate the role of leader in the ever-changing business scenario and gain knowledge of various models of change.
CO4	Understand the role of power, politics and conflicts in times of change, management of resistance to change in the process of implementing organizational change.
CO5	Gain insights of the process organizational development from a consultative perspective.

Syllabus:

UNIT-I	Introduction to Leadership – Leadership, role and functions of a Leader, Leadership motives Characteristics of an Effective Leader, Leadership as a process - the complexities of leadership - Effective leadership behaviors and attitudes – Leadership and power, coercion, Management, Trait approach, Leadership Behaviour and styles – Lewin's Leadership styles, Ohio state Leadership study, The University of Michigan Study, Blake and Mouton's Managerial Grid.
UNIT-II	Leadership Theories and styles: Contingency theories of Leadership- Fiedler's Contingency Model, The path-Goal Theory, The Hersey – Balanchard Situational Leadership Theory, Transformational Leadership, Transactional Leadership Style, Charismatic Leadership. Leadership and Empowerment, Servant leadership, Team leadership, Leadership Ethics.



UNIT-III	Organizational Change: Change, Nature & Sources of Organizational Change, Aims and Importance of Change, Environmental Triggers of change, Levers of Change, Types of Changes: Planned, Developmental, Transitional and Transformational. Impact of Change on Organizations. Select Change Management Models: Kurt Lewin's Three-step Model, McKinsey's 7-S Model, Action Research Model, John Kotter's Eight-step Model, Organization Intelligence Model, ADKAR Model.
UNIT-IV	Management of Organizational Change: Organizational Structure and Change, Organizational Culture: Its Sources, Dimensions and Impact on Organizational Change. Power & Conflict in Times of Change, Leadership in Times of Change. An Integrated Approach to Organizational Change, Change Strategies, Response of Employees to Change: People Opposing Change and People with Positive Response, Resistance to Change and Management of Resistance to Change.
UNIT-V	Strategies for Managing Change: Factors for Effective Change. Organization Development (OD) for Management of Change, OD Process, Skills and Competencies of OD Consultant. OD Interventions for Organization Culture and Design, Sustaining Change after Intervention, Evaluation of an Intervention & Closing an Engagement.

Text Books:

1. Donald L Anderson, Organizational Development, Sage Publications, 5e, 2021.
2. Change Management & OD – Ratna Raina, Sage Publications, 1e, 2018.

Reference Books:

1. Peter G. North house, Leadership Theory and Practice, Sage Publications, 1e, 2016.
2. Ranjana Mittal, Leadership Personal Effectiveness and Team building, Vikas Publications, 2015.
3. John P. Kotter, Leading Change, HBR Press, 2012.

PROFESSIONAL ELECTIVES

FINANCE



MBA SEMESTER-III
Professional Elective – I
SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

L	T	P	C
4	0	0	4

Course Objectives:

1	To understand investment environment and investment instruments
2	To assess risk and return applying Markowitz theories.
3	To Valuate Equity.
4	To Valuate Bonds.
5	To Learn Portfolio evaluation Methods.

Course Outcomes:

CO1	Understand Indian investment environment.
CO2	Analyze risk and return applying Portfolio Analysis.
CO3	Apply Equity Valuation Techniques and Strategies.
CO4	Apply Bond valuation and Strategies.
CO5	Evaluate and revise portfolios.

Syllabus:

UNIT-I	Introduction to Investment - Investment, Speculation and Gambling, Features of Investment, Investment Avenues, Investment Process. The Investment Environment – Securities Market of India, – Securities Trading and Settlement – Types of Orders - Margin Trading.
UNIT-II	Portfolio Analysis: Risk and return Analysis - Markowitz Portfolio Theory, Mean-variance approach, portfolio selection - efficient portfolios, Single Index model - Capital Asset pricing model, Arbitrage Pricing Theory.
UNIT-III	Bond Valuation: Classification of Fixed income securities, Types of bonds, Interest rates, Term Structure of interest rates, measuring bond yields, Yield to Maturity, Yield to Call, Yield to Maturity, Holding Period Return, Bond pricing theorems, bond duration, Active and Passive bond management Strategies, bond immunization, bond volatility, bond convexity.
UNIT-IV	Equity Valuation: a) Equity Analysis & Valuation, Equity Valuation Models, Relative Valuation techniques – Earnings Multiplier Approach, Valuation using P/E ratio, Price to Book Value, Price/sales ratio, Economic value-added approach. b) Fundamental Analysis, Technical Analysis, Efficient Market Hypothesis.
UNIT-V	a) Derivatives: Overview of Indian derivatives Markets, Option, Forward, Future & swaps markets, b) Performance Evaluation: Mutual Funds, Types of Mutual Funds Schemes, Structure, Trends in Indian Mutual Funds, Net Asset Value, Risk and Return, Performance Evaluation Models- Sharpe Model, Treynor Model, Jensen Model, Fama's Decomposition. Techniques of Portfolio revision – Formula Plans, Constant Rupee Value Plan – Constant Ratio Plan, Variable Ratio Plan.

Text Books:

1. Prasanna Chandra: Investment analysis and Portfolio Management, 4th Edition, TMH, 2013.
2. Punithavathy Pandian, Security Analysis & Portfolio Management, Vikas, 2014

Reference Books:

1. William. F. Sharpe, Gordon J Alexander & Jeffery V Bailey: Fundamentals of Investments, Prentice Hall, 2012.
2. Pitabas Mohanty Investments, McGraw Hill, 11 e, 2019.
3. Donald E Fischer, Ronald J Jordan: Security Analysis and Portfolio Management, 6th Edition, Pearson.



MBA SEMESTER-III
Professional Elective – II
STRATEGIC COST AND MANAGEMENT ACCOUNTING

L	T	P	C
4	0	0	4

Course Objectives:

1	To provide the students in depth knowledge of Management accounting.
2	To make students, competent to prepare Cost sheet and analysis of data.
3	To understand the application of Marginal costing in terms of Make or buy decisions, dropping a product line and closing down a plant.
4	To Learn the Inter firm comparison and types of Comparisons.
5	To understand the role of Budgetary control and Standard costing information in planning and control and managerial use of strategic decision making.

Course Outcomes:

CO1	Understanding the Management and Cost Analysis and Cost control.
CO2	Application of costing methods to specific industries.
CO3	Studying the Marginal costing in terms of Cost control and profit planning.
CO4	Assess the Selection of Suitable Product mix and Application of BEP for various business problems.
CO5	Learning the Budgetary Control and Standard Costing.

Syllabus:

UNIT-I	Introduction to Management Accounting, Cost analysis and Control: Management accounting Vs. Cost accounting vs. financial accounting, Role of accounting information in planning and control, Cost concepts and Managerial use of classification of costs. Cost analysis and control: Direct and Indirect expenses, allocation and apportionment of overheads, calculation of machine hour rate. Activity based costing.
UNIT-II	Costing for Specific Industries: Unit costing, Job Costing, Cost Sheet and tender and process costing and their variants, treatment of normal losses and abnormal losses, inter-process profits, costing for by-products and equivalent production.
UNIT-III	Marginal Costing I: Introduction, Application of Marginal costing in terms of cost control, profit planning, closing down a plant, dropping a product line, charging general and specific fixed costs, fixation of selling price. Make or buy decisions, key or limiting factor.
UNIT-IV	Marginal Costing II: Selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, level of activity planning. Break-even analysis: application of BEP for various business problems. Inter-firm comparison: need for inter-firm comparison, types of comparisons, advantages.



UNIT-V	<p>Budgetary Control: Budget, budgetary control, steps in budgetary control, Flexible budget, different types of budgets: sales budget, Cash budget, Production budget, Performance budgets, Zero Based Budgeting; An introduction to cost audit and management audit.</p> <p>Standard Costing: Standard Cost and Standard Costing, Standard costing Vs Budgetary control, Standard costing Vs estimated cost, Standard costing and Marginal costing, analysis of variance, Material variance, Labor variance and Sales variance.</p>
---------------	---

Text Books:

1. S. P. Jain and K. L. Narang, Cost and Management Accounting, Kalyani Publishers, New Delhi, 6e, 2019.
2. James Jambalvo, Managerial Accounting, John Wiley & Sons, Inc. New Delhi, 7e, 2019.
3. M. Y. Khan, P. K. Jain, Management Accounting: Theory and Problems, TMH, New Delhi, 7e 2017.

Reference Books:

1. Horngren, Data, Foster, Cost Accounting: A Managerial Emphasis. Pearson Education, 16e, 2017.
2. Hansen Mowen, Cost and Management Accounting & Control, Thompson Publications, 5e, 2012.
3. Colin Drury, Cost and Management Accounting, Cengage Learning, 9 Edition, 2018.
4. John K Shank and Vijay Govindarajan. Strategic Cost Management The new tool for competitive Advantage. The Free press. 2008.
5. Atkinson, Banker, A.A. KAPLAN R.S., Matsumura, E.M. & Yound, S.M.: Management accounting: Information for decision making and strategy execution, 6th edition, Pearson education ltd, Edinburgh, 2012.



MBA SEMESTER-III
Professional Elective – III
FINANCIAL ANALYTICS

L	T	P	C
4	0	0	4

Course Objectives:

1	To enable understanding of various aspects in Financial Analytics.
2	To help understand time value money, risk and return aspects.
3	To impart knowledge of various capital budgeting techniques.
4	To elucidate various aspects of Equity Valuation.
5	To enlighten on the aspects of Bond Valuation.

Course Outcomes:

CO1	Understand techniques of Financial Statements.
CO2	Learn the relevance of time value money.
CO3	Learn various aspects of capital budgeting.
CO4	Understand industry, technical and economic analysis.
CO5	Learn duration of bond and immunization strategies.

Syllabus:

UNIT-I	Techniques of Financial Statement: Horizontal, Vertical Analysis, Trend Analysis, Ratio Analysis, Liquidity, Profitability, Solvency and Turnover Ratio, Valuation of Ratios, Statement of Cash Flow, Classification of Cash Flow, Computing Net Cash Flow: Operating, Investing and Financing Activities. Reporting and Interpretation using Spreadsheet.
UNIT-II	(a) Time Value of Money: Future Value: Simple, Compound Interest and Annuity, Present Value: Discounted, Annuity, Equated Loan Amortization, Perpetuity using Spreadsheets. (b) Risk and Return: Holding Period Returns, Arithmetic Mean vs Geometric Mean, Risk: Standard Deviation, Coefficient of Variation, Beta, Covariance of Stock.
UNIT-III	Capital Budgeting Techniques: Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, Decision Tree, Cash Flow in Capital Budgeting, Cost of Capital, Advance Capital Budgeting Techniques, Adjusted Present Value Approach, Competing Project Risk using Spreadsheets.
UNIT-IV	Equity Valuation: Calculation of Portfolio Mean and Variance, Capital Asset Pricing Model (CAPM), Variance: Covariance Matrix, Estimating Beta and Security Market Line. Industry Analysis, Economic Analysis and Technical Analysis in Stock, Real Option in Capital Budgeting.
UNIT-V	Bond Valuation: Duration, Duration of Bond with Uneven Payments, Immunization Strategies, Modeling the Term Structure, Calculating Expecting Bond Return in a Single and Multi-period Framework, Semi-annual Transition Matrix, Computation of Bond Beta.

Text books:

1. Sheeba Kapil, Financial Valuation and Modeling, Wiley, 1e,2022.
2. Timothy Mayes, Financial Analysis with MS Excel, Cengage, 7e, 2013.

Reference Books:

1. N R Parasuraman, Financial Management-step by step approach, Cengage, 1e,2014.
2. Simon Bennings, Financial Modeling-Using Excel, MIT Press, Cambridge,3e
3. Vijay Gupta, Financial Analysis using Excel, VJ Books Inc, Canada.



MBA SEMESTER IV
Professional Elective – IV
INTERNATIONAL FINANCIAL MANAGEMENT

L	T	P	C
4	0	0	4

Course Objectives:

1	To give an understanding about international Financial Management.
2	To Examine the Balance of Payments data and determine its implications for international competition.
3	To understand various foreign exchange markets.
4	To forecast exchange rates based on parity conditions.
5	To learn Asset–liability Management.

Course Outcomes:

CO1	Understand the International Financial Markets.
CO2	Learn the flow of money in the global markets.
CO3	Understanding Foreign Exchange Market transactions and settlements.
CO4	Analyze the Exchange rates and effects on business.
CO5	Understand the International Capital Budgeting.

Syllabus:

UNIT-I	Introduction: An overview, Importance, nature and scope of International Financial Management, Domestic FM Vs. IFM, International Business Methods, Recent changes and challenges in International Financial Management.
UNIT-II	International Flow of Funds: Balance of Payments (BOP), Fundamentals of BOP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate international flows. Indian BOP Trends. International Monetary System: Evolution, Gold Standard, Bretton Woods's system, the flexible exchange rate regime, evaluation of floating rates, the current exchange rate arrangements, the Economic and Monetary Union (EMU).
UNIT-III	Foreign Exchange Market: Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations. Process of arbitrage, speculation in the forward market. Currency Futures and Options Markets, Overview of the other markets – Euro currency market, Euro credit market, Euro bond market, International Stock market
UNIT-IV	(a) Exchange Rates: Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates – exchange rate systems. Managing Foreign exchange Risk. International arbitrage and interest rate parity. (b) Relationship between inflation, interest rates and exchange rates – Purchasing Power Parity – International Fisher Effect – Fisher Effect- Interest Rate parity, Expectations theory.
UNIT-V	Asset–liability Management: Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital. International Portfolio Management. International Financing: Equity, Bond financing, parallel loans - International Cash

	management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export – Import bank of India, recent amendments in EXIM policy, regulations and guidelines.
--	---

Text Books:

1. Jeff Madura: International Corporate Management, Cengage, 14th Edition 2022.
2. Alan C. Shapiro: Multinational Financial Management, John Wiley 11th Edition, 2019.

Reference Books:

1. Sharan. V: International Financial Management 6th Edition. PHI 2012.
2. Madhu Vij: International Financial Management, Text & Cases 4th Edition Taxmans, 2021.
3. Ephraim Clark: International Finance, Second Edition, Thomson. 2nd Edition 2007.
4. P.G. Apte, Sanjeevan Kapshe, International Financial Management, 8th Edition Mc. Graw Hill 2020.



MBA SEMESTER-IV
Professional Elective – V
STRATEGIC FINANCIAL MANAGEMENT

L	T	P	C
4	0	0	4

Course Objective:

1	To orient on various aspects in strategic financial management
2	To elaborate on the role of finance manager for making better investment decisions.
3	To impart knowledge of various aspects in Strategic Investment Decisions.
4	To discuss in detail the aspects pertaining to Strategic Financing Decisions.
5	To elucidate the practical aspects of Mergers, Acquisitions and Value Based Management.

Course Outcomes:

CO1	Understand financial strategy and control of a company
CO2	Learn the relevance of risk and uncertainty in making strategic decisions.
CO3	Learn various aspects of capital budgeting.
CO4	Understand the capital structure, dividend policy, financial distress, restructuring.
CO5	Identify the different diversification strategies and mergers and acquisitions.

Syllabus:

UNIT-I	Financial Strategy and Planning: Strategic approach to Financial Management, Definition, Characteristics, Scope and Importance of Strategic Financial Management. Success Factors and Constraints to Strategic Financial Management. Financial Forecasting, Techniques, Financial Planning Process, Decision-making and Problem-solving process. Agency Theory, Agency Costs, Constituents and Criticism of Agency Theory.
UNIT-II	Investment Decisions under Risk and Uncertainty: Concepts of Risk and Uncertainty. Risk Analysis in Investment Decisions, Risk Adjusted Rate of Return, Certainty Equivalents, Probability Distributions of Cash Flows, Decision Trees, Sensitivity Analysis and Monte Carlo Approach to Simulation, Investment Decisions under Capital Constraints and Capital Rationing. Corporate Cost of Capital - Divisional Cost of Capital, Pure Play Technique, Accounting Beta.
UNIT-III	Strategic Investment Decisions: Real Options, the Timing of Options, Project Abandonment Decisions. IRR - Multiple IRR, Modified IRR, Pure, Simple and Mixed investments. Adjusted NPV and Impact of Inflation on Capital Budgeting Decisions. Discounted Pay back, Post Pay Back, Surplus Life and Surplus Pay Back, Bail Out Pay Back, Return on Investment, Terminal Value, Single Period Constraints, Multi Period Capital Constraint and an Unresolved Problem, NPV Mean Variance analysis, Hertz Simulation and Hillier Approaches.
UNIT-IV	Strategic Financing Decisions: Capital Structure and Value Creation. Signaling Theory. Tools for developing an Effective Capital Structure. Financial Flexibility and Financial Discipline. Capital Structure Puzzle.



	Dividend Policy and Firm Value. Linter's Dividend Model, its Salient features, Dividend Puzzle. Buy Back of Shares and its Characteristics, Modes and Methods of Buy Back of Shares. Reasons, Benefits and Constraints to Buy Back of Shares. Impacts of Share Buybacks. SEBI Regulations. Financial Distress and Restructuring. Characteristics and Causes of Financial Distress. Costs of Financial Distress. Impacts of Financial Distress. Financial Distress Restructuring. The Insolvency and Bankruptcy Code 2016, Corporate Insolvency Resolution Process, Liquidation Process.
UNIT-V	Mergers, Acquisitions and Value Based Management: Mergers and Acquisitions, Need, Strategy, Diversification and Mergers and Acquisitions, Value Creation in Mergers and Acquisitions. Theories of Mergers, Types of Mergers, Cost of Mergers, Government guidelines for Takeover, Problems on Mergers and Acquisitions and Cases. Value-based Management: Introduction, Elements and Importance of Value-based Management. Approaches to Value-based Management: Marakon, Alcar, McKinsey, BCG, Economic Value Added, Market Value Added and Cash Value Added.

Text Books:

1. A. N. Sridhar, Strategic Financial Management, Shroff Publishers, 8e, 2022.
2. Kalyani Karna, Strategic Financial Management, 2019.
3. Prasanna Chandra: Financial Management, 11/e, TMH, 2022.

Reference Books:

1. I. M. Pandey: Financial Management, Pearson 12/e, 2024.
2. MY Khan and PK Jain: Financial Management: Text, problems & Cases, TMH, 2018.



MBA SEMESTER-IV
Professional Elective – VI
RISK MANAGEMENT AND FINANCIAL DERIVATIVES

L	T	P	C
4	0	0	4

Course Objective:

1	To orient on the concepts of Risk Management, measurements and risk management strategies using derivatives.
2	To provide understanding of various risk measurement tools.
3	To impart knowledge of various aspects in derivatives market.
4	To elucidate various aspects in Risk Management.
5	To provide understanding of various techniques in Risk Management.

Course Outcomes:

CO1	Understand risk management and derivatives.
CO2	Learn the relevance of Basel norms, types of risks.
CO3	Learn various aspects about Derivatives Market in India.
CO4	Understand the uses of options strategies.
CO5	Examine the importance of SWAP Market.

Syllabus:

UNIT-I	Introduction to Risk Management: Risk Management, Scope of Risk Management, Benefits of Risk Management, Classification of Risks: Systematic Risk and Unsystematic Risk, Business Risk, Financial Risk. Financial Markets, Market Risk: Price Risk, Currency Risk, Liquidity Risk, Interest Risk, Credit and Counterparty Risk, Operational Risk, Model Risk, Risk Management Process.
UNIT-II	Risk Measurement Tools: Capital Adequacy Ratio, Basel Norm: Basel Accord I, II & III, Need and Scope of studying Basel Norms, Types of risk: Interest Rate Risk, Market Risk, Credit Risk, Operational Risk, Exchange Rate Risk, Liquidity Risk. Value at Risk (VaR), Cash Flow at Risk: Applications and Problems on VaR & CaR.
UNIT-III	Introduction to Derivative Markets: Derivative Market, Types of Derivatives, Development and Growth of Derivative Markets, Factors influencing the Growth of Derivatives Market in India, Regulations of Derivative Market. Forward and Future Contracts: Forward Contract, Pricing Forward Contracts, Foreign Currency Forward Contract, Commodity Forward Contract, Counterparty Risk in the Forward Contract, Difference between Forward and Spot Market, Futures Contract: Future Contract Design, Physical Settlement, Delivery Options and Cash Settlement, Future Market, Global Futures Market size, Commodity Futures, Equity Futures, Stock Index Futures, Currency Futures, Futures on Government Bonds, Notes and Bills, Cost of Carry Model for Futures and Forwards.



UNIT-IV	Risk Management Techniques – Options Contract: Options Contract and The Structure of Option Market, Types of Options, Option Strategies, Principles of Call Option Pricing, Put Option Pricing, Put - Call Parity Theorem: Option Pricing, Arbitrage Pricing. Binomial Pricing Model: The Black- Scholes Options Pricing Model, Uses of Options Strategies.
UNIT-V	Risk Management Techniques – SWAPS Contract: SWAP Market and its Evolution, Interest Rate Swap: Structure of a Typical Interest Rate Swap, Pricing and Valuation of Interest Swaps, Interest Rate Swap Strategies, Interest Rate Swaps in India. Currency Swaps: Currency Swaps Stature, Currency Swaps Pricing and Valuing Currency Swap, Currency Swap in India, Equity Swap: Equity Swap Pricing and Valuing of Equity Swap, Equity Swap Strategies, Pricing and Valuing of Commodity Swap, Carbon Credit, Weather Derivatives.

Text Books:

1. John C Hull, Risk Management and Financial Institutions, Wiley, 5e,2018.
2. Jayanth Rama Varma, Derivatives and Risk management, Tata McGraw Hill,1e, 2011.
3. S.L.Gupta: Financial Derivatives Theory, Concepts and Problems, 2e, PHI 2017.

Reference Books:

1. Robert A Strong: Derivatives – An Introduction, Thomson, 2e, 2012.
2. Dubofsky, Miller: Derivatives Valuations and Risk Management, Oxford. 2012.
3. Don M. Chance, Robert Brooks: Derivatives and Risk Management Basic, Cengage, 2012.
4. Sundaram Das, Derivatives – Principles and Practice, McGraw Hill, 2012.
5. Dhanesh K. Khatri, Derivatives and Risk Management, Macmillan, 1e, 2012.
6. Rene M. Stulz, Risk Management & Derivatives, Cengage Learning, 1e, 2003.



PROFESSIONAL ELECTIVES

ENTREPRENEURSHIP



MBA SEMESTER-IV
Professional Elective – I
STARTUP AND MSME MANAGEMENT

L	T	P	C
4	0	0	4

Course Objective:

1	To orient on the importance of Startup and MSME Management.
2	To enlighten on how companies identify its requirements.
3	To impart knowledge of various legal aspects in startup management.
4	To elucidate various aspects to evaluate entrepreneurial performance.
5	To discuss in detail various institutional support initiatives by Govt. of India.

Course Outcomes:

CO1	Understand various Startup opportunities.
CO2	Learn Business Startup, Ideation, and Venture Choice.
CO3	Learn Legal and other requirements for new ventures.
CO4	Learn Problems of entrepreneurs.
CO5	Understand the Forms of Financial support.

Syllabus:

UNIT-I	Introduction to Startup and MSME: The Rise of the Startup Economy, The Six Forces of Change, The Startup Equation, The Entrepreneurial Ecosystem, Entrepreneurship in India. Concept & Definition of Employment, Export and Business Opportunities in MSMEs. Issues and Challenges of MSMEs, MSME Policies in India.
UNIT-II	Startup Requirements: The Big Idea, Generate Ideas with Brainstorming, Business Startup, Ideation, Venture Choices. Identifying Startup Capital Resource Requirements, Estimating Startup Cash Requirements, Developing Financial Assumptions, Constructing a Process Map, Positioning the Venture in the Value Chain, Launch strategy to reduce Risks, Startup Financing Metrics, Feasibility Analysis, The Cost and Process of Raising Capital, Unique Funding Issues of High-tech Ventures, Funding with Equity, Financing with Debt, Funding Startups with Bootstrapping, Crowd Funding.
UNIT-III	Startup and Legal Environment: Stages of Growth in a New Venture, Growing with the Market, Growing within the Industry, Venture Life Patterns, Reasons for New Venture Failures, Scaling Ventures, Preparing for Change, Leadership Succession. Support for Growth and Sustainability of the Venture. The Legal Environment, Approval for New Ventures, Taxes or Duties Payable for New Ventures.



UNIT-IV	Management of MSME: Management of Product Line; Communication with Clients, Credit Monitoring System, Management of NPAs, Restructuring, Revival and Rehabilitation of MSME, Problems of Entrepreneurs, Sickness in MSME, Reasons and Remedies, Evaluating Entrepreneurial Performance.
UNIT-V	Institutional Support for MSMEs: Forms of Financial Support, Long-term and Short-term Financial Support, Sources of Financial Support, Dealing with Failure: Bankruptcy, Exit Strategies: Selling the Business, Crashing-out but Staying in-being Acquired, Going Public (IPO) and Liquidation. District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB). Schemes for Women Entrepreneurs.

Text Books:

1. Bruce R. Barringer, R. Duane Ireland, Entrepreneurship successfully, launching new ventures, Pearson, 2019.
2. Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's RoadMap, 2e, Routledge, 2017.
3. Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning, 2016.

Reference Books:

1. Anjan Raichaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International, 2010.
2. S.R. Bhowmik & M. Bhowmik, Entrepreneurship, New Age International, 2007.
3. Steven Fisher, Ja-nae' Duane, The Startup Equation -A Visual Guidebook for Building YourStartup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016.



MBA SEMESTER-III
Professional Elective - II
TECHNOLOGY BUSINESS INCUBATION

L	T	P	C
4	0	0	4

Course Objective:

1	To provide an understanding of the importance of Startup and MSME Management.
2	To discuss the aspects of how companies identify its requirements.
3	To help learn various legal aspects in startup management.
4	To discuss the aspects of evaluation of entrepreneurial performance.
5	To elucidate various institutional support initiatives by Govt. of India.

Course Outcome:

CO1	Understand various Startup opportunities.
CO2	Learn Business Startup, Ideation, and Venture Choice.
CO3	Learn Legal and other requirements for new ventures.
CO4	Learn Problems of entrepreneurs.
CO5	Understand the Forms of Financial support.

Syllabus:

UNIT-I	Introduction to Technology Business Incubation (TBI): Concepts, Characteristic and Importance, Origin and Growth of TBI Movement, Current Policy for TBI Promotion in India, TBIs in India: Current Status.
UNIT-II	Planning the TBI: Preparatory Process, Feasibility Process and Business Plan, Key Players and Legal Incorporation, Location and Building Criteria, Facilities and Service Design, Incubator Investment Costs, Financial Projections, Sources of Fund for the Incubator, Incubator Benefits.
UNIT-III	TBI Implementation and Operations: Organization Structure, Training of the Management Team, Marketing the Incubator, Selecting Tenant Companies, Exit Policy, Serving Tenant Companies: Progression of Service Needs, Training Clients, Counselling and Mentoring, Enhancing and Assessing Performance.
UNIT-IV	TBI in India: Introduction, TBIs: Age, Management, Sponsors and Focus Area, Objectives, Facilities and Staff Strength, Physical Space, Distinguish Features of Institute Promoted TBIs VS Industry VS Stage Agnostic Vs Tech Sector Focused Vs Sector Agnostic TBIs. Application from Prospective Start-up Founders and Selection Process, R&D Input and Output Contribution related to Government Initiatives.
UNIT-V	Global Perspective of TBI: Introduction, Types and Classification, Goals and Objectives, Functions and Services, TBI Led Process of Business Incubation, Performance Assessment in terms of Outcome and Achievements, Technology Business Incubation for New Venture Creation.

Text books and References

1. M H Bala Subrahmanya, H S Krishna, Technology Business Incubators in India, DeutscheNationalbibliothek,2021.
2. Apoorv R. Sharma, Balvinder Shukla, and Manoj Joshi, The Role of Business Incubator in theEconomic Growth in India, Deutsche National bibliothek, 2019.
3. Rustam Lalkaka, Technology Business Incubation, UNESCO, 2006.



MBA SEMESTER-III
Professional Elective – III
INNOVATION AND ENTREPRENEURSHIP

L	T	P	C
4	0	0	4

Course Objective:

1	To highlight the relevance of creative thinking in the context of Innovation and Entrepreneurship.
2	To provide an overview of the models of creative problem solving.
3	To impart knowledge of the models and methods of developing creative intelligence.
4	To provide an overview of innovation management and theories of outsourcing new product development.
5	To provide a micro and macro perspective of innovation.

Course Outcomes:

CO1	Gain an understanding of the concepts and processes of creativity and appreciate the need for improving the quality of creativity.
CO2	Learn the methods of creative problem solving.
CO3	Orient themselves on developing creative intelligence and unblock their creative energies.
CO4	Learn the concepts and methods of innovation and ideation and the theories of outsourcing new product development.
CO5	Develop a perspective of micro and macro level innovation.

Syllabus:

UNIT-I	The Creativity Phenomenon: Creative Cerebration, Creative Personality and Motivation, Creative Environment, Creative Technology, Creativity Training Puzzles of Creativity, Spiritual and Social Roots of Creativity, Essence, Elaborative and Expressive Creativities, Quality of Creativity, Existential, Entrepreneurial and Empowerment Creativities, Criteria for Evaluating Creativity, Credible Evaluation, Improving the Quality of our Creativity.
UNIT-II	Mastering Creative Problem Solving: Structuring of ill-defined problems, Creative Problem Solving, Models of Creative Problem Solving, Mechanisms of Divergent Thinking, Useful Mechanisms of Convergent Thinking, Techniques of Creative Problem solving.
UNIT-III	Creative Intelligence: Creative Intelligence Abilities, A Model of Creative Intelligence, Convergent Thinking Ability, Traits Congenial to Creativity, Creative Personality and Forms of Creativity, Motivation and Creativity, Blocks to Creativity: Fears and Disabilities, Strategies for Unblocking Energy of your Creativity, Designing Creativogenic Environment.
UNIT-IV	Innovation Management: Concept of Innovation, Levels of Innovation: Incremental Vs Radical Innovation, Inbound and Outbound Ideation, Open and Other Innovative Ideation Methods. Theories of Outsourcing New Product Development: Transaction Cost, Resource Based, Resource Dependence, Knowledge Based Theories.

UNIT-V	Micro and Macro Perspectives of Innovation: Systems Approach to Innovation- Innovation in the context of Emerging Economies, Organizational Factors affecting Innovation at the Firm Level, Leadership and Innovations, Open Innovation, Innovation Framework, Innovations Developed by Open Technology Communities.
---------------	---

Text Books:

1. Mike Kennard, Innovation and Entrepreneurship, Routledge, 2021.
2. Paul Trott, Innovation Management and New Product Development, 4e, Pearson, 2018.

Reference Books:

1. Vinnie Jauhari, Sudanshu Bhushan, Innovation Management, Oxford Higher Education, 2014.
2. Innovation Management, C.S.G. Krishnamacharyulu, R. Lalitha, Himalaya Publishing House, 2010.
3. Pradip N Khandwalla, Lifelong Creativity, An Unending Quest, Tata Mc Graw Hill, 2004.
4. Brian Clegg, Paul Birch, Creativity, Kogan Page, 2009.
5. A. Dale Timpe, Creativity, Jaico Publishing House, 2003. Leonard Lodish, Howard Lee Morgan, Amy Kallianpur, Entrepreneurial Marketing, Wiley Publishers, 2001.



MBA SEMESTER-IV
Professional Elective – IV
ENTREPRENEURIAL FINANCE

L	T	P	C
4	0	0	4

Course Objective:

1	To highlight the importance of Entrepreneurial Finance.
2	To elucidate how companies Organize and Operate the Venture.
3	To impart knowledge of various aspects in financial planning
4	To provide understanding of various aspects in venture valuation.
5	To discuss the aspects of financing the growing ventures.

Course Outcomes:

CO1	Understand Financing through venture lifecycle in a company.
CO2	Learn Startup and First Round Financing Sources.
CO3	Learn the significance of Financial Planning throughout the Venture's life cycle
CO4	Understand Mechanics of venture valuation.
CO5	Understand the importance of venture capital financing.

Syllabus:

UNIT-I	Finance for Entrepreneurs: Principles of Entrepreneurial Finance, Role of Entrepreneurial Finance, The Successful Venture Lifecycle, Financing through Venture Lifecycle, Lifecycle Approach for Teaching, Entrepreneurial Finance. Developing Business Idea, Business Model. Screening Venture Opportunities: Pricing / Profitability Considerations, Financial / Harvest Considerations. Financial Plans and Projections
UNIT-II	Organizing and Operating the Venture: Financing a New Venture, Seed, Startup and First Round Financing Sources, Financial Bootstrapping, Business Angel Funding, First Round Financing Opportunities. Preparing and Using Financial Statements: Obtaining and Recording the Resources to Start and Build a New Venture, Asset and Liabilities and Owners Equity in Business, Sale Expenses and Profits Internal Operating Schedules, Statement of Cash Flows, Operating Breakeven Analysis. Evaluating Operating and Financial Performance using Ratio Analysis.
UNIT-III	Financial Planning: Financial Planning throughout the Venture's Lifecycle, Short Term Cash Planning Tools, Projected Monthly Financial Statements. Types and Costs of Financial Capital: Implicit and Explicit Financial Capital Costs, Financial Markets, Determining the Cost of Debt Capital, Investment Risk, Estimating the Cost of Equity Capital, Weighted Average Cost of Capital.



UNIT-IV	Venture Valuation: Valuing Early-stage Ventures, Venture Worth, Basic Mechanics of Valuation, Developing the Projected Financial Statements for a Discounted Cash Flow Valuation, Accounting Vs Equity Valuation Cash Flow. Venture Capital Valuation Methods: Basic Venture Capital Valuation Method, Earnings Multiplier and Discounted Dividends.
UNIT-V	Financing for the Growing Venture: Professional Venture Capital, Venture Investing Cycle, Determining the Fund Objectives and Policies, Organizing the New Fund, Soliciting Investments in the new Fund, Capital Call, Conducting Due-diligence and Actively Investing, Arranging Harvest or Liquidation, Other Financing Alternatives: Facilitators, Consultants and Intermediaries, Banking and Financial Institutions, Foreign Investors, State and Central Government Financing Programmes. Receivables Lending and Factoring, Mortgage Lending, Venture Leasing.

Text Books:

1. Leach, Melicher, Entrepreneurial Finance, South-Western College Pub, 5e, 2022.
2. Marco Da Rin Thomas Hellman, Fundamentals of Entrepreneurial Finance, Oxford Publishers, 1e, 2020.
3. M J Alhabeeb, Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business, Wiley, 2015.

Reference Books:

1. Steven Rogers, Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur 3e, Tata Mc Graw Hill, 2014.
2. Douglas Cumming, Entrepreneurial Finance, Oxford University Press, 2012.



MBA SEMESTER-IV
Professional Elective – V
ENTREPRENEURIAL MARKETING

L	T	P	C
4	0	0	4

Course Objective:

1	To enable understanding of the importance of Entrepreneurial Marketing.
2	To help learn how companies master structures of organizational growth.
3	To impart knowledge of various aspects in Growth Strategies.
4	To elucidate various aspects in Entrepreneurial Market Development Strategies.
5	To elaborate on the Entrepreneurial Marketing Tools

Course Outcomes:

CO1	Understand Marketing mix of an enterprise.
CO2	Learn the Growth and marketing strategies.
CO3	Learn Market Development strategies.
CO4	Understand entrepreneurial communication.
CO5	Understand the importance of entrepreneurial marketing.

Syllabus:

UNIT-I	Introduction to Entrepreneurial Marketing: Meaning, Characteristics, Functions, Marketing Challenges, Marketing Mix (6P's). Identifying Entrepreneurial Marketing Opportunities, Market Research, Demand Forecasting.
UNIT-II	Enterprise Growth: Concept of Enterprise Growth, Forms, Types, Structures of Organizational Growth, Gazelles and Mice, Growth Objectives, Operative and Strategic Targets, Growth Analysis, Portfolio Analysis, ERRC Grid, SWOT Analysis, and Raising Entrepreneurial Finance
UNIT-III	Growth Strategies and Models: Growth Strategies: Concept and Forms, Internal, External and Co-operative Growth strategies. Growth Models: Lifecycle and Phase Model, Integrated Lifecycle Model (Evolutionary), Greiner's Growth Model (Revolutionary), and Complexity Management (Process) Model. Unit – IV
UNIT-IV	Entrepreneurial Market Development Strategies: Positioning, Segmentation, Targeting, Entrepreneurial Communication Strategy, Entrepreneurial Pricing Strategy, Entrepreneurial Distribution Strategy, Building Customer Relationships, Marketing Plans
UNIT-V	Entrepreneurial Marketing Tools: Concept, Guerrilla Marketing, Ambush / Free-ride Marketing., Tools of Entrepreneurial Marketing: Buzz, social media, Viral Marketing.



Text Books:

1. Edwin J. Nijssen, Entrepreneurial marketing An Effectual Approach 2e, Routledge, 2017.
2. Ian Chaston, Entrepreneurial Marketing: Sustaining Growth in All Organisations, Palgrave Macmillan, 2016.

L	T	P	C
4	0	0	3

Reference Books:

1. Marc Longman, Entrepreneurial Marketing: A Guide for Startups & Companies with Growth Ambitions, Garant Publishers, 2011.
2. Bruce D. Buskirk, Molly Lavik, Entrepreneurial Marketing: Real Stories and Survival Strategies, Thomson, 2004.
3. Zubin Sethna, Paul Harrigan, Rosalind Jones, Entrepreneurial Marketing Global Perspectives, Emerald Group Publishing, 2013.
4. Leonard Lodish, Howard Lee Morgan, Amy Kallianpur, Entrepreneurial Marketing, Wiley Publishers, 2001.



MBA SEMESTER-IV
Professional Elective – VI
FAMILY BUSINESS MANAGEMENT

L	T	P	C
4	0	0	4

Course Objectives:

1.	To understand the importance of family-owned businesses.
2.	To overcome ownership challenges.
3.	To learn the architecture of successor.
4.	To understand the life cycle changes influence on family business.
5.	To achieve Competitive advantage in the market place.

Course Outcomes:

CO1	understand the Perspectives in Family Business.
CO2	Identify the Ownership Challenge and Family Governance.
CO3	Analyze the Successor Development strategies.
CO4	Apply the Strategic Planning and Trans-generational Entrepreneurship.
CO5	Evaluate the Future of Family Business.

Syllabus:

UNIT-I	Introduction to Family Business: Family Business as a unique synthesis – Succession and Continuity: The three-generation rule -Building Family business that last -The systems theory Model of Family Business - Agency Theory of Family business - The Stewardship perspective of family business - Competitive Challenges and Competitive advantages of family businesses- The role of Genograms and family messages to understand the family system. Family emotional intelligence - The ECI-U Model.
UNIT-II	Ownership Challenges and Family Governance: Shareholder Priorities – Managers vs Owners-Responsibilities of shareholders to the company- Effective Governance of the shareholder- Firm Relationship – Family Governance: Structure, Challenges to family governance, Managing the challenges of succession. Enterprise Sustainability: Twelve elements of strategic –fit and its implications on family firms.
UNIT-III	Successor Development: Characteristics of next-generation leaders - Next-generation attributes Interests and Abilities for responsible leadership- Next-generation personalities-managing interdependence- CEO as an architect of succession and continuity - Types of CEOs Spouse and the transfer of power.
UNIT-IV	Strategic Planning and Trans-generational Entrepreneurship: Life cycle stages influencing family business strategy - Turning core competencies into competitive advantage - The unique vision of family-controlled businesses - Strategic regeneration- The Business Rejuvenation matrix - Intrapreneurship.
UNIT-V	The Future of Family Business: New Leaders of the Evolution- Three states of evolution- Continuity and culture - changing the culture - The change formula - Organization Development approaches to change -

	Commitment planning - Organic competencies and business's future - Thriving through competition - Institutionalizing the change.
--	--

Text Books:

1. Ernesto J. Poza, Mary S. Daughterty, Family Business, 4e, Cengage Learning, 2020.
2. Rajiv G. Agarwal, Family Business Management, Sage Publications, 1e, 2022.
3. Frank Hoy, Pramodita Sharma, Entrepreneurial Family Firms, Prentice Hall, 2010
4. Carole Howorth, Nick Robinson, Family Business, Routledge, 1e, 2020.

Reference Books:

1. Laura Hougaz, Entrepreneurs in Family Business Dynasties: Stories of Italian-Australian Family Businesses over 100 years, Springer, 2015.
2. John L. Ward, Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability and Family Leadership, Palgrave Macmillan, 2011.