



2023 (MR23)

MASTER OF BUSINESS ADMINISTRATION (MBA)

CURRICULUM

MBA Regular

(Applicable for the batches admitted from 2023-24)

**MALINENI LAKSHMAIAH
WOMEN'S ENGINEERING COLLEGE**
(AUTONOMOUS)

(Accredited by "NBA" & NAAC A+ Grade | Approved by AICTE, New Delhi & Affiliated to JNTUK, Kakinada)
Pulladigunta (Vil), Vatticherukuru (Md), Prathipadu Road, Guntur – 522 017
Andhra Pradesh. www.mlewguntur.com





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ACADEMIC REGULATIONS (MR23)

MASTER OF BUSINESS ADMINISTRATION (MR23) (Regular-Full time)

(Effective for the students admitted into I year from the Academic Year
2023-24 onwards)

ACADEMIC REGULATIONS

(Applicable for the students of MBA from the Academic Year 2023-24)

1. Duration of the Program

The duration of the program is two academic years consisting of four semesters. However, a student is permitted to complete the course work of MBA program in the stipulated time frame of **FOUR** years from the date of joining.

2. Minimum Instruction Days

Each semester consists of a minimum of 90 (ninety) instruction days.

3. Program Credits

MBA program is designed to have a total of 104 credits and the student shall have to complete the two year course work and earn all 104 credits for the award of MBA Degree.

4. Attendance Regulations

- a) A student shall be eligible to write College examinations if he acquires a minimum of 75% of attendance in aggregate of all the subjects/courses with minimum 50% in all the courses.
- b) Condonation of shortage of attendance in aggregate up to 10% (65% and above and below 75%) in each semester shall be granted by the College Academic Committee. However this condonation concession is applicable only to any one semester during entire programme.
- c) Shortage of Attendance **below** 65% in aggregate shall not be condoned and not eligible to write their end semester examination of that class.
- d) Students whose shortage of attendance is not condoned in any semester are not eligible to write their end semester examination of that class.
- e) A prescribed fee of Rs. 500/- shall be payable towards condonation of shortage of attendance.
- f) A student shall not be promoted to the next semester unless, he satisfies the attendance requirement of the present semester, as applicable. They may seek re-admission into that semester when offered next. If any candidate fulfills the attendance requirement in the present semester, he shall not be eligible for re-admission into the same class.

5. Examinations and Scheme of Evaluation

The distribution of marks for internal and external examinations shall be evaluated subject-wise as follows:

S.No	Component	Internal	External	Total
1	Theory	25	75	100
2	Project	--	100	100
3	Laboratory	20	30	50
4	Comprehensive Viva- voce	--	50	50

a) Internal Assessment

- 25 marks for internal assessment, 10 marks are for seminar/presentation and 15 marks are based on **average** of two mid- term examinations.
- 10 marks for presentation (5 marks are for report content and 5 marks are for presentation).
- Each mid-term examination is conducted for 15 marks with one and half hours (90 mins) duration. Each mid-term examination consists of three questions, each for 5 marks. All questions need to be answered.
- The final marks are the sum of average of two mid-term examinations for 15 marks and 10 marks for presentation.

b) External Assessment

The semester end examination shall be conducted for a duration of three hours with 5 questions and one case study which is compulsory. All questions are to be answered and for each question has **“either or”** option except case study. All 5 questions carry 12 marks each and case study carries 15 marks, total becomes 75 marks.

c) Laboratory Course

- For practical subjects distribution shall be 20 marks for internal evaluation and 30 marks for the end semester examinations. There shall be continuous evaluation by the internal subject teacher during the semester for 20 internal marks. Out of 20 marks for internal, 10 marks shall be for day-to-day performance (5 marks for day-

to-day evaluation and 5 marks for Record) and 10 marks shall be evaluated by conducting an internal test conducted at the end of semester.

- ii) End semester laboratory examination shall be conducted for 30 marks with two examiners, one of them being the Laboratory Class Teacher and second examiner shall be appointed by the College. The total 30 marks are break-up as 5 marks for procedure, 15 marks for experimentation and 5 marks each for results and Viva-Voce.

d) Comprehensive Viva-Voce

Comprehensive Viva-Voce examination is conducted in all the subjects of four semester course for 50 marks at the end of fourth semester by a committee consisting of an external examiner appointed by College, senior faculty member of the department and HOD. There are no internal marks for this course. A student shall secure minimum 50% of marks for successful completion. In case, if a student fails, he/she shall reappear as and when semester supplementary examinations are conducted by the College.

e) Project Work (Industrial Project based on Summer Internship)

- i) Project Work (Industrial Project based on Summer Internship) shall be completed in collaboration with an industry. Student shall pursue project work in the industry during summer vacation after completion of first year. The student shall register for the course as per course structure after commencement of academic year. The students shall take up this course under the guidance of a supervisor from concerned department. The supervisor shall maintain attendance of course for the students allotted. Attendance requirements are as per the norms of College. After completion, students shall submit a technical report and presented before committee at the end of III semester. A certificate from industry shall be included in the report. Student needs to submit plagiarism report (not exceeding 30% similarity) along with the guide certificate in the final project report.
- ii) Each student shall give one internal seminar (pre-talk) on the topic of his/her project as a prerequisite for submission of the final project report.
- iii) It shall be evaluated for 100 external marks at the end of semester. Out of 100 marks, 50 marks shall be awarded for dissertation and 50 marks for project Viva-Voce. Project is evaluated by Board of Evaluators (BOE). Consisting of external

examiner appointed/nominated by the College, Internal project guide and Head of the Department.

- iv) A student shall secure minimum 50% of marks for successful completion. In case, if a student fails, he/she shall reappear as and when semester supplementary examinations are conducted by the College.
- f) The MOOCs course in I semester shall be registered and pass through SWAYAM/NPTEL only. The grade obtained in the MOOCs course will be printed on the grade sheet/transcript. In case the student fails in the MOOCs course, he/she shall register the same or another course through MOOCs in the same domain and pass.

6. Eligibility to award MBA degree

A student will be declared eligible for the award of the MBA Degree if he fulfills the following academic regulations.

- a) Pursued a course of study for not less than two academic years and not more than four academic years.
- b) Registered for **104** credits and secured **104** credits.
- c) Students, who fail to complete their two years course of study within four years or fail to acquire the **104** credits for the award of the degree within four academic years from year of admission, shall **forfeit** their seat in MBA course and their admission shall stand cancelled.

7. Course Pattern

- a) The entire course of study is for two academic years (four semesters); all the years are in semester pattern.
- b) A student eligible to appear for the end semester examination in a subject, but absent from it or has failed in the end semester examination, may write the exam in that subject as and when College conducted next.
- c) When a student has shortage of attendance, he/she may be re-admitted into the same semester/year in which he has been detained. However, the academic regulations under which he was **first admitted** shall continue to be applicable to him.

8. Criteria for passing a course and award of grades

a) Criteria for passing a course

- i) A candidate shall be declared to have passed in individual theory/ laboratory / project course if he secures a minimum of 50% aggregate marks (internal & semester end examination marks put together), subject to a minimum of 40% marks in the semester end examination.
- ii) A candidate shall be declared to have passed in comprehensive viva- voce, if he secures a minimum of 50% marks.
- iii) In case the candidate does not secure the minimum academic requirement in any subject (as specified in (i) & (ii) above) he/she has to re-appear for the end semester examination in that subject. A candidate shall be given **one** chance to re-register for each subject provided the internal marks secured by a candidate **are less than 50% and has failed in the end examination**. In such a case, the candidate must re-register for the subject(s) and secure the required minimum attendance. The attendance in the re-registered subject(s) shall be calculated separately to decide upon his eligibility for writing the end examination in those subject(s). In the event of the student taking another chance, his internal marks and end examination marks obtained in the previous attempt shall **stands cancelled**. For re-registration the candidates have to apply to the College through college by paying the requisite fees and get approval from College before start of semester in which re-registration is sought.

b) Award of grades: Method of awarding grade point and grade in each course based on his performance is given below.

Marks Range Theory / Project Work (Max – 100)	Marks Range Laboratory/ Comprehensive Viva-Voce (Max – 50)	Letter Grade	Level	Grade Point
≥ 90	≥ 45	O	Excellent	10
≥80 to <90	≥40 to <45	S	Very Good	9
≥70 to <80	≥35 to <40	A	Good	8
≥60 to <70	≥30 to <35	B	Fair	7
≥50 to <60	≥25 to <30	C	Satisfactory	6
<50	<25	F	Fail	0
		AB	Absent	0

9. Computation of Cumulative and Semester Grade Point Averages

The UGC recommends the following procedure to compute the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA).

- a) *Semester Grade Point Average*: **SGPA**(S_k) of k th semester (1 to 4) is ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the total number of credits of all the courses undergone/registered by a student, i.e

$$SGPA(S_k) = \frac{\sum_{i=1}^n (C_i \times G_i)}{\sum_{i=1}^n C_i}$$

Where C_i is the number of credits of the i th course/subject in a semester and G_i is the grade point scored by the student in the i th course/subject and n is the number of courses/subjects registered in that semester.

- b) *Cumulative Grade Point Average*: The CGPA is calculated in the same manner taking into account all the 'm' courses/subjects registered by student over all the semesters of a Programme i.e., in all 4 semesters

$$CGPA = \frac{\sum_{i=1}^m (C_i \times S_i)}{\sum_{i=1}^m C_i}$$

Where S_i is SGPA of i th sem and C_i is total number of credits in that semester.

- c) SGPA and CGPA shall be rounded off to 2 decimal points and reported in transcripts.
- d) As per AICTE regulations, conversion of CGPA into equivalent percentage as follows:
Equivalent Percentage = (CGPA – 0.75) x 10
- e) Illustration of Computation of SGPA and CGPA

Illustration for SGPA: Let us assume there are 6 subjects in a semester. The grades obtained as follows:

Course	Credit	Grade Obtained	Grade point	Si= Credit Point (Credit x Grade)
Subject 1	4	A	8	4 X 8 = 32
Subject 2	4	B	7	4 X 7 = 28
Subject 3	4	C	6	4 X 6 = 24
Subject 4	4	O	10	4 X 10 = 40
Subject 5	4	S	9	4 X 9 = 36
	20			160

Thus, **SGPA = 160/20 = 8.0**

Illustration for **CGPA**:

Semester 1	Semester 2	Semester 3	Semester 4
Credit: 20 SGPA: 8.0	Credit: 24 SGPA: 7.8	Credit: 20 SGPA: 6.6	Credit: 28 SGPA: 6.0

Thus, $CGPA = (20 \times 8.0 + 24 \times 7.8 + 20 \times 6.6 + 28 \times 6.0) / 92 = 7.03$

10. Award of Class

After a student has satisfied the requirements prescribed for the completion of the program and is eligible for the award of MBA Degree he shall be placed in one of the following four classes:

Class Awarded	CGPA to be secured	Remarks
First Class with Distinction	≥ 7.75 (Without any supplementary appearance)	From the CGPA secured from 198 Credits
First Class	≥ 7.75 (With any supplementary appearance)	
	≥ 6.75 & < 7.75 (Without any supplementary appearance)	
Second Class	≥ 6.75 and < 7.75 (With any supplementary appearance)	
	≥ 6.0 to < 6.75 (Without any supplementary appearance)	
Pass Class	≥ 6.0 to < 6.75 (With any supplementary appearance)	

11. Withholding of Results

If the student is involved in indiscipline/malpractices/court cases, the result of the student will be withheld.

12. a) Supplementary Examinations

- i) Supplementary examinations will be conducted twice in a year at the end of odd and even semesters as per the College norms & Regulations.
- ii) Semester end supplementary examinations shall be conducted till next regulation comes into force for that semester after the conduct of the last set of regular examinations under the present regulation.
- iii) Thereafter, supplementary examinations will be conducted in the equivalent courses as decided by the Board of Studies concerned.

b) Advanced Supplementary Examinations:

Candidates failed in theory/comprehensive Viva-Voce/project work courses in 4th semester can appear for advanced supplementary examinations conducted the College as per the norms & regulations.

13. Revaluation and Recounting

Recounting of Marks in the End Semester Examination: A student can request for recounting of his/her answer book on payment of a prescribed fee as per College norms.

Revaluation or Revaluation by Challenge of the End Semester Examination: A student can request for Revaluation or Revaluation by Challenge of his/her answer book on payment of a prescribed fee as per College norms.

14. Malpractices in Examinations: Disciplinary action shall be taken in case of malpractices during mid/end examinations as per rules framed by College.

15. Transitory Regulations (for R19)

- a) Discontinued or detained candidates are eligible for re-admission as and when next offered as per College norms.
- b) The re-admitted candidate will be governed by the rules & regulations under which the candidate has been admitted.
- c) In case of transferred students from other Universities, credits shall be transferred to JNTUK as per academic regulations and course structure of JNTUK.

- d) The students seeking transfer to colleges affiliated to JNTUK from other universities/institutions have to obtain the credits of any equivalent subjects as prescribed by JNTUK. In addition, the transferred candidates have to pass the failed subjects at the earlier College/institute, with already obtained internal/sessional marks, to be conducted by JNTUK.

16. GENERAL

- a) Wherever the words “he”, “him”, “his”, occur in the regulations, they include “she”, “her”, “hers”.
- b) The academic regulation should be read as a whole for the purpose of any interpretation.
- c) In the case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Vice-Chancellor is final.
- d) The College may change or amend the academic regulations or syllabi at any time and the changes or amendments made shall be applicable to all the students with effect from the dates notified by the College.

MALPRACTICES RULES

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

	Nature of Malpractices/Improper conduct	Punishment
	<i>If the candidate:</i>	
1. (a)	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination)	Expulsion from the examination hall and cancellation of the performance in that subject only.
(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.
2.	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that Semester/year. The Hall Ticket of the candidate is to be cancelled and sent to the College.
3.	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate who has been impersonated, shall be cancelled in all

		the subjects of the examination (including practicals and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all College examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he will be handed over to the police and a case is registered against him.
4.	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all College examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5.	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that subject.
6.	Refuses to obey the orders of the Chief Superintendent/Assistant – Superintendent / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall of any injury to his person or to	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The candidates also are debarred and forfeit their seats.

	any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	In case of outsiders, they will be handed over to the police and a police case is registered against them.
7.	Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all College examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
8.	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat.
9.	If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper	Student of the colleges expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical

	conduct mentioned in clause 6 to 8.	examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the College will be handed over to police and, a police case will be registered against them.
10.	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year.
11.	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester/year examinations.
12.	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the College for further action to award suitable punishment.	

Malpractices identified by squad or special invigilators

1. Punishments to the candidates as per the above guidelines.
2. Punishment for institutions: (if the squad reports that the college is also involved in encouraging malpractices)
 - (i) A show cause notice shall be issued to the college.
 - (ii) Impose a suitable fine on the college.
 - (iii) Shifting the examination centre from the college to another college for a specific period of not less than one year



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COURSE STRUCTURE & SYLLABUS

MASTER OF BUSINESS ADMINISTRATION (MBA)

(For Two-Year PG Programme)

(Applicable for batches admitted from 2023-24)

SEMESTER-WISE COURSE STRUCTURE**I Year - I Semester****MBA**

S.No	Course Code	Courses	Marks	L	T	P	C
1	23MBA1T01	Management and Organizational Behavior	100	4	0	0	4
2	23MBA1T02	Managerial Economics	100	4	0	0	4
3	23MBA1T03	Accounting for Managers	100	4	0	0	4
4	23MBA1T04	Quantitative Analysis for Business Decisions	100	4	0	0	4
5	23MBA1T05	Legal and Business Environment	100	4	0	0	4
6	23MBA1T06	Business Communication and Soft skills	100	4	0	0	4
7	23MBA1OE1 23MBA1OE2 23MBA1OE3	Open Elective: • Cross Cultural Management • Rural Innovation projects • MOOCs : SWAYAM/NPTEL- Related to Management Courses other than listed courses in the syllabus	100	4	0	0	4
8	23MBA1L06	Business Communication and Soft skills Lab	50	0	0	2	2
9	23MBA1L01	Information Technology - Lab1 (Spreadsheet and Tally)	50	0	0	2	2
Total			800	28	0	4	32

I Year - II Semester**MBA**

S.No	Course Code	Courses	Marks	L	T	P	C
1	23MBA2T01	Financial Management	100	4	0	0	4
2	23MBA2T02	Human Resource Management	100	4	0	0	4
3	23MBA2T03	Marketing Management	100	4	0	0	4
4	23MBA2T04	Operations Management	100	4	0	0	4
5	23MBA2T05	Business Research Methods	100	4	0	0	4
6	23MBA2OE1 23MBA2OE2 23MBA2OE3 23MBA2OE4	Open Elective: Project Management Technology Management Lean Management Database Management System	100	4	0	0	4
7	23MBA2L01	IT-lab 2(Programming R)	50	0	0	2	2
Total			650	24	0	2	26

SEMESTER-WISE COURSE STRUCTURE

Human Resource Management (III Sem)

S.No	Course Code	Course Name	L	T	P	C
1	23MBA3T01	Strategic Management	4	0	0	4
2	23MBA3T02	Operations Research	4	0	0	4
3	23MBA3EH1 23MBA3EH2 23MBA3EH3 23MBA3EH4 23MBA3EH5	Elective: Any 4 Subjects Leadership and Change Management Performance Evaluation and Compensation Management Human Resource Metrics and Analytics Human Capital Management Manpower Planning, Recruitment, and Selection	4	0	0	3
4	23MBA3P01	Industrial Project based on Summer Internship	4	0	0	4
Total			28	0	0	24

Human Resource Management (IV Sem)

S.No	Course Code	Course Name	L	T	P	C
1	23MBA4T01	Supply Chain Management and Analytics	4	0	0	4
2	23MBA4T02	Innovation and Entrepreneurship	4	0	0	4
3	23MBA4EH1 23MBA4EH2 23MBA4EH3 23MBA4EH4 23MBA4EH5	Elective: Any 4 Subjects Labor Welfare and employment laws International HRM Employee Relations and Engagement Human Resources Development Strategic HRM	4 4 4 4	0 0 0 0	0 0 0 0	3 3 3 3
4	23MBA4CV1	Comprehensive Viva- voce	0	0	0	2
Total Marks / Credits			28	0	0	22

- * The project work documentation shall be checked with anti plagiarism software (Turnitin). The permissible similarity shall be less than 30%.
- * Comprehensive Viva is to verify the student knowledge as a whole from which he was studied during the two year course work.

FINANCE (III Sem)

S. No	Course Code	Course Name	L	T	P	C
1	23MBA3T01	Strategic Management	4	0	0	4
2	23MBA3T02	Operations Research	4	0	0	4
3	23MBA3EF1 23MBA3EF2 23MBA3EF3 23MBA3EF4 23MBA3EF5	Elective: Any 4 Subjects Investment Analysis and Portfolio Management Managing Banks and Financial Institutions Financial Markets and Services Mergers, Acquisitions and Corporate Restructuring Taxation	4	0	0	3
7	23MBA3P01	Industrial Project based on Summer Internship	4	0	0	4
Total			28	0	0	24

FINANCE (IV Sem)

S. No	Course Code	Course Name	L	T	P	C
1	23MBA4T01	Supply Chain Management and Analytics	4	0	0	4
2	23MBA4T02	Innovation and Entrepreneurship	4	0	0	4
3	23MBA4EF1 23MBA4EF2 23MBA4EF3 23MBA4EF4 23MBA4EF5	Elective: Any 4 Subjects	4	0	0	3
4		Financial Derivatives	4	0	0	3
5		Global Financial Management	4	0	0	3
6		Financial Risk Management	4	0	0	3
7		Strategic Financial Management	4	0	0	3
6		Behavioural Finance	4	0	0	3
7	23MBA4CV1	Comprehensive Viva- voce	0	0	0	2
Total Marks / Credits			28	0	0	22

- * The project work documentation shall be checked with anti plagiarism software (Turnitin). The permissible similarity shall be less than 30%.
- * Comprehensive Viva is to verify the student knowledge as a whole from which he was studied during the two year course work.

23MBA1T01- **MANAGEMENT AND ORGANIZATIONAL BEHAVIOR**

Course Category	Professional Core	Credits	4
Course Type	Theory	L-T-P	4-0-0
Year	I	CIE Marks	25
Sem.	I	SEE Marks	75
		Total Marks	100

Objective:

- Objective of the course is to give a basic perspective of Management. This will form foundation to study other functional areas of management and to provide the students with the conceptual framework and the theories underlying Organizational Behaviour.

COURSE CONTENTS

UNIT – I

Definition, Nature, Functions and Importance of Management – Evolution of Management thought – Scientific management, administrative management, Hawthorne experiments – systems approach - Levels of Management - Managerial Skills - Planning – Steps in Planning Process – importance and Limitations – Types of Plans - Characteristics of a sound Plan - Management By Objectives (MBO) - Techniques and Processes of Decision Making - Social Responsibilities of Business

UNIT-II

Organizing – Principles of organizing – Organization Structure and Design – Types of power - Delegation of Authority and factors affecting delegation – Span of control – Decentralization – Line and staff structure conflicts - Coordination definition and principles - Emerging Trends in Corporate Structure – Formal and Informal Organization- Nature and importance of Controlling, process of Controlling, Requirements of effective control and controlling techniques.

UNIT – III

Organizational behavior: Nature and scope – Linkages with other social sciences – Individual roles and organizational goals – perspectives of human behavior - Perception– perceptual process – Learning - Learning Process- Theories - Personality and Individual Differences - Determinants of Personality - Values, Attitudes and Beliefs - Creativity and Creative thinking.

UNIT – IV

Motivation and Job Performance – Content and process Theories of Motivation - Leadership - Styles - Approaches – Challenges of leaders in globalized era – Groups – stages formation of groups – Group Dynamics - Collaborative Processes in Work Groups - Johari Window- Transactional Analysis.

UNIT – V:

Organizational conflict-causes and consequences-conflict and Negotiation Team Building, Conflict Resolution in Groups and problem solving Techniques – Organizational change - change process - resistance to change - Creating an Ethical Organization.

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

References:

1. Harold Koontz, Heinz Weihrich, A.R. Aryasri, Principles of Management, TMH, 2010.
2. Dilip Kumar Battacharya, Principles of Management, Pearson, 2012.
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5. K.Anbuvelan, Principles of Management, University Science Press, 2013.
6. K. Aswathappa – Organisational Behaviour-Text, Cases and Games , Himalaya Publishing House, New Delhi,2008.
7. Steven L Mc Shane, Mary Ann Von Glinow, Radha R Sharma: – Organisational Behaviour , TMH Education, New Delhi, 2008

23MBA1T02 - **MANAGERIAL ECONOMICS**

Course Category	Professional Core	Credits	4
Course Type	Theory	L-T-P	4-0-0
Year	I	CIE Marks	25
Sem.	I	SEE Marks	75
		Total Marks	100

Objective:

This subject seeks to equip the students with the analytical tools of Economics and apply the same to rational managerial decision-making. It further seeks to develop economic way of thinking in dealing with practical business problems and challenge.

COURSE CONTENTS

UNIT-I:

Introduction to Managerial Economics: Nature and Scope- Fundamental Concepts: Incremental reasoning, Concept of Time Perspective, Discounting Principle, Opportunity Cost Principle, Equi - Marginal Concept, - Theory of Firm.

UNIT-II:

Demand Analysis and Forecasting: Concepts of Demand, Supply, Determinants of Demand and Supply, Elasticities of Demand and Supply- Methods of demand forecasting for established and new products.

UNIT-III:

Cost and Production Analysis: Cost: Concept and types, Cost-Output Relationships, Cost Estimation, Reduction and Control- Economies and Diseconomies of Scale- Law of Variable Proportions- Returns to Scale- Isoquants-Cobb- Douglas and CES Production functions.

UNIT-IV:

Theory of Pricing: Price determination under Perfect Competition, Monopoly, Oligopoly and Monopolistic Competitions- Methods of Pricing- Game Theory basics- Dominant Strategy-Nash Equilibrium and Prisoner's Dilemma.

UNIT-V:

Macro Economics and Business: Concept, Nature and Measurement of National Income- Inflation and Deflation: Inflation - Meaning and Kinds, Types, Causes and measurement of inflation Measures to Control Inflation, Deflation- - Philips curve- Stagflation-Theory of Employment- Business cycles: Policies to counter Business Cycles.

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

References:

1. D.M. Mithani, Managerial Economics, Himalaya Publishing House
2. H. Craig Peterson, W. Cris Lewis, Managerial Economics, Pearson, 2005.
3. Gupta G.S., Managerial Economics, TMH, 1988.
4. P.L. Mehta, Managerial Economics, PHI, 2001.
5. K.K. Dawett, Modern Economic Theory, Sultan Chand & Sons.
6. D.N. Dwivedi, Managerial Economics, 7th Ed, Vikas Publishing.
7. Rangarajan and Dholkia, Macroeconomics, TMH.

23MBA1T03 - **ACCOUNTING FOR MANAGERS**

Course Category	Professional Core	Credits	4
Course Type	Theory	L-T-P	4-0-0
Year	I	CIE Marks	25
Sem.	I	SEE Marks	75
		Total Marks	100

Objective:

The objective of this course is to acquaint the students regarding various accounting concepts and its application in managerial decision making.

COURSE CONTENTS

UNIT – I:

Financial Accounting- concept, Importance and scope, accounting principles, accounting cycle, journal ledger, trial balance, Preparation of final accounts with adjustments.

UNIT – II:

Analysis and interpretation of financial statements – meaning, importance and techniques, ratio analysis, Fund flow analysis, cash flow analysis (AS - 3).

UNIT – III:

Cost accounting–meaning, importance, methods, techniques; classification of costs and cost sheet; Inventory valuation methods- LIFO, FIFO, HIFO and weighted average method, an elementary knowledge of activity based costing.

UNIT – IV:

Management accounting – concept, need, importance and scope; budgetary control–meaning, need, objectives, essentials of budgeting, different types of budgets and their preparation.

UNIT-V:

Standard costing and variance analysis (materials, labour)-Marginal costing and its application in managerial decision making, Break Even Analysis.

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

References:

1. MAHESWARI AND MAHESWARI" Financial Accounting", Vikas Publishing House, New Delhi, 2013.
2. Pandey, I.M. Management Accounting, Vikas Publishing House, New Delhi.
3. Horngen, Sundem & Stratton, Introduction to Management Accounting, Pearson Education, New Delhi.
4. Hansen & Mowen, Cost Management, Thomson Learning.
5. Mittal, S.N. Management Accounting and Financial management, Shree Mahavir Book Depot, New Delhi.
6. Jain S.P. and Narang K.L. Advanced Cost Accounting, Kalyani Publishers Ludhiana.
7. Khan M.Y. and Jain, P.K. Management Accounting, TMH, N. Delhi.

23MBA1T04 - **QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS**

Course Category	Professional Core	Credits	4
Course Type	Theory	L-T-P	4-0-0
Year	I	CIE Marks	25
Sem.	I	SEE Marks	75
		Total Marks	100

Objective:

Students would be able to acquire an understanding of descriptive statistical tools like measures of central tendency & measures of variation and apply these tools to real life situations.

COURSE CONTENTS

UNIT I

Basic Mathematical & Statistical Techniques: Linear, Quadratic, Logarithmic and Exponential Functions- Permutations and Combinations – Matrices - Elementary operations of matrices.

UNIT II

Measures of Central Tendency – Measures of Dispersion – Simple Correlation and Regression Analysis Concept of Probability- Probability Rules – Joint and Marginal Probability – Baye's Theorem- Probability Distributions- Binomial, Poisson, Normal and Exponential Probability Distributions.

UNIT III

Introduction to Decision Theory: Steps involved in Decision Making, different environments in which decisions are made, Criteria for Decision Making, Decision making under uncertainty, Decision making under conditions of Risk-Utility as a decision criterion, Decision trees, Graphic displays of the decision making process, Decision making with an active opponent.

UNIT-IV

Sampling and Sampling Distributions – Estimation – Point and Interval Estimates of Averages and proportions of small and Large Samples – Concepts of Testing Hypothesis – One Sample Test for Testing Mean and Proportion of Large and Small Samples.

UNIT-V

Tests Two Samples –Tests of Difference between Mean and Proportions of Small and Large Samples – Chi- square Test of Independence and Goodness of Fitness- Analysis of Variance.

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

References:

1. N.D. Vohra: –Quantitative Techniques in Management , Tata-McGraw Hill
1. Private Limited, New Delhi, 2011.
2. Gupta S.P: –Statistical Methods , S. Chand and Sons, New Delhi.
3. Anand Sharma: –Quantitative Techniques for Business decision Making ,
4. Himalaya Publishers, New Delhi, 2012.
5. D P Apte: –Operation Research and Quantitative Techniques , Excel Publication, New Delhi, 2013.
6. Hamdy, A. Taha: –Operations Research: An Introduction , Prentice-Hall of India, New Delhi 2003.
7. Anderson: –Quantitative Methods for Business , Cengage Learning, New Delhi 2013.
8. Sancheti, Dc & VK Kapoor, –Business Mathematics , S Chand and Sons, New Delhi.

23MBA1T05 - LEGAL AND BUSINESS ENVIRONMENT

Course Category	Professional Core	Credits	4
Course Type	Theory	L-T-P	4-0-0
Year	I	CIE Marks	25
Sem.	I	SEE Marks	75
		Total Marks	100

Objective:

To acquaint students with the issues of Indian business environment in which business has to operate, to relate the impact of environment on business in an integrated manner, and to give an exposure to important commercial and industrial laws.

COURSE CONTENTS**UNIT-I**

Introduction: Concept of Business Environment-Definition-Characteristics-Environmental factors, Importance at national and international level – problems and challenges – Environmental Scanning: Importance, Process of scanning- NITI Aayog: It's Role in Economic Development of India- Technological Environment: Features, Its impact on Business, Restraints on Technological Growth.

UNIT-II

Economic and Political Environment: Concept-Definition of Economic Environment-Economic Systems- Relative merits and demerits of each systems-Economic Policies-Monetary-Fiscal-Industrial policies since independence and their significance – regulatory and promotional framework. Structure of Indian Economy- Nature and significance. Economic Planning- Objectives, Merits, Limitations- Concept and Meaning of Political Environment.

UNIT-III

Legal Environment: - Business Law: Meaning, scope and need for Business Law- Source of Business Law- Indian Contract Act 1872: Its Essentials, Breach of Contract and remedies. Intellectual Property Rights. Negotiable Instruments Act 1881.

UNIT-IV

Company Act 2013: Memorandum and Articles of Association-Partnership Act 1932: Duties of Partners- Dissolution of Partnership-Information Technology Act 2000: Digital signature- Cyber Frauds.

UNIT-V

Miscellaneous Acts: Sales of Goods Act 1930-Sale- agreement to Sale – Implied Conditions and Warranties- Consumer Protection Act 1986- Competition Act- Environment (Protection) Act 1986- Foreign Exchange Management Act (FEMA).

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

References:

1. Francis Cherunillam, Business Environment, Himalaya Publishers.
2. K. Aswathappa, Essentials of Business Environment, Himalaya Publishers.
3. P.K. Dhar, Indian Economy Growing Dimensions, Kalyani Publishers 4.
4. N.D. Kapoor, Mercantile Law, Sultan Chand Publishers.
5. Chaula and Garg, Mercantile Law, Kalyani Publishers

23MBA1T06 - BUSINESS COMMUNICATIONS AND SOFT SKILLS

Course Category	Professional Core	Credits	4
Course Type	Theory	L-T-P	4-0-0
Year	I	CIE Marks	25
Sem.	I	SEE Marks	75
		Total Marks	100

Objective:

To acquaint the students with fundamentals of communication, help them honing oral, written and non-verbal communication skills and to transform them as effective communicators.

COURSE CONTENTS**UNIT – I**

Purpose and process of communication: Objectives of Communication-Process of Communication- Types of communication; noise, listening skills, Types of listening, essentials of good listening and tips.

LAB: LISTENING AND SPEAKING SKILLS- Conversational skills (formal and informal) – group discussion. Listening to lectures, discussions, talk shows, news programmes, dialogues from TV/radio/Ted talk/Podcast – watching videos on interesting events on YouTube. (Presenting before the class).

UNIT – II

Managing Organizational Communication: Formal and Informal Communication- Interpersonal and Intrapersonal communication- Role of Emotion in Interpersonal Communication- Barriers to Interpersonal Communication- Exchange Theory-Gateways for Effective Interpersonal Communication.

LAB: Organizational Communication:

Choosing the organization – goal setting - time management — leadership traits – team work – communicating across teams- designing career and life planning.

UNIT – III

Non verbal communication and Body Language: Kinesics, Proxemics, Paralanguage, Haptics, handshakes, appropriate body language and mannerisms for interviews: business etiquettes- across different cultures.

LAB: Understanding Body Language Aspects and presenting oneself to an interviewer, Proper handshakes.

UNIT – IV

Written communication: mechanics of writing, report writing- business correspondence- business letter format- Meetings and managing meetings- Resume writing-Formats and Skills.

LAB: Writing job applications – cover letter – resume – emails – letters – memos – reports – blogs – writing for publications.

UNIT- V

Presentation skills: prerequisites of effective presentation, format of presentation; Assertiveness –strategies of assertive behavior; Communication skills for group discussion and interviews, Interview Techniques.

LAB: Designing presentations and enhancing presentation skills.

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

References:

1. Mallika Nawal: –Business Communication , Cengage Learning, New Delhi, 2012.
2. Edwin A. Gerloff, Jerry C. Wofford, Robert Cummins Organisational Communication: The key stone to managerial effectiveness.
3. Meenakshi Rama: –*Business Communication* , Oxford University Press, NewDelhi
4. C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan, Business Communication, Himalaya Publishing House, Mumbai
5. Paul Turner: –*Organisational Communication* , JAICO Publishing House, New Delhi.
6. Sathya Swaroop Debasish, Bhagaban Das –*Business Communication* , PHI Private Limited, New Delhi, 2009.
7. R.K. Madhukar: –Business Communication , Vikas Publishing House, New Delhi, 2012.
8. Kelly M Quintanilla, Shawn T. Wahl:–Business and Professional Communication , SAGE, New Delhi, 2012.
9. Sangita Mehta, Neety Kaushish: –Business Communication , University Science Press, New Delhi, 2010.
10. Anjali Ghanekar: –Business Communication Skills , Everest Publishing House, New Delhi, 2011

23MBA1OE1 - **CROSS CULTURAL MANAGEMENT**

Course Category	Open Elective	Credits	4
Course Type	Theory	L-T-P	4-0-0
Year	I	CIE Marks	25
Sem.	I	SEE Marks	75
		Total Marks	100

Objective:

The objective of this course is to enhance the ability of class members to interact effectively with people from cultures other than their own, specifically in the context of international business. The course is aimed at significantly improving the ability of practicing managers to be effective global managers.

COURSE CONTENTS

UNIT – I

Introduction – Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stakeholders [managers, employees, shareholders, suppliers, customers and others] – An Analytical framework.

UNIT – II

Culture and Global Management – Global Business Scenario and Role of Culture. Framework for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/ of an Indian MNC and Foreign MNC & High-Performance Winning Teams and Cultures; Culture Implications for Team Building.

UNIT – III

Cross Culture – Negotiation & Decision Making – Process of Negotiation and Needed Skills & Knowledge Base – Overview with two illustrations from multicultural contexts [India – Europe/ India – US settings, for instance]; International and Global Business Operations- Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context.

UNIT – IV

Global Human Resources Management – Staffing and Training for Global Operations – Expatriate – Developing a Global Management Cadre.. Motivating and Leading; Developing the values and behaviours necessary to build high-performance organization personnel [individuals and teams included] – Retention strategies.

UNIT – V

Corporate Culture – The Nature of Organizational Cultures Diagnosing the As is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement.

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

References:

1. Cashby Franklin, Revitalize your corporate culture: PHI, Delhi
2. Deresky Helen, International Management: Managing Across Borders and Cultures, PHI, Delhi
3. Esenn Drlarry, Rchildress John, The Secret of a Winning Culture: PHI, Delhi

23MBA1OE2 - **RURAL INNOVATIONS PROJECTS**

Course Category	Open Elective	Credits	4
Course Type	Theory	L-T-P	4-0-0
Year	I	CIE Marks	25
Sem.	I	SEE Marks	75
		Total Marks	100

Objective:

To make the students understand various natural resources and their importance in rural development.

COURSE CONTENTS

UNIT - I

Definition and meaning of Resources, Types of Rural Resources, Natural and Man-made, Characteristics of Resources, Importance of different resources in Rural Development. Rural Governance and Administration in India- Pre & Post independence- Elements of Indian Constitution Constitutional amendment to Panchayati Raj system- Development (Department) Administration in Rural India.

UNIT - II

Land Resources development experience: Classification of land based on utility, Soils – Structure and importance, Properties of Soil- Physical and Chemical, Soil Conservation- methods and importance. Status of Rural Development in the SAARC countries.

UNIT - III

Human Resources Dimensions of Rural Development-Quantitative aspects of rural human resource (Gender & Age wide classification, Density, Issue in rural human resources- Scarcity, lack of skill, attitude, and social status). Food security and public distribution system-Rural Financial Sector –Sources of Rural Credit: Institutional and Non Institutional - Service Delivery System in Rural areas, Rural Infrastructural Sector and Millennium Development Goals Housing in Rural Areas.

UNIT - IV

Approaches of Rural Development in India- institutional, technological, area and target group, participatory, individualistic. Rural Development Policies during different plan periods. Strategies of Rural Development – growth oriented strategy, Welfare strategy, Responsive strategy, Holistic strategy, right-based strategy. PURA Model.

UNIT - V

Review of Rural Development Programmes in the area of agricultural sector – crop, non- crop, livestock, fishery, forestry. Review of Rural Development Programmes in area of Social Sectors – Health, Sanitation and Education. Project Planning and Management.

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

References:

1. Rural Development: Principles, Policies and Management, Katar Singh, Sage Publications India Pvt. Ltd., 2009.
2. Soil & Water Conservation & Watershed Management Hardcover – 2012, Singh PK Mahnot

23MBA1OE3 - MOOCs: SWAYAM/NPTEL- RELATED TO MANAGEMENT COURSES OTHER THAN LISTED COURSES IN THE SYLLABUS

Course Category	OE	Credits	4
Course Type	Theory	L-T-P	4-0-0
Year	I	CIE Marks	25
Sem	I	SEE Marks	75
		TOTAL MARKS	100

COURSE CONTENTS

NOTE: Students opting for SWAYAM should register for 12 weeks course and need to produce the Pass certificate with minimum 40% (Percentage) for receiving the Academic Credits. The actual percentage mentioned on the certificate will be transferred to the marks memo.

23MBA1L06**- BUSINESS COMMUNICATION AND SOFT SKILLS LAB**

Course Category	Professional Core	Credits	2
Course Type	Practicals	L-T-P	0-0-2
Year	I	CIE Marks	20
Sem.	I	SEE Marks	30
		Total Marks	50

COURSE CONTENTS**(LAB):****Lab Evaluation Process:**

- i) For practical (LAB) subject the distribution shall be **20 marks** for internal evaluation and **30 marks** for the semester end examinations. There shall be continuous evaluation by the internal subject teacher during the semester for **20** internal marks. Out of the **20 marks internal, 10** marks shall be for day-to-day performance (**5 marks for day-to-day evaluation and 5 marks for Record**) and **10 marks** shall be evaluated by conducting an internal test towards the end of semester.
- ii) Semester End examination shall be conducted by the teacher concerned and external examiner for **30 marks. Three QUESTIONS will be given in the external examination from the activities listed in each unit. Each question carries 10 marks. Duration of the examination is 90 minutes.**

UNIT - I

Listening and speaking skills- Conversational skills (formal and informal) – group discussion. Listening to lectures, discussions, talk shows, news programmes, dialogues from TV/radio/Ted talk/Podcast – watching videos on interesting events on YouTube. (Presenting before the class).

Activities for Unit-1:

- 1) Dos and Don'ts of Group Discussions.
- 2) Tell me about yourself.
- 3) Self SWOT Analysis

- 4) Analysis of Academic Video clip uploaded on the system for the student.
- 5) News Presentation- Current affairs.

UNIT – II

Organizational Communication:

Choosing the organization – goal setting - Time management — leadership traits – Team work – communicating across teams- designing career and life planning.

Activities for Unit-II:

- 1) Individual goal setting – process / SMART goals.
- 2) Designing a team activity to be conducted in the class.
- 3) Preparing a schedule plan for conducting an event (with proper time management).
- 4) Designing a self career plan.
- 5) Prepare a time management chart for your daily schedule. (Prioritization)

UNIT – III

Non verbal communication and Body Language:

Understanding Body Language Aspects and presenting oneself to an interviewer, Proper handshakes.

Activities for Unit-III:

- 1) Maintaining the body language for interviews.
- 2) Presenting oneself to an interviewer.
- 3) Importance of kinesics in an interview.
- 4) Role plays on cross cultural communication.

UNIT – IV

Written communication:

Writing job applications – cover letter – resume – emails – letters – memos – reports – blogs – writing for publications.

Activities for Unit-IV:

- 1) Preparation of effective Resume.

- 2) Write dialogues for the following situation: Mr. A calls a Hotel in Shimla to make a reservation for four people.
- 3) Write dialogues for the following situation: Mr.K gives direction to his friend how to reach the JNTUK University.
- 4) Write a covering letter for job application in TCS.
- 5) Write at least 5 E-mail etiquette.

UNIT- V

Presentation skills:

Designing presentations and enhancing presentation skills.

Activities for Unit-V:

- 1) Prepare a PowerPoint presentation on presentation skills.
- 2) How to make an effective presentation?
- 3) Prepare and present a PPT on any topic given by the examiner.

References:

1. Mallika Nawal: –Business Communication||, Cengage Learning, New Delhi, 2012.
2. Edwin A. Gerloff, Jerry C. Wofford, Robert Cummins Organisational Communication: The key stone to managerial effectiveness.
3. Meenakshi Rama: –Business Communication||, Oxford University Press, NewDelhi
4. C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan, Business Communication, Himalaya Publishing House, Mumbai
5. Paul Turner: –Organisational Communication||, JAICO Publishing House, New Delhi.
6. Sathya Swaroop Debasish, Bhagaban Das|| –Business Communication||, PHI Private Limited, New Delhi, 2009.
7. R.K.Madhukar: –Business Communication||, Vikas Publishing House, New Delhi, 2012.
8. Kelly M Quintanilla, Shawn T. Wahl:–Business and Professional Communication||, SAGE, New Delhi, 2012.
9. Sangita Mehta, Neety Kaushish: –Business Communication||, University Science Press, New Delhi, 2010.
10. Anjali Ghanekar: –Business Communication Skills||, Everest Publishing House, New Delhi, 2011

23MBA1L01 - **INFORMATION TECHNOLOGY LAB-I** (Spread Sheet and Tally)

Course Category	Professional Core	Credits	2
Course Type	Practicals	L-T-P	0-0-2
Year	I	CIE Marks	20
Sem.	I	SEE Marks	30
		Total Marks	50

Objective:

- To Understand the students basics of the Computers Knowledge with Financial Software Knowledge

COURSE CONTENTS

UNIT- I

Introducing spreadsheet: Choosing the correct tool; Creating and Saving; Spreadsheet workspace; Managing the workspace; Entering and editing data; Data entry; Selecting cells; Saving time when entering data. Presenting a spreadsheet; Number and date/time format tools; Percentages; Dates and Times; Currency; Text; Performing calculations; Basic arithmetic; Using functions; Replicating formulae; Absolute cell addressing; References between worksheets.

UNIT -II

Ranges and functions: Creating named ranges; Using named ranges; Finding and inserting functions; Excel – Functions: what if, Conditional count, sum and average, Multiple criteria with count, sum and if. Time and date calculations.

UNIT- III

Basic of Accounting: Type of Accounts, Rules of Accounting, Principles of concepts and conventions, double entry system, book keeping Mode of Accounting, Financial Statements, Transaction, Recording Transactions. Getting the functional with Tally, Creation and setting up of company in Tally.

UNIT- IV

Accounting Masters in Tally- Features- Configurations- Setting up Account Heads.

UNIT- V

Inventory in Tally- Stock – groups – Stock Categories - Godowns / Location Units of Measure - Stock Items - Creating Inventory Masters for National Traders

II SEMESTER**23MBA2T01 - FINANCIAL MANAGEMENT**

Course Category	Professional Core	Credits	4
Course Type	Theory	L-T-P	4-0-0
Year	I	CIE Marks	25
Sem.	II	SEE Marks	75
		Total Marks	100

Objective:

- The Course is designed for the students to understand the Financial Management concepts and to identify, enrich and fulfill the needs of Financial Markets.

COURSE CONTENTS**UNIT-I**

Financial Management: Concept - Nature and Scope - Evolution of financial Management - The new role in the contemporary scenario – Goals and objectives of financial Management - Firm's mission and objectives - Profit maximization Vs. Wealth maximization – Maximization Vs Satisfying - Major decisions of financial manager.

UNIT-II

Financing Decision: Sources of finance - Concept and financial effects of leverage – EBIT – EPS analysis. Cost of Capital: Weighted Average Cost of Capital– Theories of Capital Structure.

UNIT-III

Investment Decision: Concept and Techniques of Time Value of Money – Nature and Significance of Investment Decision – Estimation of Cash flows – Capital Budgeting Process – Techniques of Investment Appraisal – Discounting and Non Discounting Methods.

UNIT-IV

Dividend Decision: Meaning and Significance – Major forms of dividends – Theories of Dividends – Determinants of Dividend – Dividends Policy and Dividend valuation – Bonus Shares –Stock Splits – Dividend policies of Indian Corporate.

UNIT-V

Liquidity Decision: Meaning - Classification and Significance of Working Capital – Components of Working Capital – Factors determining the Working Capital – Estimating Working Capital requirement – Cash Management Models – Accounts Receivables –Credit Policies – Inventory Management.

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

References:

1. I.M. Pandey: —**Financial Management**”, Vikas Publishers, New Delhi, 2013.
2. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi,
3. Prasanna Chandra: —**Financial Management Theory and Practice** , Tata McGrawHill 2011.
4. P. Vijaya Kumar, M. Madana Mohan, G. Syamala Rao: —**Financial Management**”, Himalaya Publishing House, New Delhi, 2013.
5. Brigham, E.F: —**Financial Management Theory and Practice** , Cengae Learning, New Delhi, 2013
6. RM Srivastava, Financial Management, Himalaya Publishing house, 4th edition.

23MBA2T02 - **HUMAN RESOURCE MANAGEMENT**

Course Category	Professional Core	Credits	4
Course Type	Theory	L-T-P	4-0-0
Year	I	CIE Marks	25
Sem.	II	SEE Marks	75
		Total Marks	100

Objective:

To equip the students with basic concepts of Human Resource Management and the various functions of HRM including Industrial Relations in the liberalized, socialism environment.

COURSE CONTENTS

UNIT -I

HRM: Significance - Definition and Functions – evolution of HRM- Principles - Ethical Aspects of HRM- - HR policies, Strategies to increase firm performance - Role and position of HR department –aligning HR strategy with organizational strategy - HRM –changing, global perspective challenges, environment – cross- cultural problems – emerging trends in HRM.

UNIT -II

Investment perspectives of HRM: HR Planning – Demand and Supply forecasting - Recruitment and Selection- Sources of recruitment - Tests and Interview Techniques - Training and Development – Methods and techniques– Job design, evaluation and Analysis - Management development - HRD concepts.

UNIT -III

Performance Appraisal: Importance – Methods – Traditional and Modern methods – Latest trends in performance appraisal - Career Development and Counseling- Compensation - Concepts and Principles- Influencing Factors- Current Trends in Compensation- Methods of Payments in detail - Incentives rewards compensation mechanisms.

UNIT -IV

Wage and Salary Administration: Concept- Wage Structure- Wage and Salary Policies- Legal Frame Work- Determinants of Payment of Wages- Wage Differentials - Incentive Payment

Systems. Welfare management: Nature and concepts – statutory and non-statutory welfare measures.

UNIT -V

Managing Industrial Relations: Trade Unions - Employee Participation Schemes-Collective Bargaining- Grievances and disputes resolution mechanisms – Safety at work – nature and importance – work hazards – safety mechanisms - Managing work place stress.

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

References:

1. K Aswathappa: –Human Resource and Personnel Management , Tata McGraw Hill, New Delhi, 2013.
2. N. Sambasiva Rao and Dr. Nirmal Kumar: –Human Resource Management and Industrial Relations , Himalaya Publishing House, Mumbai.
3. Mathis, Jackson, Tripathy:–Human Resource Management: Asouth-Asin Perspective , Cengage Learning, New Delhi, 2013.
4. Subba Rao P: –Personnel and Human Resource Management-Text and Cases , Himalaya Publications, Mumbai, 2013.
5. MadhurimaLall, Sakina Qasim Zasidi: –Human Resource Management , Excel Books, New Delhi, 2010.

23MBA2T03 - **MARKETING MANAGEMENT**

Course Category	Professional Core	Credits	4
Course Type	Theory	L-T-P	4-0-0
Year	I	CIE Marks	25
Sem.	II	SEE Marks	75
		Total Marks	100

Objective:

- The Course is designed for the students to understand the Marketing concepts and to identify, enrich and fulfil the needs of customers and markets.

COURSE CONTENTS

UNIT -I

Introduction to Marketing: Needs - Wants – Demands - Products - Exchange - Transactions - Concept of Market and Marketing and Marketing Mix - Production Concept- Product Concept - Sales and Marketing Concept - Societal Marketing Concept - Green Marketing concept - Indian Marketing Environment.

UNIT -II

Market Segmentation, Targeting and Positioning: Identification of Market Segments - Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets - Segmentation Basis – Evaluation and Selection of Target Markets – Positioning significance - Developing and Communicating a Positioning Strategy.

UNIT -III

Product and Pricing Aspects: Product – Product Mix - Product Life cycle -Obsolescence- Pricing- Objectives of Pricing - Methods of Pricing - Selecting the Final price - Adopting price - Initiating the price cuts - Imitating price increases-Responding to Competitor's price changes.

UNIT -IV

Marketing Communication: Communication Process – Communication Mix – Integrated Marketing Communication - Managing Advertising Sales Promotion - Public relations and Direct Marketing - Sales force

- Determining the Sales Force Size - Sales force Compensation.

UNIT -V

Distribution, Marketing Organization and Control: Channels of Distribution-Intensive, Selective and Exclusive Distribution- Organizing the Marketing Department - Marketing Implementation - Control of Marketing Performance - Annual Plan Control - Profitability Control - Efficiency Control - Strategic Control.

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

References:

- 1) Phillip Kotler: —**Marketing Management** —, Pearson Publishers, New Delhi, 2013.
- 2) Rajan Saxena: —**Marketing Management** , Tata McGraw Hill, New Delhi, 2012.
- 3) V S Ramaswamy & S Namakumari, Marketing Management Global Perspective Indian Context 4th Edition, Mac Millan Publishers 2009.
- 4) Tapan K Panda: “**Marketing Management** , Excel Books, New Delhi, 2012
- 5) Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: —**Marketing**, Oxford University Press, Chennai, 2013

23MBA2T04 - OPERATIONS MANAGEMENT

Course Category	Professional Core	Credits	4
Course Type	Theory	L-T-P	4-0-0
Year	I	CIE Marks	25
Sem.	II	SEE Marks	75
		Total Marks	100

Objective:

- This Course is designed to make student understand the strategic significance of Operation management, to acquaint them with application of discipline to deal with real life business problem.

COURSE CONTENTS

UNIT-I:

Introduction to Operation Management: Nature & Scope of Operation/ Production Management, Relationship with other functional areas, Recent trend in Operation Management, Manufacturing & Theory of Constraint, Types of Production System, Just in Time (JIT) & lean system.

UNIT -II:

Product Design & Process Selection: Stages in Product Design process, Value Analysis, Facility location & Layout: Types, Characteristics, Advantages and Disadvantages, Work measurement, Job design.

UNIT- III:

Forecasting & Capacity Planning: Methods of Forecasting, Overview of Operation Planning, Aggregate Production Planning, Production strategies, Capacity Requirement Planning, MRP, Scheduling, Supply Chain Management, Purchase Management, Inventory Management.

UNIT- IV:

Productivity: Factors, Affecting Productivity – Job Design – Process Flow Charts – Methods Study – Work Measurement – Engineering and Behavioral Approaches.

UNIT -V:

Quality Management: Quality- Definition, Dimension, Cost of Quality, Quality Circles- Continuous improvement (Kaizen), ISO (9000&14000 Series), Statistical Quality Control: Variable & Attribute, Process Control, Control Charts -Acceptance Sampling Operating Characteristic Curve (AQL, LTPD, Alpha & Beta risk), Total Quality Management (TQM).

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

References:

1. Krajewski & Ritzman (2004). Operation Management -Strategy and Analysis. Prentice Hall of India.
2. Panner Selvem, Production and Operation Management, Prentice Hall of India.
3. Chunnawals, Production & Operation Management Himalaya, Mumbai
4. Charry, S.N (2005). Production and Operation Management- Concepts, Methods Strategy. John Willy & Sons Asia Pvt Limited.
5. K Aswathappa & Sridhar Bhatt, Production & Operations Management, Himalaya, Mumbai.

23MBA2T05 - BUSINESS RESEARCH METHODS

Course Category	Professional Core	Credits	4
Course Type	Theory	L-T-P	4-0-0
Year	I	CIE Marks	25
Sem.	II	SEE Marks	75
		Total Marks	100

Objective:

- Developing the students in Research orientation and to acquaint them with fundamental of research methods.

COURSE CONTENTS

UNIT -I

Introduction : Nature and Importance of Research, The role of Business Research, Aims of social research, Types of Research- Pure research vs. Applied research, Qualitative research vs. Quantitative research, Exploratory research, Descriptive research and Experimental research, ethical issues in business research- Defining Research Problem, Steps in Research process.

UNIT -II

Data Base: Discussion on primary data and secondary data, tools and techniques of collecting data. Methods of collecting data. Sampling design and sampling procedures. Random vs. Non-random sampling techniques, determination of sample size and an appropriate sampling design. Designing of Questionnaire –Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale.

UNIT -III

Survey Research and data analysis: Selection of an appropriate survey research design, the nature of field work and Field work management. Media used to communicate with Respondents, Personal Interviews, Telephone interviews, Self-administered Questionnaires-Editing – Coding – Classification of Data – Tables and Graphic Presentation –Preparation and Presentation of Research Report.

UNIT -IV

Statistical Inference: Formulation of Hypothesis –Tests of Hypothesis - Introduction to Null hypothesis vs. alternative hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, Chi Square test.

UNIT -V

Multivariate Analysis: Nature of multivariate analysis, classifying multivariate techniques, analysis of dependence, analysis of interdependence. Bi-Variate analysis-tests of differences-t test for comparing two means and z-test for comparing two proportions and ANOVA for complex experimental designs.

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

References:

1. C.R. Kothari: Research Methodology, methods and Techniques New Age International Publisher.
2. Navdeep and Guptha: —**Statistical Techniques & Research Methodology**, Kalyani Publishers
3. Willam G.Zikmund, Adhkari: —**Business Research Methods** , Learning, New Delhi, 2013.
4. A.N. Sadhu, Amarjit singh, Research methodology in social sciences, 7th Edition Himalaya Publications.
5. A Bhujanga Rao, Research methodology, Excel Books, 2008.

23MBA2OE1 - PROJECT MANAGEMENT

Course Category	Open Elective	Credits	4
Course Type	Theory	L-T-P	4-0-0
Year	I	CIE Marks	25
Sem.	II	SEE Marks	75
		Total Marks	100

Objective:

- The objective of this course is to enable the students to gain basic knowledge about the concept of project, project management, project life-cycle, project appraisal; to acquaint the students about various issues of project management.

COURSE CONTENTS

UNIT -I:

Basics of Project Management –Concept– Project environment – Types of Projects – Project life cycle – Project proposals – Monitoring project progress – Project appraisal and Project selection – Causes of delay in Project commissioning– Remedies to avoid overruns. Identification of Investment opportunities – Sources of new project ideas, preliminary screening of projects – Components for project feasibility studies.

UNIT- II:

Market feasibility -Market survey – Categories of Market survey – steps involved in conducting market survey

– Demand forecasting techniques, sales projections.

UNIT- III:

Technical and Legal feasibility: Production technology, materials and inputs, plant capacity, site selection, plant layout, Managerial Feasibility Project organization and responsibilities. Legalities – Basic legal provisions. Development of Programme Evaluation & Review Technique (PERT) –Construction of PERT (Project duration and valuation, slack and critical activities, critical path interpretation) – Critical Path Method (CPM)

UNIT- IV:

Financial feasibility – Capital Expenditure – Criteria and Investment strategies – Capital Investment Appraisal Techniques (Non DCF and DCF) – Risk analysis – Cost and financial feasibility – Cost of project and means of financing — Estimation of cash flows – Estimation of Capital costs and operating costs; Revenue estimation – Income – Determinants – Forecasting income –Operational feasibility - Breakeven point – Economics of working.

UNIT -V:

Project Implementation and Review: Forms of project organization – project planning – project control – human aspects of project management – prerequisites for successful project implementation – project review – performance evaluation – abandonment analysis.

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

References:

1. Prasanna Chandra, — Projects, Planning, Analysis, Selection, Financing, Implementation and Review , Tata McGraw Hill Company Pvt. Ltd., New Delhi 1998.
2. Gido: Effective Project Management, 2e, Thomson, 2007.
3. Singh M.K, —Project Evaluation and Management .
4. Vasanth Desai, Project Management, 4th edition, Himalaya Publications 2018.
5. Clifford F. Gray, Erik W. Larson, —Project Management, the Managerial Emphasis , McGraw Hill, 2000.

23MBA2OE2 - **TECHNOLOGY MANAGEMENT**

Course Category	Open Elective	Credits	4
Course Type	Theory	L-T-P	4-0-0
Year	I	CIE Marks	25
Sem.	II	SEE Marks	75
		Total Marks	100

Objective:

- The course aims at providing an overview of various issues connected with Management of Technology in organizations.

COURSE CONTENTS

UNIT-I:

Evolution of Technology-Effects of New Technology- Technology Innovation- Invention- Innovation- Diffusion- Revolutionary and Evolutionary Innovation- Product and Process Innovation- Strategic Implications of Technology- Technology - Strategy Alliance- -Convergent and Divergent Cycle- The Balanced Approach.

UNIT-II:

Technology Assessment- Technology Choice- Technological Leadership and Followership- Technology Acquisition- Technological Forecasting- Exploratory, Intuitive, Extrapolation, Growth Curves, Technology Monitoring- Normative: Relevance Tree, Morphological Analysis, Mission Flow Diagram.

UNIT-III:

Diffusion of Technology- Rate of Diffusion; Innovation Time and Innovation Cost- Speed of Diffusion- Technology Indicators- Various Indicators- Organizational Implications of Technology- Relationship between Technical Structure and Organizational Infrastructure- Flexible Manufacturing Management System (FMMS).

UNIT-IV:

Financial Aspects in Technology Management- Improving Traditional Cost -Management System- Barriers to the Evaluation of New Technology- Social Issues in Technology

Management- Technological Change and Industrial Relations- Technology Assessment and Environmental Impact Analysis.

UNIT-V:

Human Aspects in Technology Management- Integration of People and Technology- Organizational and Psychological Factors- Organizational Outcome- Technology Transfer- Technology Management Scenario in India.

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

Suggested Readings:

1. Sharif Nawaz: Management of Technology Transfer & Development, APCFT, Bangalore, 1983.
2. Rohtagi P K, Rohtagi K and Bowonder B: Technological Forecasting, Tata McGraw Hill, New Delhi.
3. Betz Fredrick: Managing Technology, Prentice Hall, New Jersey.
4. Gaynor: Handbook of Technology Management, McGraw Hill.
5. Tarek Khalil: Management of Technology, McGraw Hill International, 2000.

23MBA2OE3 - **LEAN MANAGEMENT**

Course Category	Open Elective	Credits	4
Course Type	Theory	L-T-P	4-0-0
Year	I	CIE Marks	25
Sem.	II	SEE Marks	75
		Total Marks	100

Objective:

- To understand issues and challenges in implementing and development in lean manufacturing techniques from TPS and its contribution for improving organizational performance.

COURSE CONTENTS

UNIT- I

Introduction: Mass production system, Craft Production, Origin of Lean production system, Why Lean production, Lean revolution in Toyota, Systems and systems thinking, Basic image of lean production, Customer focus, Waste Management.

UNIT- II

Just In Time: Why JIT, Basic Principles of JIT, JIT system, Kanban, Six Kanban rules, Expanded role of conveyance, Production leveling, Three types of Pull systems, Value stream mapping. JIDOKA, Development of Jidoka concept, Why Jidoka, Poka, Yoke systems, Inspection systems and zone control – Types and use of Poka-Yoke systems, Implementation of Jidoka

UNIT -III

Kaizen: Six – Sigma philosophy and Methodologies, QFD, FMEA Robust Design concepts; SPC, QC circles standardized work in lean system, Standards in the lean system, 5S system.

UNIT- IV

Total Productive Maintenance: Why Standardized work, Elements of standardized work, Charts to define standardized work, Kaizen and Standardized work Common layouts.

UNIT- V

Hoshin Planning & Lean Culture: Involvement, Activities supporting involvement, Quality circle activity, Kaizen training, Key factors of PKT success, Hoshin Planning System, Four Phases of Hoshin Planning, Why Lean culture – How lean culture feels.

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

References:

1. Jeffrey Liker, The Toyota Way: Fourteen Management Principles from the World's Greatest Manufacturer, McGraw Hill, 2004.
2. Debashish Sarkar, Lessons in Lean Management,
3. Dale H., Besterfield, Carol, Besterfield, etal, Total Quality Management (TQM) 5e by Pearson 2018.

23MBA2OE4 - DATA BASE MANAGEMENT SYSTEM

Course Category	Open Elective	Credits	4
Course Type	Theory	L-T-P	4-0-0
Year	I	CIE Marks	25
Sem.	II	SEE Marks	75
		Total Marks	100

Objective:

- The course is to present an introduction to database management systems, with an emphasis on how to organize, maintain and retrieve - efficiently, and effectively - information from a DBMS.

COURSE CONTENTS

UNIT-I

Introduction to Database Systems: Data - Database Applications - Evolution of Database - Need for Database Management – Data models - Database Architecture - Key Issues and Challenges in Database Systems.

UNIT-II

ER and Relational Models: ER Models – ER to Relational Mapping –Object Relational Mapping - Relational Model Constraints - Keys - Dependencies - Relational Algebra - Normalization - First, Second, Third & Fourth Normal Forms - BCNF – Join Dependencies.

UNIT-III

Data Definition and Querying: Basic DDL - Introduction to SQL - Data Constraints - Advanced SQL - Views - Triggers - Database Security – Embedded & Dynamic SQL.

UNIT-IV

Transactions and Concurrency: Introduction to Transactions - Transaction Systems - ACID Properties - System & Media Recovery - Need for Concurrency - Locking Protocols – SQL for Concurrency – Log Based Recovery - Two Phase Commit Protocol - Recovery with SQL-Deadlocks & Managing Deadlocks.

UNIT-V

Advanced Topics in Databases: Indexing & Hashing Techniques - Query Processing & Optimization - Sorting & Joins – Database Tuning - Introduction to Special Topics - Spatial & Temporal Databases – Data Mining and Warehousing.

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

References:

1. Abraham Silberschatz, Henry F. Korth, S. Sudharshan, –Database System Concepts , Sixth Edition, Tata McGraw Hill, 2010.
2. Ramez Elmasri, Shamkant B. Navathe, –Fundamentals of Database Systems , Sixth Edition, Pearson/Addison - Wesley, 2010.
3. C.J. Date, A. Kannan and S. Swamynathan, –An Introduction to Database Systems , Pearson Education, Eighth Edition, 2006.
4. Raghu Ramakrishnan, –Database Management Systems , Fourth Edition, McGraw Hill, 2015.

23MBA2L01 - **IT LAB- 2 (R-Programming)**

Course Category	Professional Core	Credits	2
Course Type	Practicals	L-T-P	0-0-2
Year	I	CIE Marks	20
Sem.	II	SEE Marks	30
		Total Marks	50

After taking the course, students will be able to

- Use R for statistical programming, computation, graphics, and modeling,
- Write functions and use R in an efficient way,
- Fit some basic types of statistical models
- Use R in their own research,
- Be able to expand their knowledge of R on their own.

SYLLABUS:

UNIT-I:

Introduction, How to run R, R Sessions and Functions, Basic Math, Variables, Data Types, Vectors, Conclusion, Advanced Data Structures, Data Frames, Lists, Matrices, Arrays, Classes.

UNIT-II:

R Programming Structures, Control Statements, Loops, - Looping Over Non vector Sets,- If-Else, Arithmetic and Boolean Operators and values, Default Values for Argument, Return Values, Deciding Whether to explicitly call return- Returning Complex Objects, Functions are Objective, No Pointers in R, Recursion, A Quicksort Implementation-Extended Extended Example: A Binary Search Tree.

UNIT-III:

Doing Math and Simulation in R, Math Function, Extended Example Calculating Probability-Cumulative Sums and Products-Minima and Maxima- Calculus, Functions Fir Statistical Distribution, Sorting, Linear Algebra Operation on Vectors and Matrices, Extended Example:

Vector cross Product- Extended Example: Finding Stationary Distribution of Markov Chains, Set Operation, Input /output, Accessing the Keyboard and Monitor, Reading and writer Files,

UNIT-IV:

Graphics, Creating Graphs, The Workhorse of R Base Graphics, the plot() Function – Customizing Graphs, Saving Graphs to Files-

UNIT-V:

Probability Distributions, Normal Distribution- Binomial Distribution- Poisson Distributions Other Distribution, Basic Statistics, Correlation and Covariance, T-Tests,-ANOVA.

References:

1. The Art of R Programming, Norman Matloff, Cengage Learning
2. R for Everyone, Lander, Pearson
3. R Cookbook, Paul Teetor, Oreilly
4. R in Action, Rob Kabacoff, Manning.
5. Garrett Golemund, Hands on Programming with R, Oreilly

SEMESTER-WISE COURSE STRUCTURE

Human Resource Management (III Sem)

S.No	Course Code	Course Name	L	T	P	C
1	23MBA3T01	Strategic Management	4	0	0	4
2	23MBA3T02	Operations Research	4	0	0	4
3	23MBA3EH1 23MBA3EH2 23MBA3EH3 23MBA3EH4 23MBA3EH5	Elective: Any 4 Subjects Leadership and Change Management Performance Evaluation and Compensation Management Human Resource Metrics and Analytics Human Capital Management Manpower Planning, Recruitment, and Selection	4	0	0	3
4	23MBA3P01	Industrial Project based on Summer Internship	4	0	0	4
Total			28	0	0	24

Human Resource Management (IV Sem)

S.No	Course Code	Course Name	L	T	P	C
1	23MBA4T01	Supply Chain Management and Analytics	4	0	0	4
2	23MBA4T02	Innovation and Entrepreneurship	4	0	0	4
3	23MBA4EH1 23MBA4EH2 23MBA4EH3 23MBA4EH4 23MBA4EH5	Elective: Any 4 Subjects Labor Welfare and employment laws International HRM Employee Relations and Engagement Human Resources Development Strategic HRM	4 4 4 4	0 0 0 0	0 0 0 0	3 3 3 3
4	23MBA4CV1	Comprehensive Viva- voce	0	0	0	2
Total Marks / Credits			28	0	0	22

- * The project work documentation shall be checked with anti plagiarism software (Turnitin). The permissible similarity shall be less than 30%.
- * Comprehensive Viva is to verify the student knowledge as a whole from which he was studied during the two year course work.

FINANCE (III Sem)

S. No	Course Code	Course Name	L	T	P	C
1	23MBA3T01	Strategic Management	4	0	0	4
2	23MBA3T02	Operations Research	4	0	0	4
3	23MBA3EF1 23MBA3EF2 23MBA3EF3 23MBA3EF4 23MBA3EF5	Elective: Any 4 Subjects Investment Analysis and Portfolio Management Managing Banks and Financial Institutions Financial Markets and Services Mergers, Acquisitions and Corporate Restructuring Taxation	4	0	0	3
7	23MBA3P01	Industrial Project based on Summer Internship	4	0	0	4
Total			28	0	0	24

FINANCE (IV Sem)

S. No	Course Code	Course Name	L	T	P	C
1	23MBA4T01	Supply Chain Management and Analytics	4	0	0	4
2	23MBA4T02	Innovation and Entrepreneurship	4	0	0	4
3	23MBA4EF1 23MBA4EF2 23MBA4EF3 23MBA4EF4 23MBA4EF5	Elective: Any 4 Subjects	4	0	0	3
4		Financial Derivatives	4	0	0	3
5		Global Financial Management	4	0	0	3
6		Financial Risk Management	4	0	0	3
6		Strategic Financial Management	4	0	0	3
7	23MBA4CV1	Behavioural Finance	4	0	0	3
7	23MBA4CV1	Comprehensive Viva- voce	0	0	0	2
Total Marks / Credits			28	0	0	22

- * The project work documentation shall be checked with anti plagiarism software (Turnitin). The permissible similarity shall be less than 30%.
- * Comprehensive Viva is to verify the student knowledge as a whole from which he was studied during the two year course work.

23MBA3T01 - **STRATEGIC MANAGEMENT**

Course Category	Professional Core	Credits	4
Course Type	Theory	L-T-P	4-0-0
Year	II	CIE Marks	25
Sem.	III	SEE Marks	75
		Total Marks	100

COURSE CONTENTS

UNIT-I

Introduction: Concepts in Strategic Management, Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company's strategy – Crafting a strategy.

UNIT-II

Environmental Scanning: Industry and Competitive Analysis -Evaluating company resources and competitive capabilities – SWOT Analysis – Strategies and competitive advantages in diversified companies and its evaluation. Tools and techniques- Porter's Five Force Model, BCG Matrix, GEModel,

UNIT-III

Strategy Formulation: Strategy Framework For Analyzing Competition, Porter's Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers - Formulation of strategy at corporate, business and functional levels. Types of Strategies

UNIT-IV

Strategy Implementation: Strategy and Structure, Strategy and Leadership, Strategy and culture connection - Operationalising and institutionalizing strategy- Organizational Values and Their Impact on Strategy – Resource Allocation – Planning systems for implementation.

UNIT-V

Strategy Evaluation and control – Establishing strategic controls - Measuring performance –

appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Strategic surveillance -strategic audit

References

1. P. Subba Rao: Business Policy and Strategic Management, Himalaya Publishing House, New Delhi, 2010
2. Kazmi: Strategic Management and Business Policy, Tata McGraw Hill, 2009
3. R. Srinivasn: Strategic Management, PHI Learning, New Delhi, 2009
4. Adrian Haberberg & Alison: Strategic Management, Oxford University Press, New Delhi, 2009

23MBA3T02 - OPERATIONS RESEARCH

Course Category	Professional Core	Credits	4
Course Type	Theory	L-T-P	4-0-0
Year	II	CIE Marks	25
Sem.	III	SEE Marks	75
		Total Marks	100

COURSE CONTENTS

UNIT – I:

Importance-The History of OR-Definition-Features-Scope of Operations Research –Linear Programming: Introduction-Advantages of using LP-Application areas of LP- Formation of mathematical modelling, Graphical method, the Simplex Method; Justification, interpretation of Significance of All Elements In the Simplex Tableau, Artificial variable techniques: Big M method.

UNIT II:

Transportation, Assignment Models: Definition and application of the transportation model, methods for finding initial solution-tests for optimality-variations in transportation problem, the Assignment Model, Travelling Salesman Problem.

UNIT – III:

Dynamic Programming – Applications of D.P. (Capital Budgeting, Production Planning, Solving Linear Programming Problem) – Integer Programming – Branch and Bound Method.

Unit – IV:– Game Theory: Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, matrix and arithmetic methods. Simulation – Simulation Inventory and Waiting Lines.

UNIT – V:

P.E.R.T. & C.P.M. and Replacement Model: Drawing networks – identifying critical path – probability of completing the project within given time- project crashing – optimum cost and optimum duration. Replacement models comprising single replacement and group

replacement. **Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

References:

1. Winston, Operations Research, Cengage, ND
2. Anand Sharma, Operations Research, Himalaya Publishing House, 3. Kalavarthy, S. Operations Research, Vikas Publishers House Pvt Ltd.,
4. Mcleavey & Mojena, Principles of Operations Research for Management, AITBS publishers,
5. V.K. Kapoor, Operation Research Techniques for Management, Sultan Chand & Sons,
6. Richard Bronson & Govindasami Naadimuthu, SCHAUM'S OUTLINE OF THEORY & PROBLEMS OF Operations Research, 2nd Ed., Tata McGraw-Hill Edition,
7. JK Sharma Operation Research – Theory and Applications, MacMillan.

23MBA3EH1 - LEADERSHIP AND CHANGE MANAGEMENT

Course Category	Elective (HRM)	Credits	3
Course Type	Theory	L-T-P	4-0-0
Year	II	CIE Marks	25
Sem.	III	SEE Marks	75
		Total Marks	100

COURSE CONTENTS**UNIT I:**

Organisational Leadership: Definition, Components and evaluation of leadership, factors of leadership, Situational Leadership Behaviour: Meaning, Fiedler Contingency Model, Path Goal and Normative Models - Emerging Leadership Behaviour: Transformational, Transactional and Visionary Leadership - Leadership for the new Millennium Organisations - Leadership in Indian Organisations. Leadership Effectiveness: Meaning, Reddins' 3-D Model, Hersey and Blanchard Situational Model, Driving Leadership Effectiveness, Leadership for Organisational Building.

UNIT II:

Leadership Motivation, Culture: Motivation Theories for Leadership- Emerging Challenges in Motivating Employees. Motivation, Satisfaction, Performance. Organisational Culture: Meaning, Definitions, Significance, Dimensions, Managing Organisational Culture, Changing organisational Cultural. Leadership Development: Leadership development: Significance – Continuous Learning: Principles of learning to develop effective leadership – Vision and Goals for organisation: significance of goals for leaders – Charting vision and goals of Indian leaders and abroad.

UNIT III:

Strategic Leadership: Leader Self management: significance - Developing self esteem and balancing emotions – Interpersonal Leadership Skills: Praise – Criticise – Communicate – Leadership Assertiveness: Circle of influence and circle of concern – Leadership with Edification: Tools of edification – Leadership and creativity: Developing creative thinking –

Leadership and Team Building: Principles of team building, individual versus Group versus Teams – Leadership and Integrity: Developing character and values.

UNIT IV:

Basics of Change Management: Meaning, nature and Types of Change – change programmes – change levers – change as transformation – change as turnaround – value based change.

UNIT V:

Mapping change: The role of diagramming in system investigation – A review of basic flow diagramming techniques –systems relationships – systems diagramming and mapping, influence charts, multiple cause diagrams- a multidisciplinary approach -Systems approach to change: systems autonomy and behavior – the intervention strategy model – total project management model (TPMM). Organization Development (OD): Meaning, Nature and scope of OD - Dynamics of planned change – Person-focused and role-focused OD interventions – Planning OD Strategy – OD interventions in Indian Organizations – Challenges to OD Practitioners Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Peter G. Northouse, Leadership, 2010, Sage. Publication.
2. Richard L. Daft –Leadership || Cengage Learning 2005.
3. Uday Kumar Halder –Leadership and Team Building|| Oxford Higher Education 2010
4. Richard L Hughes, Robert C Ginnett, Gordon J Curphy –Leadership || Tata Mc Graw Hill Education Private Limited 2012.
5. Peter Lorange, thought leadership Meets Business, 1st edition, 2009, Cambridge.
6. Cummings: –Theory of Organisation Development and Change ||, Cengage Learning, New Delhi, 2013.
7. Robert A Paton: Change Management, Sage Publications, New Delhi, 2011. 3. Nilanjan Sengupta: Managing Changing Organisations, PHI Learning, New Delhi, 2009

23MBA3EH2 - PERFORMANCE EVALUATION AND COMPENSATION MANAGEMENT

Course Category	Elective (HRM)	Credits	3
Course Type	Theory	L-T-P	4-0-0
Year	II	CIE Marks	25
Sem.	III	SEE Marks	75
		Total Marks	100

COURSE CONTENTS

UNIT-I:

Introduction: –Definition –concerns-scope-Historical developments in performance management-Over view of performance management-Process for managing performance-Importance –Linkage of PM to other HR processes-Performance Audit.

UNIT-II:

Performance Management Planning: Introduction-Need-Importance-Approaches-The Planning Process—Planning Individual Performance- Strategic Planning –Linkages to strategic Planning-Barriers to performance Planning-Competency Mapping-Steps-Methods.

UNIT-III:

Management System: objectives – Functions- Phases of Performance Management System-Competency, Reward and Electronic Performance Management Systems-Performance Monitoring and Counselling: Supervision- Objectives and Principles of Monitoring-Monitoring Process- Periodic reviews- Problem solving- engendering Trust-Role efficiency-Coaching- Counselling and Monitoring- Concepts and Skills.

UNIT-IV:

Compensation: concept and definition – objectives and dimensions of compensation program – factors influencing compensation –Role of compensation and Reward in Modern organizations Compensation as a Retention strategy- aligning compensation strategy with business strategy - Managing Compensation: Designing a compensation system – internal

and external equity– pay determinants - frame work of compensation policy - influence of pay on employee attitude and behaviour - the new trends in compensation management at national and international level.

UNIT-V:

Compensation Structure: Compensation Structure -History and past practices, elements of, management compensation –Types of compensation system-Performance based and Pay based structures-Designing pay structures-comparison in evaluation of different types of pay structures-Significance of factors affecting-Tax Planning –Concept of Tax planning-Role of tax planning in compensation benefits-Tax efficient compensation package-Fixation of tax liability salary restructuring. Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Prem Chadha: –Performance Management||, Macmillan India, New Delhi, 2008.
2. Michael Armstrong & Angela Baron, –Performance Management||: The New Realities, Jaico Publishing House, New Delhi, 2010.
3. T.V. Rao, –Appraising and Developing Managerial Performance||, Excel Books, 2003.
4. David Wade and Ronad Recardo, –Corporate Performance Management||, Butter Heinemann, New Delhi, 2002.
5. Dewakar Goel: –Performance Appraisal and Compensation Management||, PHI Leaarning, New Delhi, 2009
6. A.M. Sarma –Performance Management Systems|| Himalaya Publishing House, New Delhi, 2010.

23MBA3EH3 - HUMAN RESOURCE METRICS AND ANALYTICS

Course Category	Elective (HRM)	Credits	3
Course Type	Theory	L-T-P	4-0-0
Year	II	CIE Marks	25
Sem.	III	SEE Marks	75
		Total Marks	100

Objective of the Course:

- Objective of the course is to provide knowledge in developing right HR metrics and analytics based on the organizational requirements. This will lay foundation in pruning HR metrics into Analytics for effective management decisions.

COURSE CONTENTS

UNIT 1

HR Metrics Overview--Concepts, Objectives-- Historical evolution of HR metrics.--Explain how and why metrics are used in an organization--Deciding what metrics are important to your business--HR metrics design principles--Approaches for designing HR metrics--The Inside-Out Approach--The Outside-In Approach-- Align HR metrics with business strategy, goals and objectives--Link HR to the strategy map--

UNIT II

Creating levels of metrics measures—HR Efficiency measures—HR Effectiveness measures-- HR value / impact measures. Building HR functions metrics-- Workforce Planning Metrics-- Recruitment Metrics --Training & Development Metrics-- Compensation & Benefits Metrics -- Employee relations & Retention Metrics

UNIT III

HR Analytics Overview -- What HR Analytics. -- Importance of HR Analytics. -- Translating HR metrics results into actionable business decisions for upper management (Using Excel Application exercises, HR dashboards)-- HR information systems and data sources-- HR

Metrics and HR Analytics-- Intuition versus analytical thinking-- HRMS/HRIS and data sources-- Analytics frameworks like LAMP-- HCM:21(r) Model.

UNIT IV

Diversity Analysis-- Equality, diversity and inclusion, measuring diversity and inclusion, Testing the impact of diversity, Workforce segmentation and search for critical job roles.. Recruitment and Selection Analytics--Evaluating Reliability and validity of selection models, Finding out selection bias.Predicting the performance and turnover. Performance Analysis-- Predicting employee performance, Training requirements, evaluating training and development.

UNIT V:

Optimizing selection and promotion decisions. Monitoring impact of Interventions-- Tracking impact interventions-- Evaluating stress levels and value-change-- Formulating evidence based practices and responsible investment-- Evaluation mediation process, moderation and interaction analysis.

References

1. Edwards Martin R, Edwards Kirsten (2016),-Predictive HR Analytics: Mastering the HR Metric , Kogan Page Publishers, ISBN-0749473924
2. Fitz-enz Jac (2010), -The new HR analytics: predicting the economic value of your company's human capital investments , AMACOM, ISBN-13: 978-0-8144-1643-3
3. Fitz-enz Jac, Mattox II John (2014), -Predictive Analytics for Human Resources , Wiley, ISBN- 1118940709
4. Bernard Marr (2018), Data Driven HR: How to use Analytics and metrics to data driven performance, Kindle Edition.

23MBA3EH4 - HUMAN CAPITAL MANAGEMENT

Course Category	Elective (HRM)	Credits	3
Course Type	Theory	L-T-P	4-0-0
Year	II	CIE Marks	25
Sem.	III	SEE Marks	75
		Total Marks	100

COURSE CONTENTS**UNIT I:**

Economic theories of Human Capital: Nature and Role of Human Capital; The Human Capital Model; Predictions of Human Capital Approach; Socio-economic relevance of labour problems in changing scenario; Evolution of organized labour; Industrialization and Development of Labour Economy; Growth of Labour Market in India in the globalised setting.

UNIT II:

Accounting Aspects of Human Capital – Cost Based Models: Meaning, Basic Premises, Need and Significance of HRA, Advantages and Limitation of HRA; Monetary and Non-Monetary Models; Cost Based Models- Acquisition Cost Method, Replacement Cost Model, Opportunity Cost Method, standard cost method, Current Purchasing Power Method (C.P.P.M.); Comparison of Cost incurred on Human capital and the contributions made by them in the light of productivity and other aspects.

UNIT III:

Accounting Aspects of Human Capital – Value Based Models: Value Based Models – Hermanson's Unpurchased Goodwill Method, Hermanson's Adjusted Discount Future Wages Model, Lev and Schwartz Present Value of Future Earnings Model, Flamholtz's Stochastic Rewards Valuation Model, Jaggi and Lau's Human Resource Valuation Model, Robinson's Human Asset Multiplier Method, Watson's Return on Effort Employed Method, Brummet, Flamholtz and Pyle's Economic Value Method of Group Valuation, Morse's Net Benefit Method; Recent developments in the field of Human Asset/Capital Accounting.

UNIT IV:

Quality of Work Life: Workers' Participation in Management – Worker's Participation in India, shop floor, Plant Level, Board Level- Quality Circles. Workers' education objectives - Rewarding. Employees Engagement and Empowerment-nature-types-drivers-benefits-measurement of Engagement-Empowerment.

UNIT V:

Industrial Accidents and safety: meaning and definition of accident-types of industrial accidents-cost and consequences-causes and prevention of accidents- Industrial safety – statutory machineries for industrial safety-safety audit. Social Security: Introduction and types –Social Security in India, Health and Occupational safety programs- work place discipline –work place counselling-meaning –definition –types-advantages-characteristics of an effective counsellor. **Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

References:

1. I.L.O., Social & Labour aspects of Economic Development, Geneva
2. Report of the National Commission on Labour
3. Patterson & Schol., Economic Problems of Modern Life. Mc-Graw Hill Book Company.
4. Walter Hageabuch, Social Economics, Cambridge University Press.
5. S. Howard Patterson, Social Aspects of Industry.
6. Millis and Montgonery, Labours Progress and some Basic Labour Problems. Mc -Graw Hill Book Company.
7. Flamholtz, Eric, Human Resource Accounting, Dickenson Publishing Co., Califf.
8. Hermanson, Roger H. Accounting for Human Assets, Occasionals Paper No.14, Graduate School of Business Administration, Michigan State University.
9. Flamholtz, Eric G., Human Resource Accounting: Advances in Concepts, Methods and Applications, Jossey Eass Publishers, San Francisco, London.
10. Likert, Rensis, The Human Organisation: Its Management and Value, McGraw Hill Book Co., New York, N.Y.
11. Ganguli, Prabuddha, Intellectual Property Rights: Unleashing the Knowledge Economy, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
12. Chakraborty, S.K., Human Asset Accounting: The Indian Context in Topics in Accounting and Finance, Oxford University Press.

23MBA3EH5 - MANPOWER PLANNING, RECRUITMENT, AND SELECTION

Course Category	Elective (HRM)	Credits	3
Course Type	Theory	L-T-P	4-0-0
Year	II	CIE Marks	25
Sem.	III	SEE Marks	75
		Total Marks	100

COURSE CONTENTS

UNIT I

Basics of Human Resource Planning: Macro Level Scenario of Human Resource Planning- Factors affecting HRP -Concepts and Process of Human Resource Planning - Methods and Techniques of Demand Forecasting - Methods and Techniques of Supply Forecasting - Micro Level Planning.

UNIT II

Manpower Planning, Human Resource Planning and Business Environment; Defining and Drawing Manpower Systems- Stocks and Flows; Human Resource Distribution Mapping and Identifying Surplus; Downsizing Strategies- Legal and voluntary framework.

UNIT III

Analysis, design and evaluation of job: nature of job analysis, process, methods of collecting job data, potential problems with job analysis-job design-contemporary issues-job evaluation – process-methods.

UNIT IV

Recruiting and selecting the right talent: recruitment and selection needs-recruitment process- alternative to recruitment-selection process-evaluation-barriers to effective selection-making the selection effective.

UNIT V

Training and Development: Overview of training and development systems, organizing training department, training and development policies, linking training and development to company's strategy, Requisites of Effective Training, Training Needs Assessment (TNA) Designing Training and Development Programs Evaluation of Training and Development.

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

References:

1. Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay.
2. Trvelove, Steve, Handbook of Training and Development, Blackwell Business.
3. Warren, M.W. Training for Results, Massachusetts, Addison-Wesley.
4. Craig, Robert L., Training and Development Handbook, McGraw Hill.
5. Garner, James, Training Interventions in Job Skill Development, Addison-Wesley.
6. Mathis, Jackson, Tripathy:—Human Resource Management: A south-Asian Perspective ,Cengage Learning, New Delhi, 2013
7. Subba Rao P: -Personnel and Human Resource Management-Text and Cases , Himalaya Publications, Mumbai, 2013.

23MBA3EF1 - INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Course Category	Elective (Finance)	Credits	3
Course Type	Theory	L-T-P	4-0-0
Year	II	CIE Marks	25
Sem.	III	SEE Marks	75
		Total Marks	100

Objective:

- To enlighten the students with the Concepts and Practical applications of Security Analysis and Portfolio Management

COURSE CONTENTS

UNIT-I:

Concept of Investment, Investment Vs Speculation, and Security Investment Vs Non- security Forms of Investment-Investment Environment in India. Investment Process - Sources of Investment Information, Security Markets – Primary and Secondary – Types of securities in Indian Capital Market, Market Indices. Calculation of SENSEX and NIFTY.

UNIT-II:

Return and Risk – Meaning and Measurement of Security Returns. Meaning and Types of Security Risks: Systematic Vs Non-systematic Risk. Measurement of Total Risk - Intrinsic Value Approach to Valuation of Bonds - Preference Shares and Equity Shares.

UNIT-III:

Fundamental Analysis – Economy, Industry and Company Analysis, Technical Analysis – Concept and Tools and Techniques Analysis – Technical Analysis Vs Fundamental Analysis - Efficient Market Hypothesis; Concept and Forms of Market Efficiency.

UNIT-IV:

Elements of Portfolio Management, Portfolio Models – Markowitz Model, Efficient Frontier and Selection of Optimal Portfolio. Sharpe Single Index Model and Capital Asset Pricing Model, Arbitrage Pricing Theory.

UNIT-V:

Performance Evaluation of Portfolios; Sharpe Model – Jensen's Model for PF Evaluation, Evaluation of Mutual Fund.

Suggested Readings:

1. Fisher DE and Jordon RJ, Security Analysis and Portfolio Management, PHI, New Delhi
2. Ambika Prasad Dash, Security Analysis and Portfolio Management, IK Int Pub House, New Delhi
3. Hirt and Block, Fundamentals of Investment Management, Tata McGraw Hill, New Delhi
4. Reilly Frank K, Investment Analysis and Portfolio Management, Cengage, New Delhi
5. Bodie, Kane, Marcus and Mohanty, Investments, Tata McGraw Hill, New Delhi
6. Peter Lynch, One Up on Wall Street, Simon & Schuster Paperbacks, New York
7. Sharpe W, Alexander, GJ., & Bailey JV., Investments, TMH, New Delhi
8. Avadhani, VA, SAPM, Himalaya Publishers.
9. Bhalla, VK Investment Management, S. Chand., New Delhi
10. Preeti Singh, Investment Management, Himalaya Publishers.
11. Timothy Vick, How to Pick Stocks like Warren Buffett, TMH, New Delhi

23MBA3EF2 - MANAGING BANKS AND FINANCIAL INSTITUTIONS

Course Category	Elective (Finance)	Credits	3
Course Type	Theory	L-T-P	4-0-0
Year	II	CIE Marks	25
Sem.	III	SEE Marks	75
		Total Marks	100

COURSE CONTENTS

UNIT – I:

Financial System in India: Introduction - Evolution of Banking - Phases of development - RBI and the Financial System - Committees on Banking Sector Reforms - Prudential Banking -- RBI Guidelines and directions.

UNIT – II:

Organization, Structure and Functions of RBI and Commercial Banks: Introduction - Origination, Structure and Functions of RBI and Commercial Banks - Role of RBI and Commercial Banks - Lending and Operation policies - Banks as Intermediaries - NBFCs - Growth of NBFCs - FDI in Banking Sector - Banking Regulations - Law and Practice.

UNIT – III:

Risk Management in Banks: Introduction - Asset/Liability Management Practices - Credit Risk Management - Credit Risk Models - Country Risk Management - Insurance Regulations and Development Authority (IRDA).

UNIT – IV:

Financial Institutions and Development Banking: Introduction - Origin, Growth and Lending Policies of Terms lending Institutions - Working of IDBI - IFCI - STCs - SIDBI - LIC - GIC - UTI - Role of Financial Institutions in Capital Market.

UNIT – V:

New Financial Instruments and Institutions: Private Banks - Old generation and New generation private banks - Foreign Banks - NSE - Depositories - DFHI - New Equity and Debt Instruments - SEBI and RBI guidelines.

Suggested Readings:

1. Koch W Timothy and Scott S Macdonald, "Bank Management" Thomson (South-Western), Bangalore 2005 (Text Book)
2. Khan M Y., "Indian Financial System", Tata McGraw Hill, New Delhi, 2004
3. Srivastava, RM., "Management of Indian Financial Institutions", Himalaya Publishing House, Mumbai, 2005
4. Avadhani V A., "Investments and Securities Markets in India", Himalaya Publishing House, Mumbai, 2004
5. Srinivasan NP and Saravanavel, P., "Development Banking in India and Abroad", Kalyani Publications, Ludhiana, 2001

23MBA3EF3 - FINANCIAL MARKETS AND SERVICES

Course Category	Elective (Finance)	Credits	3
Course Type	Theory	L-T-P	4-0-0
Year	II	CIE Marks	25
Sem.	III	SEE Marks	75
		Total Marks	100

Objective:

- To enlighten the students with the Concepts and Practical dynamics of Financial Markets and Financial Services

COURSE CONTENTS

UNIT-I:

Structure of Financial System – role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms.

UNIT-II:

Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India. Leasing – types of Leases – Evaluation of Leasing Option Vs. Borrowing.

UNIT-III:

Venture Capital – Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context.

UNIT-IV:

Credit Rating – Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Mutual Funds – Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds. Working of Public and Private Mutual Funds in India. Debt Securitization – Concept and Application – De-mat Services-need and Operations-role of NSDL and CSDL.

UNIT-V:

Microfinance: Over view of Microfinance, Indian Rural financial system, introduction to Microfinance, Microfinance concepts, products, (savings, credit, insurance, pension, equity, leasing, hire-purchase service, Microfinance in kind, Micro-remittances, MicroSecuritization. Microfinance models: Generic models viz. SHG, Grameen, and Co-operative, variants SHG NABARD model, SIDBI model, SGSY model, Grameen Bangladesh model, credit unions. Poverty and Need of Microfinance. Gender issues in Microfinance

Suggested Readings:

1. Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
2. V.A. Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai
3. DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House
4. Anthony Saunders and MM Cornett, Fin Markets & Institutions, TMH,
5. Edminister R.D., Financial Institution, Markets and Management.
7. Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi

23MBA3EF4 - MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

Course Category	Elective (Finance)	Credits	3
Course Type	Theory	L-T-P	4-0-0
Year	II	CIE Marks	25
Sem.	III	SEE Marks	75
		Total Marks	100

Objective:

UNIT-I:

Mergers- types of merger– theories of mergers- operating, financial and managerial synergy of mergers – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities- Impact of M & A on stakeholders.

UNIT – II:

M & A – A strategic perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A- SWOT analysis, BCG matrix. Takeovers, types, takeover strategies, - Takeover defences – financial defensive measures – methods of resistance – anti-takeover amendments – poison pills Legal aspects of Mergers/amalgamations and acquisitions/takeovers- Combination and Competition Act- Competition Commission of India (CCI), The SEBI Substantial Acquisition of Shares and Takeover code

UNIT – III:

Merger Process: Dynamics of M&A process - identification of targets – negotiation - closing the deal. Five-stage model – Due diligence– Types - due diligence strategy and process - due diligence challenges. Process of merger integration – organizational and human aspects – managerial challenges of M & A.

UNIT – IV:

Methods of financing mergers – cash offer, share exchange ratio – mergers as a capital budgeting decision Synergies from M&A: Operating and Financial synergy Accounting for

amalgamation – amalgamation in the nature of merger and amalgamation in the nature of purchase- pooling of interest method, purchase method – procedure laid down under Indian companies act of 2013.

UNIT – V:

Corporate restructuring – significance - forms of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnership– Limited Liability Partnership (LLP) in India: Nature and 91 incorporation of LLP-De merger- strategic alliance buyback of shares.

Suggested Readings:

1. Value Creation from Mergers and Acquisitions, Sudi Sudarsanam – 1/e, Pearson Education, 2003.
2. Merger Acquisitions & Corporate Restructuring – Chandrashekar Krishna Murthy & Vishwanath. S.R – Sage Publication.
3. Mergers, acquisitions and Corporate Restructuring, NishikantJha, Himalaya Publishing House, 2011.
4. Corporate Restructuring, Bhagaban Das, Debdas Raskhit and Sathya Swaroop Debasish, Himalaya Publishing, 2009.
5. Business Legislation for Management, M.C. Kuchhal and Vivek Kuchhal, 4/e, Vikas Publishing House, 2013.

23MBA3EF5 - TAXATION

Course Category	Elective (Finance)	Credits	3
Course Type	Theory	L-T-P	4-0-0
Year	II	CIE Marks	25
Sem.	III	SEE Marks	75
		Total Marks	100

Objective:

- To acquaint the students with the theoretical and practical aspects of direct taxes including wealth taxes.

COURSE CONTENTS**UNIT-I:**

General Principles of Tax – Direct and Indirect Taxes – State Power to Levy Tax – Tax System – Provisions of Income Tax Act 1961 – Finance Act – Basic Concepts.

UNIT-II:

Income Tax – Deductions, Computation, Payment and Accounting- deductions from Gross Total Income, Rebates and Reliefs and Computation of Taxable Income and Tax Payable, Filing of Income Tax Returns – Provisions, Forms and Due Dates, Notices and Assessments.

UNIT III:

Tax Planning for Firms, HUFs and AOPs- partnership firm under Income Tax Law, tax deductions available to firms, Provisions relating to interest and remuneration paid to partner, Computation of partnership firms' book profit, Set-off and carry-forward of losses of Firms and taxation of HUFs and Associations of Persons (AOPs).

UNIT IV:

Corporate Taxation- Computation of taxable income, Carry-forward and set-off of losses for companies, Minimum Alternative Tax (MAT), Set-off and Carry-forward of Amalgamation Losses, Tax Planning for Amalgamation, Merger and Demerger of Companies, Tax Provisions for Venture Capital Funds

UNIT V:

Tax Audit and Accounting for Income Tax - Tax Audit, Qualities and Qualifications Required in Tax Auditors, Forms, Reports and Returns and Tax Reporting and Disclosure in Financial Statements

Suggested Readings:

1. Dr. V.K. Singhania & Dr. Kapil Singhania, Direct Taxes Law and Practice, Taxman Publications Pvt. Ltd., New Delhi.
2. Bhagavati Prasad, Direct Taxes Law and Practice, Wishwa Prakashan, New Delhi.
3. Dinkar Pagare, Income Tax and Practice, Sultan Chand and Sons, New Delhi.

23MBA3P01 – INDUSTRIAL PROJECT BASED ON SUMMER INTERNSHIP

Course Category	Elective (Finance)	Credits	4
Course Type	Theory	L-T-P	4-0-0
Year	II	CIE Marks	100
Sem.	III	SEE Marks	--
		Total Marks	100

23MBA4T01 - SUPPLY CHAIN MANAGEMENT AND ANALYTICS

Course Category	Professional Core	Credits	4
Course Type	Theory	L-T-P	4-0-0
Year	II	CIE Marks	25
Sem.	IV	SEE Marks	75
		Total Marks	100

COURSE CONTENTS**UNIT - I**

Basics of Supply Chain Management: Introduction to Supply Chain Management – Evolution- Different views of Supply Chain – Supply Chain Strategy – Supply Chain Drivers – Developing Supply Chain Strategy- Strategic fit in Supply Chain. Analytics in Supply Chain Management.

UNIT – II

Supply Chain Analysis - Types of Supply Chains - Advanced Planning - Structure of Advanced - Planning Systems-Strategic Network Planning - Demand Planning - Master Planning - Demand Fulfilment and ATP - Production Planning and Scheduling Purchasing and Material Requirements Planning Distribution and Transport – Planning - Coordination and Integration - Collaborative Planning.

UNIT – III

Set covering and Set Partitioning Problems, Travelling Salesman Algorithms, Advanced Vehicle Routing Problem Heuristics, Scheduling Algorithms-Deficit function Approach and Linking Algorithms.

UNIT- IV

Fuzzy Logic and Techniques-Application in SCM - Recent issues in SCM: Role of computer/ IT in supply chain management, CRM Vs SCM, Benchmarking concept, features and implementation, outsourcing –basic concepts, value addition in SCM – concept of demand chain management.

UNIT- V

Inventory Management in Supply Chain- Network Design in Supply Chain- Alternative Channels of Distribution- Location Decisions in Supply Chain-Implementing Advanced Planning Systems - The Definition of a Supply - Chain Project -The Implementation Process- SCM in a Pharmaceutical – Company Food and Beverages - Computer Assembly Semiconductor – Manufacturing.

Suggested Readings:

1. Mohanty R.P, S.G Deshmuki -Supply Chain Management Biztantra, New Delhi
2. Sunil Chopra, Peter Meindl, Supply Chain Management, Pearson Education, India.

23MBA4T02 - INNOVATION AND ENTREPRENEURSHIP

Course Category	Professional Core	Credits	4
Course Type	Theory	L-T-P	4-0-0
Year	II	CIE Marks	25
Sem.	IV	SEE Marks	75
		Total Marks	100

COURSE CONTENTS**UNIT I**

Entrepreneurship: Definition of Entrepreneur, Entrepreneurial motivation and barriers; Internal and external factors; Types of entrepreneurs; Theories of entrepreneurship; Classification of entrepreneurship. Creativity and Innovation: Creative Problems Solving, Creative Thinking, Lateral Thinking, Views of De Bono, Khandwala and others, Creative Performance in terms of motivation and skills.

UNIT II

Creativity and Entrepreneurial Plan: Idea Generation, Screening and Project Identification, Creative Performance, Feasibility Analysis: Economic, Marketing, Financial and Technical; Project Planning, Evaluation, Monitoring and Control, segmentation, Targeting and positioning of Product, Role of SIDBI in Project Management.

UNIT III

Operation problems: Incubation and Take-off, Problems encountered Structural, Financial and Managerial Problems, Types of Uncertainty. Institutional support for new ventures: Supporting organizations; Incentives and facilities; Financial Institutions and Small-scale Industries, Govt. Policies for SSIs.

UNIT IV

Family and non-family entrepreneurs: Role of Professionals, Professionalism vs. family entrepreneurs, Role of Woman entrepreneur, Sick industries, Reasons for Sickness, Remedies for Sickness, Role of BIFR in revival, Bank Syndications.

UNIT V

Introduction to Innovation management, Managing Innovation within Firms, Business strategy & organization Knowledge, New Product Strategy & Managing New Product Development, Role of Technology in Management of innovation, Managing for Intellectual Property Right.

References:

1. Couger, C-Creativity and Innovation (IPP, 1999)
2. Nina Jacob, -Creativity in Organisations (Wheeler, 1998)
3. Jonne & Ceserani-Innovation & Creativity(Crest) 2001.
4. Bridge Setal-Understanding Enterprise: Entrepreneurship and Small Business (Palgrave, 2003)
5. Holt-Entrepreneurship: New Venture Creation (Prentice-Hall) 1998.
6. Singh P & Bhandarkar A-Winning the Corporate Olympiad: The Renaissance paradigm (Vikas)
7. Dollinger M J-Entrepreneurship (Prentice-Hall, 1999).
8. Tushman, M.L. & Lawrence, P.R. (1997)-Managing Strategic Innovation & Change Oxford.
9. Jones T. (2003)-Innovating at the Edge: How Organizations Evolve and Embed Innovation Capability. Butterworth Heinemann, U. K.
10. Amidon, D. M. (1997)-Innovation Strategy for the Knowledge Economy: The Kanawakening. Butterworth-Heinemann, New Delhi, India.

23MBAEH1 - LABOR WELFARE AND EMPLOYMENT LAWS

Course Category	Elective (HRM)	Credits	3
Course Type	Theory	L-T-P	4-0-0
Year	II	CIE Marks	25
Sem.	IV	SEE Marks	75
		Total Marks	100

COURSE CONTENTS**UNIT I:**

Labour Welfare: Concept, scope and philosophy, principles and approaches of labour welfare, Indian constitution on labour, Agencies of labour welfare and their role. Impact of ILO on labour welfare in India.

UNIT II:

Labour welfare programmes: Statutory and non-statutory, extra mural and intra mural, Central Board of Workers' Education; Workers' Cooperatives- Welfare Centres -Welfare Officers' Role, Status and Function, Signs of poor welfare.

UNIT III:

Labour Legislation: Objectives-Principles-Classification-Evaluation of Labour legislation in India- Factories Act 1948, Definitions - Objectives of Act - Factory Inspectorate: – Measures to be taken by Factories for Health, Safety and Welfare of Workers - Working Hours - Wage and Compensation - Provisions Relating to Hazardous Processes - Annual Leave with Wages - Special Provisions - Obligations by Employer and Employee - Offences and Penalties., Contract Labour (Regulation and Abolition) Act 1970 and A.P.Shops and Establishments Act.

UNIT IV:

Industrial Relations Legislation: Industrial Disputes Act 1947Concept, objectives, Types of Strikes and their Legality – Authorities under the Act and their Duties – Voluntary Reference of Disputes to Arbitration – Types of Strikes and Lock-outs Wages for Strike and Lock-out

Period– Change in Conditions of Service. Industrial Employment (standing orders) Act 1946
Certification of Draft Standing Orders – Appeals – Date of Operation of Standing Orders –
Posting of Standing Orders – Payment of Subsistence Allowance.

UNIT V:

Trade Unions Act 1926. Definitions - Scope and Significance – Characteristics - Types of Trade Unions - Reasons for Joining Trade Unions - Advantages and Disadvantages of Trade unions- Legislations of Trade Unions- Rights and Privileges. Wage and Social Security Legislation: Payment of wages Act 1936 - Minimum wages Act 1948 - Payment of Bonus Act 1966 -. Payment of Gratuity Act 1972 – Workmen’s Compensation Act 1923 - Employees State Insurance Act 1948 - Maternity Benefit Act 1961 and Employees Provident Fund and Miscellaneous Provisions Act 1952. Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Govt. of India (Ministry of Labour, 1969). Report of the Commission on Labour Welfare, New Delhi: Author.
2. Govt. of India (Ministry of Labour, 1983). Report on Royal Commission on Labour in India, New Delhi: Author.
3. Malik, P.L: –Industrial Law , Eastern Book Company. Laknow,1977
4. Moorthy, M.V: –Principles of Labour Welfare , Oxford University Press, New Delhi. 5. Pant, S.C: –Indian Labour Problems , Chaitanya Pub. House. Allahabad.

23MBAEH2 - INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Category	Elective (HRM)	Credits	3
Course Type	Theory	L-T-P	4-0-0
Year	II	CIE Marks	25
Sem.	IV	SEE Marks	75
		Total Marks	100

COURSE CONTENTS

UNIT I

Introduction: A Global HR Perspective in New Economy-Challenges of Globalization - Implications of Managing People and Leveraging Human Resource - Strategic Role of International HRM – Distinction between Domestic and International HRM – HR Challenges at International Level.

UNIT II

Managing International Assignments: Significance -Global HR Planning – Staffing policy – Training and development – performance appraisal –International Labour relations – Industrial democracy - Positioning Expatriate – Repatriate – factors of consideration - Strategies - Legal content of Global HRM- International assignments for Women - Problems.

UNIT III

Cross Culture Management: Importance – Concepts and issues – Understanding Diversity – Managing Diversity Cross- Cultural Theories – Hofstede’s Model – Kluckhohn - Strodtbeck Model – Andre- Laurent’ Theory – Cultural Issues. considerations - Problems – Skill building methods – Cross Culture Communication and Negotiation – Cross Culture Teams. Talent crunch – Indian MNCs and Challenges.

UNIT IV

Compensation Management: Objectives -Importance – Concepts- Trends - Issues – Methods – Factors of Consideration – Models – incentive methods – Approaches of Compensation in Global Assignments - global compensation implications on Indian systems - Performance Management.

UNIT V

Global Strategic Advantages through HRD: Measures for creating global HRD Climate – Strategic Frame Work of HRD and Challenges - Globalization and Quality of Working Life and Productivity – Challenges in Creation of New Jobs through Globalization- New Corporate Culture.

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

References:

1. Subba Rao P:- International Human Resource Management , Himalaya Publishing House, Hyderabad, 2011
2. NilanjanSen Gupta: -International Human Resource Management Text and cases Excel Books, New Delhi.
3. Tony Edwards:— International Human Resource Management , Pearson Education, NewDelhi, 2012
4. Aswathappa K, Sadhana Dash: -International Human Resource Management, TMH, New Delhi,
5. Monir H Tayeb:- International Human Resource Management , Oxford Universities Press, Hyderabad, 2012.

23MBAEH3 - **EMPLOYEE RELATIONS AND ENGAGEMENT**

Course Category	Elective (HRM)	Credits	3
Course Type	Theory	L-T-P	4-0-0
Year	II	CIE Marks	25
Sem.	IV	SEE Marks	75
		Total Marks	100

COURSE CONTENTS

UNIT I:

Industrial Relations Management: Concept-meaning and scope of IR-system frame work- Theoretical perspective- Evaluation –Background of industrial Relations in India- Influencing factors of IR in enterprise and the consequences. Globalization and IR- Recent Trends in Industrial Relations.

UNIT II:

Trade Unions: Introduction-Definition and objectives-growth of Trade Unions in India -Union recognition-Union Problems-Employees Association- Collective Bargaining –Characteristics-Importance-Principles-The process of CB-Participation in the bargaining process-Essential conditions for the success of collective bargaining –Negotiating techniques and skills.

UNIT III:

Employee Grievances: Causes of Grievances – Grievances Redressal Machinery – Discipline in Industry _ Measures for dealing with Indiscipline–Standing Orders- Code Discipline.

UNIT IV:

Industrial Disputes: Meaning, nature and scope of industrial disputes - Cases and Consequences of Industrial Disputes –Prevention and Settlement of industrial disputes in India.

UNIT V:

Employee Engagement: Concept-Definition-Elements- Factors- Levels - Drivers of Employee Engagement-Measurement-Strategies- The role of managers in engaging the employees.

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

References

1. C.S Venkataratnam:- Industrial Relations||, Oxford University Press, New Delhi, 2011
2. Sinha:- Industrial Relations, Trade Unions and Labour Legislation||, Pearson Education, New Delhi, 2013
3. Mamoria:- Dynamics of Industrial Relations||, Himalaya Publishing House, New Delhi, 2010
4. B.D. Singh:- Industrial Relations|| Excel Books, New Delhi, 2010
5. Arun Monappa:- Industrial Relations||, TMH, New Delhi. 2012
6. Prof. N.Sambasiva Rao and Dr. Nirmal Kumar:- Human Resource Management and Industrial Relations||, Himalaya Publishing House, Mumbai
7. Ratna Sen:- Industrial Relations||, MacMillon Publishers, New Delhi, 2011

23MBAEH4 - **HUMAN RESOURCES DEVELOPMENT**

Course Category	Elective (HRM)	Credits	3
Course Type	Theory	L-T-P	4-0-0
Year	II	CIE Marks	25
Sem.	IV	SEE Marks	75
		Total Marks	100

COURSE CONTENTS

UNIT-I:

Concept of HRD-objectives-Structure-Need-Scope- HRD in selected industrial organisations-significance-HRD functions-Framework-Techniques-Attributes of a HRD manager.

UNIT-II:

HRD Strategies:- An Overview - Strategies - Training and Development - Methods - Evaluation of training programmes. HRD Process Model: Methods of Implantation, Evaluation of HRD programmes. Identification of HRD needs and Design and development of HRD programmes.

UNIT-III:

HRD interventions: Mentoring for employee development: Concepts of Mentoring-Perspectives- Mentoring relationship-Outcomes of Mentoring programmes-Design and implementation of formal-mentoring programmes-Barriers to mentoring-Role of mentoring in development, understanding the role and responsibilities of mentor, mentee-Special issues in Mentoring.

UNIT-IV:

Employee counselling for HRD: Overview of counselling programmes, employee assistance programme, stress management, employee wellness and health promotion. Career Planning, management, and development: Career development stages and activities, role of individual and organization in career planning, Issues in career management.

UNIT-V:

The future of HRD and HRD Ethics: Research, practice and education of HRD for innovation and talent development and management, Role of HRD in developing ethical attitude and behaviour and development, Ethical problems with HRD roles. Applications of HRD: HRD Climate, HRD for managing organizational change, HRD for Workers (blue collar employees), HRD Audit.

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

References:

1. Arun Monappa; Personnel Management;
2. Rudrabasava Raj M.N.: Dynamic Personnel Administration Management of Human Resources;
3. Udai Pareek, Human Resource Development;
4. S. Ravishankar & R.K. Mishra (Ed).: Management of Human Resources in Public Enterprises;
5. Haribson F, Educational Planning and Human Resources Development, International Institute for Education, UNESCO, Paris;
6. Bell DJ, Planning Corporate' Manpower, Longman; 7, Walker James W'. Human Resource Planning, MGH.

23MBAEH5 - STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Category	Elective (HRM)	Credits	3
Course Type	Theory	L-T-P	4-0-0
Year	II	CIE Marks	25
Sem.	IV	SEE Marks	75
		Total Marks	100

COURSE CONTENTS

UNIT-I

Human Resource Strategy: Introduction to Strategic Human Resource Management - Evaluation objectives and Importance of Human Resources Strategy- Strategic fit – A conceptual framework -Human Resources contribution to strategy - Strategy driven role behaviours and practices – Theoretical Perspectives on SHRM approaches - Linking business strategies to HR strategies.

UNIT-II

Strategic Human Resource Planning: Objectives, benefits, levels of strategic planning - Activities related to strategic HR Planning-Basic overview of various strategic planning models-Strategic HR Planning model-Components of the strategic plan.

UNIT-III

Strategy Implementation: Strategy implementation as a social issue-The role of Human Resource-Work force utilization and employment practices-Resourcing and Retention strategies-Reward and Performance management strategies.

UNIT-IV

Strategic Human Resource Development: Concept of Strategic Planning for HRD Levels in Strategic HRD planning-Training and Development Strategies-HRD effectiveness.

UNIT-V

Human Resource Evaluation: Overview of evaluation - Approaches to evaluation, Evaluation Strategic contributions of Traditional Areas - Evaluating Strategic Contribution of Emerging Areas-HR as a Profit centre and HR outsourcing strategy.

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

References:

1. Charles R. Greer: -Strategic Human Resource Management - A General Manager Approach - Pearson Education, Asia
2. Fombrum Charles & Tichy: -Strategic Human Resource Management - John Wiley Sons, 1984
3. Dr. Anjali Ghanekar -Strategic Human Resource Management Everest Publishing House, Pune 2009
4. Tanuja Agarwala -Strategic Human Resource Management Oxford University Press, New Delhi 2014 www.universityupdates.in || www.android.universityupdates.in || www.ios.universityupdates.in www.universityupdates.in || www.android.universityupdates.in || www.ios.universityupdates.in University Updates
5. Srinivas R Kandula -Strategic Human Resource Development PHI Learning PVT Limited, New Delhi 2009
6. Dreher, Dougherty -Human Resource Strategy Tata McGraw Hill Publishing Company Limited, New Delhi 2008

23MBAEF1 - **FINANCIAL DERIVATIVES**

Course Category	Elective (HRM)	Credits	3
Course Type	Theory	L-T-P	4-0-0
Year	II	CIE Marks	25
Sem.	IV	SEE Marks	75
		Total Marks	100

Objective:

- To enlighten the students with the concepts and practical applications of derivatives in the security markets.

COURSE CONTENTS

UNIT-I:

Introduction to Financial Derivatives – Meaning and Need – Growth of Financial Derivatives in India – Derivative Markets – Participants- Functions – Types of Derivatives – Forwards – Futures – Options-Swaps – The Regulatory Framework of Derivatives Trading in India.

UNIT-II:

Features of Futures –Differences Between Forwards and Futures – Financial Futures – Trading – Currency Futures – Interest Rate Futures – Pricing of Future Contracts- Value at Risk (VaR)-Hedging Strategies – Hedging with Stock Index Futures – Types of Members and Margining System in India – Futures Trading on BSE & NSE.

UNIT-III:

Options Market – Meaning & Need – Options Vs Futures -Types of Options Contracts – Call Options – Put Options- Trading Strategies Involving Options – Basic Option Positions – Margins – Options on Stock Indices – Option Markets in India on NSE and BSE.

UNIT-IV: Option Pricing – Intrinsic Value and Time Value- Pricing at Expiration – Factors Affecting Options pricing- Put-Call Parity Pricing Relationship- Pricing Models - Introduction to Binominal Option Pricing Model – Black Scholes Option Pricing Model.

UNIT-V:

Swaps – Meaning – Overview – The Structure of Swaps – Interest Rate Swaps – Currency Swaps – Commodity Swaps – Swap Variant – Swap Dealer Role –Equity Swaps – Economic Functions of Swap Transactions - FRAs and Swaps.

Suggested Readings:

1. Hull C. John, -Options, Futures and Other Derivatives , Pearson Educations Publishers,
2. David Thomas. W & Dubofsky Miller. Jr., Derivatives valuation and Risk Management,Oxford University, Indian Edition.
3. ND Vohra & BR Baghi, Futures and Options, Tata McGraw-Hill Publishing Company Ltd.
4. Red Head: Financial Derivatives: An Introduction to Futures, Forward, Options Prentice Hall of India.
5. David A. Dubofsky, Thomas W. Miller, Jr.: Derivatives: Valuation and Risk Management,Oxford University Press.
6. Sunil K.Parameswaran, -Futures Markets: Theory and Practice Tata-McGraw-Hill Publishing Company Ltd.
7. D.C. Patwari, Financial Futures and Options, Jaico Publishing House.
8. T.V. Somanathan, Derivatives, Tata McGraw-Hill Publishing Company Ltd.
9. NSE Manual of Indian Futures & Options & [www. Sebi.com](http://www.sebi.com)
- 10.S.C. Gupta, Financial Derivatives: Theory, Concepts and Problems, Prentice Hall of India.

23MBAEF2 - GLOBAL FINANCIAL MANAGEMENT

Course Category	Elective (HRM)	Credits	3
Course Type	Theory	L-T-P	4-0-0
Year	II	CIE Marks	25
Sem.	IV	SEE Marks	75
		Total Marks	100

Objective:

- to enlighten the students with the Concepts and Practical applications of Global Financial Management.

COURSE CONTENTS

UNIT-I:

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

UNIT-II:

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

UNIT-III:

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

UNIT-IV:

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

UNIT-V:

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

Suggested Readings:

1. Buckley Adrin, Multinational Finance, 3rd Edition, Engle Wood Cliffs, Prentice Hall of India.
2. S.P. Srinivasan, B. Janakiram, International Financial Management, Wiley India, New Delhi.
3. Clark, International Financial Management, Cengage, ND
4. V. Sharan, International Financial Management, 3rd Edition, Prentice Hall of India.
5. A.K. Seth, International Financial Management, Galgothia Publishing Company.
6. P.G. Apte, International Financial Management, Tata McGrw Hill, 3rd Edition.
7. Bhalla, V.K., International Financial Management, 2nd Edition, New Delhi, Anmol, 2001.
8. V.A. Avadhani, International Financial Management, Himalaya Publishing House.
9. Bhalla, V.K., Managing International Investment and Finance, New Delhi, Anmol, 1997.

23MBAEF3 - FINANCIAL RISK MANAGEMENT

Course Category	Elective (HRM)	Credits	3
Course Type	Theory	L-T-P	4-0-0
Year	II	CIE Marks	25
Sem.	IV	SEE Marks	75
		Total Marks	100

Objective:

- To equip the students with adequate knowledge and Skill to understand and manage the risk and uncertainties to which financial institutions are exposed to.

COURSE CONTENTS

UNIT – I:

Introduction The concept of Risk, Nature, Need and scope of risk. Source, measurement, identification and evaluation of Risk. Types of risk–Product market risk and capital market risk. Possible Risk events, Risk Indicators, Risk Management Process–pre- requisites and fundamentals. Misconceptions of Risk. An integrated approach to Corporate Risk Management. Risk management approaches and methods. A comprehensive view of Risk in Financial Institutions. Risk reporting process–internal and external.

UNIT – II:

Measurement and Management of Risk: Value at risk (VaR): The concept, computation, stresses testing, back testing. Cash flow at risk (CaR): VaR and CaR to make investment decisions. Managing risk when risk is measured by VaR or CaR Non-Insurance methods of Risk Management-Risk Avoidance, Loss Control, Risk Retention and Risk Transfer. Asset-Liability Management (ALM): evolution & concept, RBI guidelines. Capital Adequacy. Management of interest rate risk, liquidity risk, credit risk and exchange rate risk.

UNIT – III:

Techniques and Tools of Risk Management: Forward contracts and Futures contracts The concept of Derivatives and types of Derivatives. The role of Derivative securities to manage

risk and to exploit opportunities to enhance returns. Individuals, speculators, hedgers, arbitrageurs and other participants in Derivatives Market. Forward contracts: Definition, features and pay-off profile of Forward contract. Valuation of forward contracts. Forward Contracts to manage Commodity price risk, Interest rate risk and exchange rate risk. Limitations of Forward contract. Futures contracts: Definition. Clearing house, margin requirements, marking to the market. Basis and convergence of future price to spot price. Valuation of Futures contract. Differences between forward contracts and futures contracts. Risk management with Futures contracts—the hedge ratio and the portfolio approach to a risk-minimizing hedge.

UNIT – IV:

Techniques and Tools of Risk Management: SWAPS Definition, types of swaps. Interest rate swaps, Currency swaps. Interest rate Swaps: Mechanics of Interest rate swaps.

Using Interest rate Swaps to lower borrowing costs, hedge against risk of rising and falling interest rates. Valuation of interest rate Swaps. Pricing of Interest rate swaps at origination and valuing of Interest rate swaps after origination. Currency Swaps: Types of Currency Swaps. Valuation of currency swaps. Using Currency Swaps to lower borrowing costs in foreign country, to hedge against risk of a decline in Revenue, to hedge against risk of an increase in Cost, to hedge against risk of a decline in the value of an asset, to hedge against risk of a rise in the value of a liability. Pricing of currency swap at origination and valuing of currency swap after origination.

UNIT – V:

Techniques and Tools of Risk Management: Options Definition of an option. Types of options: call option, put option, American option and European option. Options in the money, at the money and out of the money. Option premium, intrinsic value and time value of options. Pricing of call and put options at expiration and before expiration. Options on stock indices and currencies. The Binominal option pricing model (BOPM): assumptions - single and two period models. The Black & Scholes option pricing model (BSOPM): assumptions.

Suggested Readings:

1. Dun and Bradstreet, -Financial Risk Management , 2007, TMH, Delhi.
2. Paul Hopkins, Kogan Page, -Fundamentals of Risk Management , 2010, Institute of Risk Management.

3. Ravi Kumar, -Asset Liability Management , Vision Books Pvt. Ltd.
4. David. A. Dubofsky & Thomas. W. Miller, Jr., -Derivatives Valuation and Risk Management , 2003, Oxford University Press.
5. Jean-Philippe Bouchaud and Mark Potters, -Theory of Financial Risk and Derivative Pricing , 2009, 2nd Ed. Cambridge press
6. John C. Hull & Sankarshan Basu, -Options, Futures and Other Derivatives , 7th Ed, Pearson Education.
7. Theory and Practice of Treasury and Risk Management in Banks , Indian Institute of Banking and Finance, March 2006, Taxmann
8. Peter S. Rose & Sylvia C. Hudgins, -Bank Management & Financial Services , 7th Ed, Tata McGraw-Hill
9. Rene. M. Stulz, -Risk Management & Derivatives , 2003, Thomson Southwestern.
10. Jayanth Rama Varma, -Derivatives and Risk Management , TMH.

23MBAEF4 - STRATEGIC FINANCIAL MANAGEMENT

Course Category	Elective (HRM)	Credits	3
Course Type	Theory	L-T-P	4-0-0
Year	II	CIE Marks	25
Sem.	IV	SEE Marks	75
		Total Marks	100

Objective:

- To enlighten the students with the Concepts and Practical applications of Strategic Financial Management., with particular reference to the financial strategy and value of the enterprise.

COURSE CONTENTS**UNIT-I:**

Financial Goals and Strategy – Shareholder Value Creation (SCV): Market Value Added (MVA) – Market-to-Book Value (M/BV) – Economic Value Added (EVA) – Managerial Implications of Shareholder Value Creation.

UNIT-II:

Financial Strategy for Capital Structure: Leverage Effect and Shareholders' Risk – Capital Structure Planning and Policy – Financial Options and Value of the Firm – Dividend Policy and Value of the Firm.

UNIT-III:

Investment Strategy – Techniques of Investment Appraisal Under Risk and Uncertainty – Risk Adjusted Net Present Value – Risk Adjusted Internal Rate of Return – Capital Rationing – Decision Tree Approach for Investment Decisions – Evaluation of Lease Vs Borrowing Decision.

UNIT-IV:

Merger Strategy – Theories of Mergers – Horizontal and Conglomerate Mergers – Merger

Procedure – Valuation of Firm – Financial Impact of Merger – Merge and Dilution Effect on Earnings Per Share – Merger and Dilution Effect on Business Control.

UNIT-V:

Takeover Strategy – Types of Takeovers – Negotiated and Hostile Bids – Takeover Procedure – Takeover Defenses – Takeover Regulations of SEBI – Distress Restructuring Strategy – Sell offs – Spin Offs – Leveraged Buyouts.

Suggested Readings:

1. Van Horn, JC, Financial Management and Policy, Prentice Hall, New Delhi
2. PG Godbole, Mergers, Acquisitions and Corporate Restructuring, Vikas, New Delhi
3. Weaver, Strategic Corporate Finance, Cengage, ND
4. Weston JF, Chung KS & Heag SE., Mergers, Restructuring & Corporate Control, PrenticeHall.
5. GP Jakarathiya, Strategic Financial Management, Vikas, New Delhi
6. Coopers & Lybrand, Strategic Financial: Risk Management, Universities Press (India) Ltd.
7. Robicheck, A, and Myers, S., Optimal Financing Decisions, Prentice Hall Inc.
8. James T.Gleason, RiskL The New Management Imperative in Finance, A Jaico Book.

23MBAEF5 - **BEHAVIOURAL FINANCE**

Course Category	Elective (HRM)	Credits	3
Course Type	Theory	L-T-P	4-0-0
Year	II	CIE Marks	25
Sem.	IV	SEE Marks	75
		Total Marks	100

Objective:

- To help students appreciate the limitations of 'rational' models of investment decision making; To introduce students to an alternate framework for understanding price discovery in the markets; and to help students identify persistent or systematic behavioral factors that influence investment behavior

COURSE CONTENTS

UNIT – I:

Introduction to Behavioral finance – Nature, scope, objectives and application; Investment Decision Cycle: Judgment under Uncertainty :Cognitive information perception - Peculiarities (biases) of quantitative and numerical information perception - Weber law -Subjective probability – Representativeness – Anchoring - Asymmetric perception of gains and losses framing and other behavioral effects - Exponential discounting - Human economic behavior - Discount factors for short and long horizons - Experimental measurement of the discount factor - Hyperbolic discounting.

UNIT – II:

Utility/ Preference Functions: Expected Utility Theory [EUT] and Rational Thought: Decision making under risk and uncertainty - Expected utility as a basis for decision-making – Theories based on Expected Utility Concept – Decision making in historical prospective - Allais and Elsberg's Paradoxes - Rationality from an economics and evolutionary prospective – Herbert Simon and bounded rationality- Investor rationality and market efficiency - Empirical data that questions market efficiency.

UNIT – III:

Behavioral Factors and Financial Markets: The Efficient Markets Hypothesis – Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency -Market Predictability –The Concept of limits of Arbitrage Model - Asset management and behavioral factors - Active Portfolio Management: return statistics and sources of systematic underperformance. - Fundamental information and technical analysis – the case for psychological influence.

UNIT – IV:

Behavioral Corporate Finance: Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy - Capital Structure dependence on Market Timing - Mergers and Acquisitions. Systematic approach to using behavioral factors in corporate decision making. External Factors and Investor Behavior: Mechanisms of the External Factor influence on risk perception and attitudes - Connection to human psychophysiology and emotional regulation Active portfolio management – the source of the systematic underperformance.

UNIT – V:

Emotions and Decision – Making: Experimental measurement of risk-related - Measuring Risk - Emotional mechanisms in modulating risk-taking attitude - Neurophysiology of risk taking. Personality traits and risk attitudes in different domains.

Suggested Readings:

1. Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves. □
The Psychology of Investing by John R.
2. Understanding Behavioral Finance by Ackert Nofsinger, Pearson Prentice Hall, (4th Edition)
3. What Investors Really Want - Learn the lessons of behavioral Finance, Meir Statman, □
McGraw-Hill
4. Handbook of Behavioral Finance – Brian R. Bruce
5. Behavioral finance - Wiley Finance - Joachim Goldberg, Rüdiger von Nitzsch
6. Plous, Scott, 1993, The Psychology of Judgment and Decision Making, Ch 10-15
7. Shleifer, Andrei, 2000, Are Financial Markets Efficient?, Chapter 1 in Inefficient
8. Markets, Oxford University Press. Ackert, L., and R. Deaves, 2010, Behavioral Finance: Psychology, Decision-Making and

9. Markets, South-Western Cengage Learning, Mason, Ohio. Nofsinger, J. R., 2001, Investment Madness, Prentice Hall.
10. Mitchell, O. S., and S. P. Utkus, eds., 2004. Pension Design and Structure: New Lessons
11. from Behavioral Finance (Oxford University Press, New York, New York). Shleifer, Andrei (2000): Inefficient Markets: An Introduction to Behavioral
12. Finance, Oxford University Press, Oxford. Montier, James (2002): Behavioural Finance, John Wiley & Sons, New York.
13. Plous, S. (1993). The psychology of judgment and decision-making NY: McGraw Hill.

23MBA4CV1 – COMPREHENSIVE VIVA-VOCE

Course Category	Elective (HRM)	Credits	2
Course Type	Theory	L-T-P	0-0-0
Year	II	CIE Marks	50
Sem.	IV	SEE Marks	--
		Total Marks	50