



# **COURSE STRUCTURE AND DETAILED SYLLABUS**

**for  
Master of Business Administration  
( MBA)**

**Effective from the Academic  
Year 2021-2022**



**MBA I Semester Proposed Course structure for the Academic Year 2021-2022**

S. No	Subject Code	Title of the Course	L	P	C	Internal	External	Total
1.	21MS11T1	Principles of Management	4	-	4	40	60	100
2.	21MS11T2	Managerial Economics	4	-	4	40	60	100
3.	21MS11T3	Accounting for Managers	4	-	4	40	60	100
4.	21MS11T4	Managerial Communication & Soft Skills	4	-	4	40	60	100
5.	21MS11T5	Quantitative Analysis for Business Decisions	4	-	4	40	60	100
6.	21MS11T6	Business Environment	4	-	4	40	60	100
7.	21CS11L7	Information Technology Lab	-	3	2	40	60	100
8.	21MS11C8	Case Study – I	2	-	1	-	-	-
<b>Total Credits for I Semester (A)</b>					<b>27</b>	<b>280</b>	<b>420</b>	<b>700</b>

**MBA II Semester Proposed Course structure for the Academic Year 2021-2022**

S. No	Subject Code	Title of the Course	L	P	C	Internal	External	Total
1.	21MS12T1	Financial Management	4	-	4	40	60	100
2.	21MS12T2	Marketing Management	4	-	4	40	60	100
3.	21MS12T3	Human Resource Management	4	-	4	40	60	100
4.	21MS12T4	Production & Operations Management	4	-	4	40	60	100
5.	21MS12T5	Research Methodology	4	-	4	40	60	100
6.	21MS12T6	Organisational Behaviour	4	-	4	40	60	100
7.	21MS12P7	Mini Project	2	-	2	-	-	100
8.	21MS12C8	Case Study – II	2	-	1	-	-	-
<b>Total Credits for II Semester (B)</b>					<b>27</b>	<b>240</b>	<b>360</b>	<b>700</b>

**MBA III Semester Proposed Course structure for the Academic Year 2021-2022**

S. No	Subject Code	Title of the Course	L	P	C	Internal	External	Total	
1.	21MS13T1	Strategic Management	4	-	4	40	60	100	
2.	21MS13T2	Legal Aspects of Business	4	-	4	40	60	100	
3.	21MS13T3	Business Ethics & Corporate Governance	4	-	4	40	60	100	
4.	21MS13F4/ M4/H4	Elective – I	4	-	4	40	60	100	
5.	21MS13F5/ M5/H5	Elective – II	4	-	4	40	60	100	
6.	21MS13F6/ M6/H6	Elective – III	4	-	4	40	60	100	
7.	21MS13F7/ M7/H7	Elective – IV	4	-	4	40	60	100	
8.	21MS13B8	Startup Business Plan	2	-	1	-	-	-	
<b>Total Credits for III Semester (C)</b>						<b>29</b>	<b>280</b>	<b>420</b>	<b>700</b>

The students may choose **ONE** Specialization among the following:

Subject code	Finance	Subject code	Marketing	Subject Code	HR
21MS13F4	Security Analysis & Portfolio Management	21MS13M4	Consumer Behaviour	21MS13H4	Leadership Management
21MS13F5	Banking & Insurance Management	21MS13M5	Retail Management	21MS13H5	Compensation and Reward Management
21MS13F6	Project Management	21MS13M6	Customer Relationship Management	21MS13H6	Performance Management
21MS13F7	Strategic Financial Management	21MS13M7	Digital & Social Media Marketing	21MS13H7	Strategic Human Resource Management

**MBA IV Semester Proposed Course structure for the Academic Year 2021-2022**

<b>S. No</b>	<b>Subject Code</b>	<b>Title of the Course</b>	<b>L</b>	<b>P</b>	<b>C</b>	<b>Internal</b>	<b>External</b>	<b>Total</b>	
1.	21MS14T1	Logistics & Supply Chain Management	4	-	4	40	60	100	
2.	21MS14T2	Entrepreneurship Development	4	-	4	40	60	100	
3.	21MS14F3/ M3/H3	Elective – V	4	-	4	40	60	100	
4.	21MS14F4/ M4/H4	Elective – VI	4	-	4	40	60	100	
5.	21MS14F5/ M5/H5	Elective – VII	4	-	4	40	60	100	
6.	21MS14F6/ M6/H6	Elective – VIII	4	-	4	40	60	100	
7.	21MS14P7	Internship/Project and Viva Voce	-	-	5	-	-	100	
<b>Total Credits for IV Semester (D)</b>						<b>29</b>	<b>240</b>	<b>360</b>	<b>700</b>

The students may choose **ONE** Specialization among the following:

<b>Subject Code</b>	<b>Finance</b>	<b>Subject Code</b>	<b>Marketing</b>	<b>Subject code</b>	<b>HR</b>
21MS14F3	Financial Markets & Services	21MS14M3	Services Marketing	21MS14H3	Global HRM
21MS14F4	Global Financial Management	21MS14M4	Promotion & Distribution Management	21MS14H4	Organizational Development and Change Management
21MS14F5	Financial Risk Management	21MS14M5	Global Marketing Management	21MS14H5	Labour Welfare Legislation
21MS14F6	Tax Management	21MS14M6	Rural Marketing	21MS14H6	Management of Industrial Relations

**L- Lecture,P-Practical,C-Credits**

### Semesterwise Credit Distribution

<b>SEMESTER</b>	<b>CREDITS</b>
I	27
II	27
III	29
IV	29
<b>TOTAL</b>	<b>112</b>



**Syllabus- MBA I Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>PRINCIPLES OF MANAGEMENT</b>			
Subject Code	<b>2IMS11T1</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>• To Describe the development of Management Thought and its relevance to business</li> <li>• To Demonstrate the concepts of Planning and Organising and their components.</li> <li>• To Examine the various Directing and Controlling techniques.</li> <li>• To Familiarize the various Decision Making Types and Models</li> <li>• To Examine the various contemporary issues in Management</li> </ul>			
<b>Unit –I</b>			
<b>Introduction of Management:</b> Management: Definition – Importance – Managerial Roles – Functions of management – Evolution of Management Thought – Motivation Theories - Classical theory – Scientific management - Administrative theory – Behavioral Theory		<b>Hours – 10</b>	
<b>Unit –II</b>			
<b>Planning and Organizing:</b> Nature and Definition of Planning – Principles of Planning – Objectives of planning – Planning process – Types of plans – Benefits and pitfalls of planning. Principles of organizing – Organization levels – Organizational designs and structure – Line and staff organizations – Approaches – Delegation of Authority – Factors affecting delegation of authority – Departmentation - Span of management – Centralization and decentralization of Authority.		<b>Hours – 10</b>	
<b>Unit – III</b>			
<b>Directing and Controlling:</b> Definition of Co-ordination – Significance and principles of Coordination– Leadership behavior and styles – Leadership in cross cultural environment. Nature and importance of controlling – Controlling process – Requirements of effective control – Establishing controlling system – Controlling techniques.		<b>Hours – 10</b>	
<b>Unit – IV</b>			
<b>Decision making:</b> Meaning of decision – types of decisions – Rationale decision making process – Models of decision making – Problem solving and decision making – increasing participation in decision making – Vroom's Participative decision making model – challenges and problems in decision making		<b>Hours –10</b>	
<b>Unit – V</b>			
<b>Contemporary issues in Management:</b> MBO - Management By Walking Around – Out of the Box Thinking – Balanced Score Card –Time Management – BPOs – Stress Management causes and remedies – JIT – TQM – Six Sigma – BPR.		<b>Hours – 10</b>	
<b>Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.</b>			
<b>COURSE OUTCOMES:</b>			
<ul style="list-style-type: none"> <li>• Students are able to understand the development of management thought</li> <li>• Clearly know the concepts of Planning, Organizing and their components.</li> <li>• Understand the methods and techniques of Directing and Controlling</li> <li>• Familiar with the various Decision Making tools.</li> <li>• Know the various contemporary issues.</li> </ul>			

**QUESTION PAPER PATTERN:****SECTION A:**

- Five one page answer questions from each unit.

**SECTION B:**

- Three easy type questions out of five questions.

**SECTION C:**

- Case Study (Compulsory question)

**REFERENCE BOOKS:**

1. William, Tripathy: "MGMT (including instructor recourses)", Cengage Learning, New Delhi, 2013.
2. Harold Koontz, Heinz Wehrich, Essentials of Management, *McGraw Hill Education*, 2010.
3. **P.Subba Rao, Management Theory & Organisational Behaviour, Text & Cases** Himalaya Publishing House, New Delhi, 2012,
4. V.S.P. Rao, Management Text & Cases, Excel Books Second Edition, 2012
5. Peter F. Drucker, Management, Tasks, Responsibilities, Practices, *Routledge International*, 1978
6. Dr.P.Subba Rao and Prof. N.Sambasiva Rao:"**Management and Organizational Behaviour - (Text and Cases)**", Himalaya Publishing House, Mumbai.
7. Neeta Baporikar, Case Method – Cases in Management, Himalya Publishing House, 2009.

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	0	0	0	0	0	0	0
CO2	3	0	0	0	0	0	0	0
CO3	0	3	0	0	0	0	0	0
CO4	0	0	0	0	3	0	0	0
CO5	0	0	0	2	0	0	0	3

3 – High; 2 – Medium; 1 – Low; 0 = No Matching



**Syllabus- MBA I Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>MANAGERIAL ECONOMICS</b>			
Subject Code	<b>21MS11T2</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>To outline the basic concepts of Economics pertinent to business Decision Making</li> <li>To introduce the basics of Demand and Supply &amp; their relevance in economic decision making</li> <li>To examine the production function with one variable and two variable inputs</li> <li>To explain the meaning of cost and explain different types of costs</li> <li>To illustrate the various market structures and price determination in various markets.</li> </ul>			
<b>Unit - I</b>			
<b>Introduction to Managerial Economics:</b> Definition, Nature and Scope, Relationship with other areas in Economics, The role of managerial economist. Concept of opportunity cost, Incremental concept, time Perfective, Discounting Principle, Risk & uncertainty.			<b>Hours – 10</b>
<b>Unit - II</b>			
<b>Demand Analysis:</b> Elasticity of demand, types and significance of Elasticity of Demand - Measurement of price Elasticity of Demand – Need for Demand forecasting, forecasting techniques, Law of Supply.			<b>Hours – 10</b>
<b>Unit – III</b>			
<b>Production Analysis:</b> Production functions, Production function with one/two variables, Marginal Rate of Technical Substitution, Cobb-Douglas Production Function, Returns to Scale and Laws of returns.			<b>Hours – 10</b>
<b>Unit – IV</b>			
<b>Cost theory and Estimation:</b> Cost concepts, Opportunity Cost, Fixed Cost vs. Variable Cost, Explicit vs. Implicit Cost Determinants of cost, cost – output relationship in the short run and long run –, Short – run Average cost curves – Average total cost Curve – Cost - Volume – Profit analysis.			<b>Hours –10</b>
<b>Unit – V</b>			
<b>Market Structures and Pricing practices:</b> Features and Types of different Markets – Price- Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both in the long run and short run. Pricing methods in practice – Managerial Theories of a firm – Marris & Williams Models.			<b>Hours – 10</b>
<b>Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.</b>			
<b>COURSE OUTCOMES:</b>			
<ul style="list-style-type: none"> <li>Students are experienced with various economic concepts with reference to business</li> <li>Ability to understand the Demand and Supply concepts</li> <li>Familiar with the production function with one variable and two variable inputs</li> <li>Ability to understand the various types of costs</li> <li>Students are aware the various market structures and know the various price determination in each market structure</li> </ul>			
<b>QUESTION PAPER PATTERN:</b>			
<b>SECTION A:</b>			
<ul style="list-style-type: none"> <li>Five one page answer questions from each unit.</li> </ul>			



**SECTION B:**

- Three easy type questions out of five questions.

**SECTION C:**

- Case Study (Compulsory question)

**REFERENCE BOOKS:**

1. Mithani D M: “**Managerial Economics**”, Himalaya Publishing House, Mumbai, 2008.
2. D.N. Dwivedi, Managerial Economics, 8<sup>th</sup> Edition, *Vikas Publishing House, 2015*
3. Dr. Atmanand , Managerial Economics, Excel Books, 2012
4. R.H. Dahlokia, A.N. Oza, Micro Economics for Management, *Oxford University Press,*
5. 1999.
6. Pual G. Keat, Philip K.Y. Young, Sreejata Benerjee, Managerial Economics, Economic Tools for Today’s Decision Makers, *Pearson Education, 2011.*
7. Mark Hirshey & Bentzen, Managerial Economics, *Cengage International, 2016.*
8. Paul, Koushil: “**Managerial Economics**”, Cengage Learning, New Delhi.
9. E. Narayana Nadar & S. Vijayan, Managerial Economics, *Prentice Hall of India,*
10. Vanita Agarwal, Managerial Economics, *Pearson Education, 2013*

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	0	0	0	3	0	0	0	0
CO2	0	2	0	0	0	0	0	0
CO3	0	2	0	0	0	0	0	0
CO4	0	0	0	2	0	0	0	0
CO5	0	3	0	0	2	0	0	0

3 – High; 2 – Medium; 1 – Low; 0 = No Matching



**Syllabus- MBA I Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>ACCOUNTING FOR MANAGERS</b>			
Subject Code	<b>21MS11T3</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>• To summarize the basic concepts of Accounting.</li> <li>• To describe the procedure for preparation of Final Accounts</li> <li>• To demonstrate the various tools and technique for financial analysis</li> <li>• To classify the various cost concepts and cost estimation tools and techniques</li> <li>• To describe the various Cost Accounting Techniques and Methods</li> </ul>			
<b>Unit -I</b>			
<b>Accounting Process:</b> Definition of accounting - Accounting Concepts and conventions - Accounting Cycle - Classification of accounts - Accounting equations - Users of accounting information - Books of original entry, ledger - Preparation of Trial balance			<b>Hours – 10</b>
<b>Unit - II</b>			
<b>Final Accounts:</b> Preparation and Presentation of income statement - Balance Sheet with Adjustments - Accounting standards - Preparation and Presentation of Company Final Accounts – Limitations of Financial Statements, Depreciation Models.			<b>Hours – 10</b>
<b>Unit – III</b>			
<b>Financial Analysis:</b> The scope and purpose of financial analysis - financial statement analysis - Ratio analysis – liquidity, activity, structural, coverage and profitability ratios - Funds flow analysis - concepts of funds; ascertaining funds from operations ; Sources of funds - Uses of funds - Preparation and analysis of funds flow statement and cash flow statement.			<b>Hours – 10</b>
<b>Unit – IV</b>			
<b>Cost accounting concepts:</b> Methods of Costing, Techniques of Costing - Role of Cost accounting - Elements of cost - Financial accounting Vs Management Accounting - Basic Cost concepts - Determination of product cost - Preparation of cost sheet under different cost heads			<b>Hours –10</b>
<b>Unit – V</b>			
<b>Cost Behavior and Decision making:</b> Behavioural classification of costs and methods for calculation of fixed, variable and semi variable costs - CVP analysis and decision making - Break Even analysis-Key factor distribution & analysis - Optimization of Product mix - Make or Buy decisions - Capacity utilization - Plant shutdown or continue decision CVP under conditions of uncertainty - sensitivity analysis.			<b>Hours – 10</b>
<b>Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.</b>			
<b>COURSE OUTCOMES:</b>			
<ul style="list-style-type: none"> <li>• Know the various concepts of Accounting</li> <li>• Students are ability to understand the procedure for preparation of final accounts</li> <li>• Students are understand the various tools for analysing financial statements</li> <li>• Students are proficient with various cost concepts and cost estimation tools</li> <li>• Ability to understand the various Cost Accounting techniques and methods</li> </ul>			

**QUESTION PAPER PATTERN:****SECTION A:**

- Five one page answer questions from each unit.

**SECTION B:**

- Three easy type questions out of five questions.

**SECTION C:**

- Case Study (Compulsory question)

**REFERENCE BOOKS:**

1. Maheshwari, Maheshwari and Maheshwari, “**Financial Accounting**”, Vikas Publishing House, New Delhi, 2013
2. Paresh Shah, Management Accounting, *Oxford University Press*, 2015, New Delhi
3. Jawahar Lal, Accounting for Managers, Himalaya Publishing House, Mumbai 2017
4. Vijaya Kumar.P, Ravindra P.S., Kiran Kumar V: “**Accounting for Managers**”, Himalaya Publishing House, New Delhi, 2013
5. Shankarnarayana, Ramanath: “**Financial Accounting for Management**”, Cengage Learning, New Delhi.
6. S.Ramanathan, Accounting for Management, *Oxford University Press*, 2014, New Delhi
7. Ramachandran N, RamKumar Kakani: **Financial Accounting for Management**”, McGraw Hill – 2013.

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	0	0	0	0	2	0	0
CO2	0	0	0	0	0	2	0	0
CO3	0	2	0	0	0	3	0	0
CO4	0	2	0	0	0	2	0	0
CO5	0	2	0	0	0	0	0	0

3 – High; 2 – Medium; 1 – Low; 0 = No Matching



**Syllabus- MBA I Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>MANAGERIAL COMMUNICATION &amp; SOFT SKILLS</b>			
Subject Code	<b>21MS11T4</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>• To describe the importance of Business and Managerial Communication</li> <li>• To demonstrate formal and informal communication</li> <li>• To present the various communication styles</li> <li>• To demonstrate the various Business Writing skills</li> <li>• To describe various techniques and types of presentation</li> </ul>			
<b>Unit – I</b>			
<b>Role of Communication in Business:</b> Objective of Communication – The Process of Human Communication – Media of Communication - Written Communication - Oral Communication - Visual Communication - Audio Visual Communication – Silence - Developing Listening Skills – Improving Non-verbal communication skills – Cross Cultural Communication – problems and challenges.			<b>Hours – 10</b>
<b>Unit –II</b>			
<b>Managing Organization Communication:</b> Formal and Informal Communication - Intrapersonal Communication – Models for Inter Personal Communication - Exchange Theory			<b>Hours – 10</b>
<b>Unit – III</b>			
<b>Managing Interpersonal Communication:</b> Inter-Personal communication – Role of Emotion in Inter Personal Communication – Communication Styles – Barriers to Communication – Gateways to Effective Interpersonal Communication.			<b>Hours – 10</b>
<b>Unit – IV</b>			
<b>Business Writing Skills:</b> Significance of Business Correspondence - Essentials of Effective Business Correspondence - Business Letter and Forms - Meeting - Telephone Communication – Use of Technology in Business Communication. Report Writing – Meaning and Significance: Structure of Reports - Negative, Persuasive and Special Reporting: Informal Report – Proposals. Formal Reports.			<b>Hours –10</b>
<b>Unit – V</b>			
<b>Presentation skills</b> – Techniques of Presentation – Types of Presentation – Video Conferencing and formats – Interview – formal and informal – Interview techniques –Communication etiquettes.			<b>Hours – 10</b>
<b>Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.</b>			
<b>COURSE OUTCOMES:</b>			
<ul style="list-style-type: none"> <li>• Ability to understand the importance of Business Communication</li> <li>• Understand the formal and informal communication</li> <li>• Ability to understand the various communication styles</li> <li>• Familiar with the various business writing skills</li> <li>• Familiar with the various presentation techniques and types</li> </ul>			
<b>QUESTION PAPER PATTERN:</b>			
<b>SECTION A:</b>			
<ul style="list-style-type: none"> <li>• Five one page answer questions from each unit.</li> </ul>			

**SECTION B:**

- Three easy type questions out of five questions.

**SECTION C:**

- Case Study (Compulsory question)

**TEXT BOOKS:**

1. Meenakshi Raman, Prakash Singh, Business Communication, *Oxford University Press*, 2012.
2. C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan, Business Communication, Himalaya Publishing House, Mumbai
3. R.K.Madhukar: "Business Communication", Vikas Publishing House, New Delhi, 2012.
4. Mallika Nawal: "Business Communication", Cengage Learning, New Delhi, 2012.
5. Kuberudu B and Srinivasa Krishna K: "Business Communication and Soft Skills", Excel Books, 2008.
6. SathyaSwaroop Debasish, Bhagaban Das" "Business Communication", PHI Private Limited, New Delhi, 2009.
7. Sangita Mehta, NeetyKaushish: "Business Communication", University Science Press, New Delhi, 2010.
8. Anjali Ghanekar: "Business Communication Skills", Everest Publishing House, New Delhi, 202011 .
9. Paul Turner: "Organisational Communication", JAICO Publishing House, New Delhi.
10. Kelly M Quintanilla, Shawn T.Wahl:"Business and Professional Communication", SAGE, New Delhi, 2012.

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

<b>CO/PO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>
<b>CO1</b>	<b>0</b>	0	0	0	0	0	3	2
<b>CO2</b>	0	0	0	0	0	0	3	0
<b>CO3</b>	0	0	0	0	0	0	3	0
<b>CO4</b>	0	0	0	0	0	0	3	0
<b>CO5</b>	0	0	0	0	0	0	3	0

**3 – High; 2 – Medium; 1 – Low; 0 = No Matching**



**Syllabus- MBA I Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS</b>			
Subject Code	<b>21MS11T5</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>• To describe the importance of Mathematics and Statistical Techniques in Decisions Making</li> <li>• To describe the steps involved in decision making and describe the decision making under uncertainty</li> <li>• To describe basics steps in constructing Linear Programming Model</li> <li>• To demonstrate the Transportation, Assignment models and Game Theory</li> <li>• To illustrate the Project Management Techniques</li> </ul>			
<b>Unit –I</b>			
<b>Basic Mathematical &amp; Statistical Techniques:</b> Measures of Central Tendency – Mean, Median and Mode, Simple Correlation and Regression Analysis			<b>Hours – 10</b>
<b>Unit – II</b>			
<b>Introduction to Decision Theory:</b> 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.			<b>Hours – 10</b>
<b>Unit – III</b>			
<b>Linear Programming:</b> 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, Two phase method.			<b>Hours – 10</b>
<b>Unit – IV</b>			
<b>Transportation, Assignment Models &amp; Game theory:</b> Definition and application of the transportation model, solution of the transportation problem, the Assignment Model, Travelling Salesman Problem. 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.			<b>Hours –10</b>
<b>Unit – V</b>			
<b>P.E.R.T. &amp; C.P.M:</b> Drawing networks – identifying critical path – probability of completing the project within given time- project crashing – optimum cost and optimum duration.			<b>Hours – 10</b>
<b>Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.</b>			
<b>COURSE OUTCOMES:</b>			
<ul style="list-style-type: none"> <li>• Able to understand the importance of Mathematics and Statistical Techniques in Decisions Making</li> <li>• Ability to understand the steps involved in decision making</li> <li>• Understand the steps involved in constructing Linear Programming Model</li> <li>• Familiar with the transportation and assignment models and Game Theory</li> <li>• Understand the Project Management techniques.</li> </ul>			

**QUESTION PAPER PATTERN:****SECTION A:**

- Five one page answer questions from each unit.

**SECTION B:**

- Three easy type questions out of five questions.

**SECTION C:**

- Case Study (Compulsory question)

**REFERENCE BOOKS:**

1. J. K. Sharma, “*Operations Research: Theory and Applications*”, Macmillan Gupta S.P: “*Statistical Methods*”, S. Chand and Sons, New Delhi,
2. N.D.Vohra: “*Quantitative Techniques in Management*”, Tata-McGraw Hill Private Limited, New Delhi, 2011.
3. Anand Sharma: “*Quantitative Techniques for Business decision Making*”, Himalaya Publishers, New Delhi,2012;
4. D P Apte: “*Operation Research and Quantitative Techniques*”, Excel Publication, New Delhi, 2013
5. Hamdy A. Taha, Operations Research: An Introduction, *Pearson Education*, 2011.
6. Fedrick S. Hiller, Gerald J. Lieberman, Bodhibrata Nag, Preetam Basu, Introduction to Operations Research, *McGraw Hill Education*, 2011
7. A. Ravidran, Don T. Phillips, James J. Solberg, Operations Research, Principles and Practice, *Wiley India*, 2006.
8. J.K. Sharma, Operations Research, *Macmillan India*, 2010.

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	0	0	0	0	0	2	0	0
CO2	0	3	0	0	0	0	0	0
CO3	0	2	0	0	0	2	0	0
CO4	0	2	0	0	0	0	0	0
CO5	0	2	0	0	0	0	0	0

3 – High; 2 – Medium; 1 – Low; 0 = No Matching



**Syllabus- MBA I Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>BUSINESS ENVIRONMENT</b>			
Subject Code	<b>2IMS11T6</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>• To understand the overview of business environment at National and International Level.</li> <li>• To describe the overview of Indian Economy with Economic Reforms</li> <li>• To familiarize the various policies of the Government of India pertaining to Indian Business</li> <li>• To illustrate the Foreign Trade Policy of India with global perspective</li> <li>• To describe the Legal framework of Government of India</li> </ul>			
<b>Unit –I</b>			
Business Environment: Importance at national and international level – problems and challenges – factors both internal and external influencing business environment. Industrial policies since independence and their significance – regulatory and promotional framework - Five-year plans and their importance.			<b>Hours – 10</b>
<b>Unit –II</b>			
Structure of Indian economy – Nature and significance – Economic systems – structure of Indian industry – Economic reforms in various sectors – nature – challenges – social justice – Disinvestment mechanism – problems and procedures – Sickness in Indian industry, competition Act 2002.			<b>Hours – 10</b>
<b>Unit – III</b>			
Fiscal Policy: nature and significance – public revenues – expenditure- debt, development activities allocation of funds – critical analysis of the recent fiscal policy of Government of India. Balance of Payments: Nature – structure – major components – causes for disequilibrium in balance of payments – correction measures.			<b>Hours – 10</b>
<b>Unit – IV</b>			
India's Trade Policy: Nature – Magnitude and direction of Indian international trade – problems – bilateral and multilateral trade agreements. International business environment: Nature – significance– challenges and mechanisms. WTO: Agreements in the Uruguay round including TRIPS, TRIMS and GATS – Disputes Settlement Mechanism – Dumping and Antidumping Measures.			<b>Hours –10</b>
<b>Unit – V</b>			
Legal Frame: special features of the SICA (special provisions) 1985, BIFR, Consumer protection act 1986, Environmental laws (pertaining to the control and prevention of Air and Water pollution) and the Essential Commodities Act 1955 Intellectual Property Rights Laws.			<b>Hours – 10</b>
<b>Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.</b>			
<b>COURSE OUTCOMES:</b>			
<ul style="list-style-type: none"> <li>• Students are learned with the knowledge of business environment.</li> <li>• Students are able to gain knowledge regarding fiscal policy, balance of payment, trade policies and consumer protection act-1986</li> <li>• Ability to know the various components of Indian Economy</li> <li>• Know the overview of Indian Foreign Trade Policy with global perspective.</li> <li>• Understand the Legal framework of Government of India</li> </ul>			



**QUESTION PAPER PATTERN:****SECTION A:**

- Five one page answer questions from each unit.

**SECTION B:**

- Three easy type questions out of five questions.

**SECTION C:**

- Case Study (Compulsory question)

**REFERENCE BOOKS:**

1. Shaikh Saleem: “**Business Environment**”, Pearsons, New Delhi,
2. Veena Keshav Pailwar: “**Economic Environment of Business**”, PHI Learning, New Delhi, 2012
3. Aswathappa K: “**Essentials of Business Environment**”, Himalaya Publishing House, New Delhi, 2011.
4. Ruddar Dutt & KPM Sundaram, Indian Economy, S.Chand Publishing
5. Faisal Ahmed, M.Absar Alam, Business Environment, Indian & Global Perspective, *Prentice Hall of India, 2017, New Delhi*
6. Francis Cherunilam, Business Environment, Text & Cases, *Himalaya Publishing House, Mumbai, 2017.*
7. B.N.Ghosh, Business Environment, Oxford University Press, New Delhi, 2014.
8. Rosy Joshi, Sangam Kapoor: “**Business Environment**”, Kalyani Publishers, New Delhi, 2011.

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	0	0	0	0	0	0	0	2
2	0	3	0	0	3	0	0	2
3	0	0	0	3	0	0	0	0
4	0	0	0	3	0	0	2	0
5	0	0	0	3	0	0	0	3

**3 – High; 2 – Medium; 1 – Low; 0 = No Matching**



**Syllabus- MBA I Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>INFORMATION TECHNOLOGY LAB</b>			
Subject Code	<b>18CS11L7</b>	Internal Marks	40
Number of Lecture Hours/Week	03	External Marks	60
Total Number of Lecture Hours	42	Exam Hours	03
<b>Credits – 02</b>			
<b>COURSE OBJECTIVES:</b>			
<p>The IT Workshop is a training lab course to get training on PC Hardware, Internet &amp; World Wide Web and Productivity tools for documentation, Spreadsheet computations, and Presentation.</p> <ul style="list-style-type: none"> <li>To demonstrate the various Softwares used by the business world</li> <li>To present the various Financial Modelling techniques</li> <li>To describe the various statistical models applied in managerial decision making</li> <li>To examine the various data collection and data presentation methods.</li> <li>To provide the tips for designing of Mini Projects and other course works.</li> </ul>			
<b>Unit –I</b>			
<b>Introduction of various Softwares used for Business:</b> Significance in the current business environments – Introduction of software MS Office, SQL			<b>Hours – 5</b>
<b>Unit –II</b>			
<b>Financial Modelling:</b> Present Value of Cash flows, Valuations, Financial Ratio Analysis, Forecasting, Trend Analysis of Data, Random Input Generations			<b>Hours – 5</b>
<b>Unit – III</b>			
<b>Statistics for Management:</b> Correlation and Regression Analysis data presentation techniques. Spread Sheet showing monthly payments with changing interest rate over a period of loan. (Using Excel)			<b>Hours – 5</b>
<b>Unit – IV</b>			
<b>Data Collection and Analysing Techniques:</b> Charts, Flow Diagrams TQM Methodologies			<b>Hours – 5</b>
<b>Unit – V</b>			
Preparation and Presentation of Mini Projects assigned for course work of first semester.			<b>Hours – 5</b>
<b>COURSE OUTCOMES:</b>			
<ul style="list-style-type: none"> <li>Familiar with the various softwares used by the business world.</li> <li>Know the various Financial Modelling techniques.</li> <li>Understand the importance of various statistical models applied in managerial decision making</li> <li>Familiar with the various data collection and data presentation methods.</li> <li>Understand the various procedures for designing of Mini Projects and other course works.</li> </ul>			
<b>TEXT BOOK:</b>			
<ol style="list-style-type: none"> <li>Computer Fundamentals, Anita Goel, Pearson</li> <li>Information Technology Workshop, 3e, G Praveen Babu, M V Narayana BS Publications.</li> </ol>			
<b>REFERENCE BOOK:</b>			
<ol style="list-style-type: none"> <li>Essential Computer and IT Fundamentals for Engineering and Science Students, Dr. N.B. Venkateswarlu</li> </ol>			

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

<b>CO</b>	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
1	-	-	-	-	-	-	-	2
2	-	-	-	-	-	-	-	2
3	-	-	-	3	-	3	-	-
4	-	-	-	-	-	3	2	-
5	-	-	-	-	-	-	2	-

**3 – High; 2 – Medium; 1 – Low; 0 = No Matching**



**Syllabus- MBA II Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>FINANCIAL MANAGEMENT</b>			
Subject Code	<b>21MS12T1</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>• To acquaint students with the finance and financial management concepts and techniques influencing financial decision making</li> <li>• To estimate the required rate of return on various sources of capital used by a company.</li> <li>• To describe the various phases of Capital Budgeting and to present the various project review techniques.</li> <li>• To discuss the various Dividend theories and their implications.</li> </ul> <p>To understand the various factors affecting the working capital requirements</p>			
<b>Unit -I</b>			
<b>Financial Management:</b> 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.			<b>Hours – 10</b>
<b>Unit –II</b>			
<b>Financing Decision:</b> Sources of finance - Concept and financial effects of leverage – EBIT – EPS analysis. Cost of Capital: Weighted Average Cost of Capital– Theories of Capital Structure			<b>Hours – 10</b>
<b>Unit – III</b>			
<b>Investment Decision:</b> Concept of Time Value of money – Techniques of Time Value of Money – Nature and Significance of Investment Decision – Estimation of Cash flows – Capital Budgeting Process – Techniques of Investment Appraisal – Payback period, Accounting Rate of Return, Time Value of Money – DCF Techniques- Net Present Value, Profitability Index and Internal Rate of Return.			<b>Hours – 10</b>
<b>Unit – IV</b>			
<b>Dividend Decision:</b> 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.			<b>Hours –10</b>
<b>Unit – V</b>			
<b>Liquidity Decision:</b> Meaning - Classification and Significance of Working Capital – Components of Working Capital – Factors determining the Working Capital – Estimating Working Capital requirement – Cash Management Models – Cash Budgeting – Accounts Receivables –Credit Policies – Inventory Management.			<b>Hours – 10</b>
<b>Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.</b>			

**COURSE OUTCOMES:**

- Ability to understand the basic concepts of Financial Management
- Familiar with the various methods to estimate the required rate of return
- Understand the various phases of Capital Budgeting & familiar with the various project review techniques.
- Ability to understand the various dividend theories along with their assumptions
- Know the various factors affecting the Working Capital requirements of business

**QUESTION PAPER PATTERN:****SECTION A:**

- Five one page answer questions from each unit.

**SECTION B:**

- Three easy type questions out of five questions.

**SECTION C:**

- Case Study (Compulsory question)

**REFERENCE BOOKS:**

1. James C. Van Horne, Fundamentals Financial Management, Pearson Education, 2012
2. IM Pandey, Essentials of Financial Management, Vikas Publishing House, 2015.
3. Prasanna Chandra: “**Financial Management Theory and Practice**”, Tata McGrawHill 2011.
4. MY Khan, PK Jain, Basics of Financial Management, *McGraw Hill, 2005.*
5. P.Vijaya Kumar, M.Madana Mohan, G. Syamala Rao:“**Financial Management**”, Himalaya Publishing House, New Delhi,2013.
6. Rajiv Srivastava, Anil Misra: “**Financial Management**”, Oxford University Press, New Delhi,2012
7. Brigham,E.F: “**Financial Management Theory and Practice**”, Cengage Learning, New Delhi, 2013

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	0	2	0	0	0	3	0	0
CO2	0	2	0	0	0	3	0	0
CO3	0	2	0	0	0	3	0	0
CO4	0	2	0	0	0	3	0	0
CO5	0	2	0	0	0	3	0	0

3 – High; 2 – Medium; 1 – Low; 0 = No Matching



**Syllabus- MBA II Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>MARKETING MANAGEMENT</b>			
Subject Code	<b>21MS12T2</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>To describe the basic concepts of Marketing &amp; discuss the Indian Marketing Environment</li> <li>To discuss the Segmenting, Targeting and Positioning Strategies of companies</li> <li>To understand the basics of Pricing strategy</li> <li>To describe the concept of Marketing Communication process and Communication Mix</li> <li>To describe the concept of Marketing Organisation and also discuss the various marketing controls</li> </ul>			
<b>Unit –I</b>			
<b>Introduction to Marketing:</b> Needs, Wants, Demands, Products, Exchange, Transactions, Market, Marketing, Production Concept, Product Concept, Sales Concept, Marketing Concept, Societal Marketing Concept, Indian Marketing Environment. Marketing Intelligence system, marketing decision system.		<b>Hours – 10</b>	
<b>Unit –II</b>			
<b>Market Segmentation and Targeting:</b> Identification of Market Segments, - Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets, Segmentation Basis, Selecting Target Markets, Segmentation and Targeting as a Basis for Strategy Formulation. Developing and Communicating a Positioning Strategy.		<b>Hours – 10</b>	
<b>Unit – III</b>			
<b>Product &amp; Pricing Strategy:</b> Levels of the Product – Product Line and Mix – Product Life Cycle. 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.		<b>Hours – 10</b>	
<b>Unit – IV</b>			
<b>Marketing Communication:</b> the communication process, Communication mix, Managing advertising sales promotion, Public relations and Direct Marketing. Sales force Objectives, Sales force structure and size, Sales force Compensation.		<b>Hours –10</b>	
<b>Unit – V</b>			
<b>Marketing Organization and Control:</b> Evolution of Marketing Department, Organizing the Marketing Department, Marketing Implementation, Control of Marketing Performance, Annual Plan Control, Profitability Control, Efficiency Control, Strategic Control.		<b>Hours – 10</b>	
<b>COURSE OUTCOMES:</b>			
<ul style="list-style-type: none"> <li>Ability to understand the basic concepts of Marketing &amp; adhere the Indian Marketing Environment</li> <li>Ability to understand the Segmenting, Targeting and Positioning Strategies</li> <li>Familiar the process of finalization of the prices of the production and know the various pricing strategies</li> </ul>			

- Understand the concept of Marketing Communication and communication mix
- Adhere the concept of Marketing organisation and ability to understand the various marketing controls.

**QUESTION PAPER PATTERN:**

**SECTION A:**

- Five one page answer questions from each unit.

**SECTION B:**

- Three easy type questions out of five questions.

**SECTION C:**

- Case Study (Compulsory question)

**REFERENCE BOOKS:**

1. Phillip Kotler: “**Marketing Management** “, Pearson Publishers, New Delhi, 2013.
2. Rajan Sexena: “**Marketing Management**”, Tata McGraw Hill, New Delhi, 2012.
3. R.Srinivasan: “**Case Studies in Marketing**”, PHI Learning, New Delhi, 2012
4. V.S.Rama Swamy, S. Nama Kumari, Marketing Management, McGraw Hill, 2013
5. Pingali Venu Gopal, Marketing Management A Decision Making Approach, *Response Books*, 2010.
6. Lamb, Hair, Sharma: “**MKTG**” Cengage Learning , New Delhi, 2013

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

<b>CO/PO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>
<b>CO1</b>	2	2	0	1	0	3	0	0
<b>CO2</b>	0	2	0	0	0	3	0	0
<b>CO3</b>	0	2	0	0	0	3	0	0
<b>CO4</b>	0	2	0	2	0	3	0	0
<b>CO5</b>	0	2	0	0	0	3	0	0

**3 – High; 2 – Medium; 1 – Low; 0 = No Matching**



**Syllabus- MBA II Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>HUMAN RESOURCE MANAGEMENT</b>			
Subject Code	<b>21MS12T3</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>• To describe the concept of Human Resource, HR functions &amp; its implementation process in the firm.</li> <li>• To familiarize the concept of Manpower Planning, Recruitment, Training and development and its methods and techniques</li> <li>• To discuss the various Performance Evaluation Methods</li> <li>• To familiarize the various Wage Concepts</li> <li>• To describe the important aspects of Industrial Relations in organisations.</li> </ul>			
<b>Unit –I</b>			
<b>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 at global perspective- challenges – cross-cultural problems – emerging trends in HRM.</b>			<b>Hours – 10</b>
<b>Unit –II</b>			
<b>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– training evaluation - retention - Job Analysis – job description and specifications. Management development - HRD concepts – mechanisms – career planning and counseling.</b>			<b>Hours – 10</b>
<b>Unit – III</b>			
<b>Performance Evaluation: 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 - compensation mechanisms at international level.</b>			<b>Hours – 10</b>
<b>Unit – IV</b>			
<b>Wage and Salary Administration: Concept- Wage Structure- Wage and Salary Policies- Legal Frame Work- Determinants of Payment of Wages- Wage Differentials - Job design and Evaluation- - Incentive Payment Systems. Welfare management: Nature and concepts – statutory and non-statutory welfare measures – incentive mechanisms.</b>			<b>Hours –10</b>
<b>Unit – V</b>			
<b>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. HR accounting and auditing: Nature and significance –problems – HR audit - process – HRIS - methods.</b>			<b>Hours – 10</b>



<b>Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.</b>
<b>COURSE OUTCOMES:</b> <ul style="list-style-type: none"> <li>• Able to understand the concept of Human Resource Management.</li> <li>• Students able to understand the concept of Manpower Planning, Recruitment and Training development</li> <li>• Ability to understand the various methods and techniques of Performance Evaluation.</li> <li>• Students are able to understand the wage concepts</li> <li>• Ability to understand the important actors in Industrial Relations.</li> </ul>
<b>QUESTION PAPER PATTERN:</b> <b>SECTION A:</b> <ul style="list-style-type: none"> <li>• Five one page answer questions from each unit.</li> </ul> <b>SECTION B:</b> <ul style="list-style-type: none"> <li>• Three easy type questions out of five questions.</li> </ul> <b>SECTION C:</b> <ul style="list-style-type: none"> <li>• Case Study (Compulsory question)</li> </ul>
<b>REFERENCE BOOKS:</b> <ol style="list-style-type: none"> <li>1. K Aswathappa: “<i>Human Resource and Personnel Management</i>”, Tata McGraw Hill, New Delhi, 2013</li> <li>2. Subba Rao P: “<i>Personnel and Human Resource Management-Text and Cases</i>”, Himalaya Publications, Mumbai, 2013.</li> <li>3. N.Sambasiva Rao and Dr. Nirmal Kumar: “<i>Human Resource Management and Industrial Relations</i>”, Himalaya Publishing House, Mumbai</li> <li>4. Mathis, Jackson, Tripathy: “<i>Human Resource Management: A South-Asian Perspective</i>”, Cengage Learning, New Delhi, 2013</li> <li>5. Jayant Mukherjee, Designing Human Resource Management Systems, A Leader’s Guide, <i>Sage International</i></li> <li>6. Garry Dessler, Human Resource Management, 12<sup>th</sup> Edition, <i>Pearson Education</i>,</li> </ol>

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>CO1</b>	2	1	0	0	0	3	0	0
<b>CO2</b>	0	2	0	0	0	3	0	0
<b>CO3</b>	0	2	0	0	0	3	0	0
<b>CO4</b>	0	0	0	0	0	3	0	0
<b>CO5</b>	0	0	0	0	0	3	0	0

**3 – High; 2 – Medium; 1 – Low; 0 = No Matching**



**Syllabus- MBA II Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>PRODUCTION &amp; OPERATIONS MANAGEMENT</b>			
Subject Code	<b>21MS12T4</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>• To understand the role of operations management in the overall business strategy of the firm</li> <li>• To know the basic concepts &amp; techniques of Production Planning and Control</li> <li>• To understand the various control charts for measuring the quality of the product.</li> <li>• To describe the basic concept of Total Quality Management</li> <li>• To demonstrate the overview of Stores Management</li> </ul>			
<b>Unit –I</b>			
<b>Introduction:</b> Overview & Definition of production and operations management. Nature and Scope of Production and Operations Management-Historical Evolution –Role & responsibilities of the production manager. Types of manufacturing processes and Product Design.			<b>Hours – 10</b>
<b>Unit -II</b>			
<b>Production Planning and Control:</b> Stages in PPC – Gantt – PPC in Mass, Batch, and Job Order Manufacturing- Aggregate planning and Master Scheduling, MRP, CRP. Maintenance management & Industrial Safety. Plant Location & Layout Planning- Factors influencing location - types of layouts. Capacity Planning – Optimal Production Strategies: Scheduling and Sequencing of Operations. Work Design: Method Study and Work Measurement - Work Sampling.			<b>Hours – 10</b>
<b>Unit – III</b>			
<b>Managing of Work Environment</b> –Automation --Technology Management - Waste Management. Quality Assurance and Quality Circles – Statistical Quality Control –Control Charts for Variables- Average, Range and Control charts for Attributes. Acceptance Sampling Plans. Purchase functions and Procedure - Inventory control – Types of Inventory– Safety stock – Inventory Control Systems –JIT, VMI.			<b>Hours – 10</b>
<b>Unit – IV</b>			
<b>Quality Improvement</b> - Basic concepts of quality, dimensions of quality, Juran's quality trilogy, Deming's 14 principles, Quality improvement and cost reduction, ISO 9000-2000 clauses & coverage. Six Sigma, Productivity –factors affecting productivity, measurement & improvements in productivity - new product development and design - stages & techniques. Total Productive Maintenance (TPM).			<b>Hours –10</b>
<b>Unit – V</b>			
<b>Stores Management:</b> Objectives of Stores Management – Requirements for efficient. Management of Stores – safety stock Inventory Control - Different Systems of Inventory Control, Costs & Types of Inventory. – ABC, VED and FNSD analyses. Value Analysis– importance in cost reduction – concepts and procedures.			<b>Hours – 10</b>

**COURSE OUTCOMES:**

- Understand the role of operations management in the overall business strategy of the firm.
- Know the basic concepts & techniques of Production Planning and Control
- Understand the various control charts for measuring the quality of the product.
- Familiar with the basic concept of Total Quality Management
- Know the overview of Stores Management

**QUESTION PAPER PATTERN:****SECTION A:**

- Five one page answer questions from each unit.

**SECTION B:**

- Three easy type questions out of five questions.

**SECTION C:**

- Case Study (Compulsory question)

**REFERENCE BOOKS:**

1. Elwood S. Buffa, Rakesh K. Sarin, Modern Production and Operations Management, *Wiley India 2007*
2. B. Mahadevan, Operations Management, Theory & Practice, *Pearson Education, 2015*
3. Panner Selvem: “**Production and Operation Management**”, Prentice Hall of India, NewDelhi, 2012.
4. Kanishka Bedi, Production and Operations Management, *Oxford University Press, 2013*
5. K.Aswhathappa, K. Shridhar Bhat: “**Production & Operation Management**”, Himalaya Publishing House, New Delhi, 2012
6. Ajay K Garg: “**Production and Operation Management**”, TMH, New Delhi,2012
7. Deepak Kumar Battacharya: “**Production & Operation Management**”, University Press, New Delhi, 2012

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	2	-	-	3	-	-	-
2	-	-	-	-	3	-	-	-
3	-	-	-	-	3	-	-	-
4	-	-	-	-	-	-	-	3
5	-	3	-	-	-	-	-	2

**3 – High; 2 – Medium; 1 – Low; 0 = No Matching**



**Syllabus- MBA II Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>RESEARCH METHODOLOGY</b>			
Subject Code	<b>21MS12T5</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>• To develop the basic framework of research process and various Research Designs</li> <li>• To familiarize the various sources of data, Sampling Techniques and Scale procedures</li> <li>• To present various types data analysis techniques</li> <li>• To illustrate the various Statistical techniques used data analysis</li> <li>• To describe the significance of Multivariate Analysis, T-test and Z test</li> </ul>			
<b>Unit –I</b>			
<b>Introduction</b> : Nature and Importance of research, The role of business research, aims of social research, research process, pure research vs. applied research, qualitative research vs quantitative research, exploratory research, descriptive research and experimental research, ethical issues in business research. Research Process – Types of Research –Defining Research Problem .			<b>Hours – 10</b>
<b>Unit –II</b>			
<b>Data Base:</b> 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.			<b>Hours – 10</b>
<b>Unit – III</b>			
<b>Survey Research and Data Analysis:</b> Media used to communicate with respondents, personal interviews, telephone interviews, self-administered questionnaires, selection of an appropriate survey research design, the nature of field work, principles of good interviews and field work management. Editing – Coding – Classification of Data – Tables and Graphic Presentation –Preparation and Presentation of Research Report.			<b>Hours – 10</b>
<b>Unit – IV</b>			
<b>Statistical Inference:</b> 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.			<b>Hours –10</b>
<b>Unit – V</b>			
<b>Multivariate Analysis:</b> Nature of multivariate analysis, classifying multivariate techniques, Bivariate analysis-tests of differences-t test for comparing two means and z-test for comparing two proportions and ANOVA one and two way classification.			<b>Hours – 10</b>
<b>Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.</b>			
<b>COURSE OUTCOMES:</b>			
<ul style="list-style-type: none"> <li>• Understand the basic framework of research process .</li> </ul>			

<ul style="list-style-type: none"> <li>• Familiar with the various sources of data, sampling techniques and various kinds of scales.</li> <li>• Understand the various data analysis techniques.</li> <li>• Know the various statistical techniques used in data analysis</li> <li>• Understand the significance of Multivariate Analysis, T-test and Z test.</li> </ul>
<p><b>QUESTION PAPER PATTERN:</b></p> <p><b>SECTION A:</b></p> <ul style="list-style-type: none"> <li>• Five one page answer questions from each unit.</li> </ul> <p><b>SECTION B:</b></p> <ul style="list-style-type: none"> <li>• Three easy type questions out of five questions.</li> </ul> <p><b>SECTION C:</b></p> <ul style="list-style-type: none"> <li>• Case Study (Compulsory question)</li> </ul>
<p><b>REFERENCE BOOKS:</b></p> <ol style="list-style-type: none"> <li>1. C.R. Kothari, Gaurav Garg, Research Methodology, New Age International Publishers, 2014.</li> <li>2. Deepak Kumar Bhattacharya Research Methodology, Excel Books</li> <li>3. Uma Sekharan, Roger Bougie, Research Methods of Business, Wiley India, 2013.</li> <li>4. Navdeep and Gupta : “<b>Statistical Techniques &amp; Research Methodology</b>”, Kalyani Publishers</li> <li>5. William G.Zikmund, Adhkari: “<b>Business Research Methods</b>”, Cengage Learning, New Delhi, 2013.</li> <li>6. S.Shajahan: “<b>Research Methods for management</b>”, JAICO Publishing House, New Delhi, 2009.</li> <li>7. UWE FLICK: “<b>Introducing Research Methodology</b>”, SAGE, New Delhi, 2012.</li> <li>8. Ranjit Kumar, Research Methodology, Sage International, 2014.</li> <li>9. Donald R. Cooper, Pamela S. Schindler, Business Research Methods, <i>McGraw Hill</i>, 2012.</li> </ol>

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	0	0	0	2	0	0	0	0
2	0	0	0	3	0	0	0	0
3	0	0	0	0	0	3	0	0
4	0	0	0	0	0	3	0	0
5	0	0	0	0	0	3	0	0

**3 – High; 2 – Medium; 1 – Low; 0 = No Matching**



**Syllabus- MBA II Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>ORGANISATIONAL BEHAVIOUR</b>			
Subject Code	<b>21MS12T6</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>Course Objectives</b>			
<ul style="list-style-type: none"> <li>To demonstrate the key concepts of Organisational Behaviour</li> <li>To describe the Perception, Motivation and Leadership concept</li> <li>To analyse the various Leadership skills and significance of Groups</li> <li>To familiarize the various Team Building techniques and conflict resolutions in teams and groups.</li> <li>To describe the concepts Organizational Culture, Design and Development</li> </ul>			
<b>Unit – I</b>			
<b>Introduction</b> - Nature and scope – linkages with other social sciences - Individual Roles and Organizational Goals - Perspectives of Human Behavior, Approach to Organizational behavior - models of organizational behavior.			<b>10 hours</b>
<b>Unit – II</b>			
<b>Perceptual Management:</b> Nature - Process – selection, organization and interpretation – Influencing factors -Motivation – Concepts - Needs and Motives and theories. Leadership and Motivating people - Leadership Theories. Attitudes and Values: formation - Types – Changes and Behavior Modification Techniques.			<b>10 hours</b>
<b>Unit – III</b>			
<b>Personality Development:</b> Nature - Stages, Determinants of Personality, - Johari Window - Transactional Analysis, Learning Processes - Theories, Creativity and Creative - Thinking. Leadership nature and skills. - Decision Making Process: Behavioral Dimensions, Groups and their formation - Group Dynamics, Informal Organizations, Group versus Individual Interaction.			<b>10 hours</b>
<b>Unit – IV</b>			
<b>Inter-Personal Communication:</b> Listening, Feedback, Collaborative Processes in Work Groups, Team Building, Team Decision Making, Conflict Resolution in Groups and Problem Solving Techniques.			<b>10 hours</b>
<b>Unit – V</b>			
<b>Organizations:</b> Determinants of Structure, Functional Aspects of Structure, Principles and Design of Organizations, Organizational Culture, Power and Authority. Stress in Organization. Organizational Development processes, Change – Resistance to Change.- Interventions, OD techniques and applications.			<b>10 hours</b>
<b>Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.</b>			
<b>COURSE OUTCOMES:</b>			
<ul style="list-style-type: none"> <li>Understand the principles and concept of organisational behaviour</li> <li>Understand the concepts of Perception, Leadership and Motivation</li> <li>Familiar with the various Leadership skills and know the importance of Groups</li> <li>Understand the various team building techniques and also familiar with conflict resolution concept.</li> </ul>			

<ul style="list-style-type: none"> <li>Familiar the concepts of Organizational Culture, Design and Development</li> </ul>
<p><b>QUESTION PAPER PATTERN:</b></p> <p><b>SECTION A:</b></p> <ul style="list-style-type: none"> <li>Five one page answer questions from each unit.</li> </ul> <p><b>SECTION B:</b></p> <ul style="list-style-type: none"> <li>Three easy type questions out of five questions.</li> </ul> <p><b>SECTION C:</b></p> <ul style="list-style-type: none"> <li>Case Study (Compulsory question)</li> </ul>
<p><b>Reference Books</b></p> <ol style="list-style-type: none"> <li>K.Aswhathappa: “Organizational Behavior-Text, Cases and Games”, Himalaya Publishing House, New Delhi, 2008,</li> <li>Jai B.P.Sinha: “Culture and Organizational Behavior”, Sage Publication India Private Limited, New Delhi, 2008.</li> <li>P. Subba Rao, Organizational Behaviour, Himalaya Publishing House, 2009, Mumbai</li> <li>Steven L McShane, Mary Ann Von Glinow, Radha R Sharma: “Organizational Behavior”, Tata McGraw Hill Education, New Delhi, 2008.</li> <li>Jerald Greenberg and Robert A Baron: “Behavior in Organizations”, PHI Learning Private Limited, New Delhi, 2009.</li> <li>Pareek Udai: “Understanding Organizational Behavior”, Oxford University Press, New Delhi, 2007.</li> <li>John W. New Strom, Keith A. Davis, Organisational Behaviour: Human Behaviour at Work, <i>McGraw Hill Higher Education</i>, 2001.</li> </ol>

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	3	-	-	-	-	-	-	2
2	-	-	-	-	3	-	-	-
3	-	3	-	-	-	-	-	-
4	-	-	-	-	3	-	-	-
5	-	-	-	-	-	-	-	2

**3 – High; 2 – Medium; 1 – Low; 0 = No Matching**



**Syllabus- MBA III Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>STRATEGIC MANAGEMENT</b>			
Subject Code	<b>21MS13T1</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>To enable students have a grasp basic concepts of Strategic Management</li> <li>To discuss the importance of Environmental Scanning in Strategic formulation</li> <li>To give a snapshot on strategy formulation framework.</li> <li>To describe procedures, considerations in strategy implementation process</li> <li>To explain the significant procedures in Strategy Evaluation and Control</li> </ul>			
<b>Unit –I</b>			
<b>Introduction:</b> Concepts in Strategic Management, Strategic Management as a process – Developing a strategic vision, Mission, Objectives, and Policies – Factors that shape a company’s strategy – Crafting a strategy - Industry and Competitive Analysis.			<b>Hours – 10</b>
<b>Unit –II</b>			
<b>Environmental Scanning and Leadership:</b> Methods. SWOT Analysis – Strategies and competitive advantages in diversified companies and its evaluation. Strategic Analysis and Choice: Tools and techniques- Strategic Leadership: Leadership and Style – Key Strategic Leadership Actions - Developing Human Capital and Social Capital – Balanced Scorecard.			<b>Hours – 10</b>
<b>Unit – III</b>			
<b>Strategy Formulation:</b> 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 – Tailoring strategy to fit specific industry – restructuring and diversification strategies – different methods Turnaround strategy and diversification strategies.			<b>Hours – 10</b>
<b>Unit – IV</b>			
<b>Strategy Implementation :</b> Strategy and Structure, Leadership, culture connection - Strategies for competing in Globalizing markets and internet economy – Organizational Values and Their Impact on Strategy – Resource Allocation – Planning systems for implementation.			<b>Hours –10</b>
<b>Unit – V</b>			
<b>Strategy Evaluation and control</b> – 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.			<b>Hours – 10</b>
<b>Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.</b>			
<b>COURSE OUTCOMES:</b>			
<ul style="list-style-type: none"> <li>Ability to understand the basic concept of Strategic Management and its significance</li> </ul>			



<ul style="list-style-type: none"> <li>• Know the importance of Environmental Scanning in Strategic formulation</li> <li>• Understand the important considerations in strategy formulation</li> <li>• Familiar with the various strategy implementation process</li> <li>• Understand the key considerations in Strategy Evaluation and Control.</li> </ul>
<p><b>QUESTION PAPER PATTERN:</b></p> <p><b>SECTION A:</b></p> <ul style="list-style-type: none"> <li>• Five one page answer questions from each unit.</li> </ul> <p><b>SECTION B:</b></p> <ul style="list-style-type: none"> <li>• Three easy type questions out of five questions.</li> </ul> <p><b>SECTION C:</b></p> <ul style="list-style-type: none"> <li>• Case Study (Compulsory question)</li> </ul>
<p><b>REFERENCE BOOKS:</b></p> <ol style="list-style-type: none"> <li>1. Azhar Kazmi, Strategic Management and Business Policy, McGraw Hill, 2008</li> <li>2. Upendra Kachru, Strategic Management, Excel Books, 2009</li> <li>3. Vijaya Kumar P., Hitt A : <b>Strategic Management</b>, Cengage learning, New Delhi,2010</li> <li>4. John A PearceII, Amita Mital: “<b>Strategic Management</b>”, TMH, New Delhi, 2012.</li> <li>5. Sanjay Mohapatra: “<b>Cases Studies in Strategic Management</b>”, Pearson, New Delhi,2012</li> <li>6. Adrian Haberberg&amp;Alison: <b>Strategic Management</b>, Oxford University Press, New Delhi, 2010</li> </ol>

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	3	-	-	-	-	-	-	-
2	-	3	-	-	-	-	-	-
3	-	3	-	-	3	-	-	-
4	-	-	-	-	3	-	-	-
5	-	3	-	-	-	-	-	-

**3 – High; 2 – Medium; 1 – Low; 0 = No Matching**



**Syllabus- MBA III Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>LEGAL ASPECTS OF BUSINESS</b>			
Subject Code	<b>21MS13T2</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>• To understand the essentials of a valid contract provisions of Indian Contract Act, 1872</li> <li>• To describe the important aspects of Sale of Goods Act, 1930</li> <li>• To know the important provisions of Consumer Protection Act, 1986</li> <li>• To understand the important features of Indian Partnership Act, 1932</li> <li>• To familiarizes the important provisions of Companies Act, 1956</li> </ul>			
<b>Unit –I</b>			
<b>Importance of Commercial Law:</b> The Indian Contracts Act, 1872 – Nature of the Act and Classification of Contracts – Essentials of a Valid Contract – Offer and Acceptance – Capacity – Consideration –Free Consent –Legality of Object – Performance of a Contract – Discharge of a Contract – Breach of a Contract and Remedies.			<b>Hours – 10</b>
<b>Unit –II</b>			
<b>Sales of Goods Act:</b> Distinction between Sales and Agreement to Sell – Conditions and Warranties – Performance of Contract of Sale –Transfer of Ownership – Rights of an Unpaid Seller. Consumer Protection Act, 1986: Consumer Right –Machinery for Redressal of Consumer Grievances.- Information Technology Act 2000.			<b>Hours – 10</b>
<b>Unit – III</b>			
<b>Contract of Agency:</b> Kinds of Agents –Creation of Agency- Duties and Rights of Principal and Agents- Principal’s Liability for the Acts of the Agent-Liability of Agent –Termination of Agency. Negotiable Instruments Act, 1881- Kinds of a Negotiable Instruments and endorsement-Presentation and discharge of Negotiable Instrument.			<b>Hours – 10</b>
<b>Unit – IV</b>			
<b>Indian Partnership Act, 1932:</b> Meaning and Essentials of Partnership-Registration – Tests of Partnership-Duties and Rights of Partners – Dissolution of Partnership.			<b>Hours –10</b>
<b>Unit – V</b>			
<b>Company Act 1956:</b> Nature and Types of Companies – Formation – Memorandum of Association-Articles of Association –Kinds of Shares –Duties of Directors-Winding up.			<b>Hours – 10</b>
<b>Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.</b>			
<b>COURSE OUTCOMES:</b>			
<ul style="list-style-type: none"> <li>• Familiar the important provisions of Indian Contract Act, 1872</li> <li>• Able to know the overview of Indian Sale of Goods Act, 1930</li> <li>• Ability to understand the three tier consumer grievance redressal agencies</li> <li>• Know the various kinds partners and features of Indian Partnership Act, 1932</li> </ul>			

<ul style="list-style-type: none"> <li>Ability to understand the various provisions of Companies Act, 1956</li> </ul>
<p><b>QUESTION PAPER PATTERN:</b></p> <p><b>SECTION A:</b></p> <ul style="list-style-type: none"> <li>Five one page answer questions from each unit.</li> </ul> <p><b>SECTION B:</b></p> <ul style="list-style-type: none"> <li>Three easy type questions out of five questions.</li> </ul> <p><b>SECTION C:</b></p> <ul style="list-style-type: none"> <li>Case Study (Compulsory question)</li> </ul>
<p><b>REFERENCE BOOKS:</b></p> <ol style="list-style-type: none"> <li>Ravindra Kumar: “<b>Legal Aspects of Business</b>”, Cengage Learning, New Delhi, 2011</li> <li>S.N.Maheshwari, S.K.Maheshwari: “<b>A Manual of Business Laws</b>”, Himalaya Publishing House, 2013.</li> <li>Kuchhal M C, Deepa Prakash: “<b>Business Legislation for Management</b>”, Vikas Publishing House, New Delhi, 2012</li> <li>Pathak: “<b>Legal Aspects of Business</b>”, Tata McGraw Hill, New Delhi, 2010</li> </ol>

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	3	-	-	20
2	-	3	-	-	-	-	-	-
3	-	3	-	-	-	-	-	-
4	-	3	-	-	-	-	-	-
5	-	3	-	-	-	-	-	-

**3 – High; 2 – Medium; 1 – Low; 0 = No Matching**



**sasi** INSTITUTE OF  
**autonomous** TECHNOLOGY &  
 ENGINEERING

Accredited by **NAAC** with "**A**" Grade,  
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 Approved by **AICTE** - New Delhi  
 Permanently Affiliated to **JNTUK, SBTET**,  
 Ranked as "**A**" Grade by Govt. of A.P.,

Department of Management Science

**Syllabus- MBA III Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>BUSINESS ETHICS &amp; CORPORATE GOVERNANCE</b>			
Subject Code	<b>21MS13T3</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>• To make students understand the importance of Ethics</li> <li>• To describe the impact of globalization on Indian Business ethics</li> <li>• To familiarize the ethical aspects in functional departments strategies</li> <li>• To make students aware of good Business and Corporate Governance</li> <li>• To illustrate the Indian Scenario of Corporate Governance</li> </ul>			
<b>Unit –I</b>			
<b>Importance of Business Ethics:</b> Values and Ethics- Business Ethics and Law – Ethics in Work Place – Ethical Decision Making- Theories of Business Ethics – Management and Ethics- Indian Ethical Traditions			<b>Hours – 10</b>
<b>Unit –II</b>			
<b>Impact of Globalization on Indian Business Ethics:</b> Reasons for Unethical Practices among Indian companies – Development of Indian Capital Markets – Various studies on Ethical Attitudes of Managers Major Indian Scams			<b>Hours – 10</b>
<b>Unit – III</b>			
<b>Ethics in Marketing, HRM and Finance:</b> Product safety and Pricing-Ethical responsibility in Product- Advertising and Target Marketing Ethics of sales, advertising and product placement and Consumer Autonomy. Ethics in HRM & Finance – HR related ethical issues - Institutional Culture – Frauds in Banks - Measures against Bank Frauds – Frauds in Insurance sector			<b>Hours – 10</b>
<b>Unit – IV</b>			
<b>Corporate Governance:</b> An overview – Theory and Practice of Governance- Indian model of Governance- Good Corporate Governance – Land marks in emergence of Governance OECB Principles – Sarbanes-Oxley Act 2002- SEBI Initiatives			<b>Hours –10</b>
<b>Unit – V</b>			
<b>Corporate Governance Indian Scenario:</b> Role of Government in Ensuring Corporate Governance – Governance issues relating to Board of Directors – Duties and responsibilities of Auditors – Governance under limited competition – Role of Media – Corporate Governance in Developing and Transiting Economies.			<b>Hours – 10</b>
<b>Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.</b>			
<b>COURSE OUTCOMES:</b>			
<ul style="list-style-type: none"> <li>• Ability to understand the importance of Ethics</li> <li>• Understand the impact of Globalization on Indian Business ethics</li> <li>• Familiar with the Ethical aspects in Marketing, Finance and HR</li> <li>• Ability to understand the significance on Corporate Governance in Business</li> <li>• Students aware about the Indian model of Corporate Governance</li> </ul>			
<b>QUESTION PAPER PATTERN:</b>			
<b>SECTION A:</b>			

- Five one page answer questions from each unit.

**SECTION B:**

- Three easy type questions out of five questions.

**SECTION C:**

- Case Study (Compulsory question)

**REFERENCE BOOKS:**

1. A.C. Ferando, Business Ethics, Perason Education, 2009
2. SK Mandal, Business Ethics & Corporate Governance, McGraw Hill2010
3. A.C. Fernando, Corporate Governance, Person Education, 2010

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	3	-	-	-	-	-	3
2	-	-	-	3	-	-	-	-
3	-	-	2	-	-	3	-	-
4	-	3	-	-	3	-	-	-
5	-	-	-	-	3	-	-	-

**3 – High; 2 – Medium; 1 – Low; 0 = No Matching**



**Syllabus- MBA III Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>SECURITY ANALYSIS &amp; PORTFOLIO MANAGEMENT</b>			
Subject Code	<b>21MS13F4</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>• To describe the basics of Investment fundamentals</li> <li>• To provide insight about the relationship of the risk and return</li> <li>• To familiarize the students with the fundamental and technical analysis of the diverse investment avenues</li> <li>• To describe the various models of Portfolio Analysis and Selection Models</li> <li>• To present the significance of Portfolio Evaluation and Revision.</li> </ul>			
<b>Unit –I</b>			
<b>Concept of Investment Education:</b> Investment Vs Speculation, Investment alternatives - Investment Process - Sources of Investment Information – Trading System in Stock Exchanges –Market Indices. Calculation of SENSEX and NIFTY - Return and Risk – Meaning and Measurement of Security Returns. Meaning and Types of Security Risks: Systematic Vs Non-systematic Risk - Measurement of Risk.			<b>Hours – 10</b>
<b>Unit –II</b>			
<b>Equity and Bond Valuation Models:</b> Preference Shares and Equity Shares Earning valuation-Cash flow valuation-Asset Valuation-Dividend-discount model; Valuation of Bonds – Bond Returns and Risks -Bond Pricing Theorems convexity, duration, bond immunization.			<b>Hours – 10</b>
<b>Unit – III</b>			
<b>Investment Analysis:</b> Fundamental Analysis – Economy, Industry and Company Analysis, Technical Analysis – Dow Theory – Elliot Wave Theory – Trends and Trend Reversals - Efficient Market Theory –Hypothesis- Forms of Market Efficiency.			<b>Hours – 10</b>
<b>Unit – IV</b>			
<b>Portfolio Analysis and Selection:</b> 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.			<b>Hours –10</b>
<b>Unit – V</b>			
<b>Portfolio Evaluation and Revision:</b> Performance Evaluation of Portfolios; Sharpe Model – Jensen’s Model for PF Evaluation, Evaluation of Mutual Fund – Portfolio Revision.			<b>Hours – 10</b>
<b>Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.</b>			
<b>COURSE OUTCOMES:</b>			
<ul style="list-style-type: none"> <li>• Familiar with the fundamentals of Investments and its avenues.</li> <li>• Understand the relationship of the risk and return</li> <li>• Familiar the students with the fundamental and technical analysis of the diverse investment avenues</li> <li>• Know the various models of Portfolio analysis and selection</li> </ul>			

<ul style="list-style-type: none"> <li>Understand the significance of Portfolio Evaluation and Revision</li> </ul>
<b>QUESTION PAPER PATTERN:</b> <b>SECTION A:</b> <ul style="list-style-type: none"> <li>Five one page answer questions from each unit.</li> </ul> <b>SECTION B:</b> <ul style="list-style-type: none"> <li>Three easy type questions out of five questions.</li> </ul> <b>SECTION C:</b> <ul style="list-style-type: none"> <li>Case Study (Compulsory question)</li> </ul>
<b>REFERENCE BOOKS:</b> <ol style="list-style-type: none"> <li>V.K. Bhalla, Investment Management, 13<sup>th</sup> Edition, S.Chand &amp; Company, 2008</li> <li>S.Kevin: Security Analysis and Portfolio Management, PHI Learning, New Delhi, 2009</li> <li>Punithavathy Pandian: Security Analysis and Portfolio Management, Vikas Publishing House, New Delhi,2009</li> <li>Sudhendra Bhat: Security Analysis Portfolio Management, Excel Books, New Delhi, 2009.</li> <li>Zvi Bodie, Alex Kane, Alan J. Marcus, Pitabas Mohanty, Investment, 10<sup>th</sup> Edition, McGraw Hill Education, 2015.</li> <li>M. Ranganatham, Madhumathi, Security Analysis &amp; Portfolio Management, Pearson Education, 2012</li> <li>Robert A Strong: Portfolio Management, Jaico Publishing House, New Delhi, 2001</li> </ol>

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	3	-	-
2	-	-	-	-	-	3	-	-
3	-	-	-	-	-	3	-	-
4	-	-	-	-	-	3	-	-
5	-	-	-	-	-	3	-	-

**3 – High; 2 – Medium; 1 – Low; 0 = No Matching**



**Syllabus- MBA III Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>BANKING AND INSURANCE MANAGEMENT</b>			
Subject Code	<b>21MS13F5</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>To Understand the historical development of Indian Banking System and to know the CAMEL Approach</li> <li>To familiarize the various types of lending and know the various loan products of banks</li> <li>To familiarize the various Innovations in Indian Banking Industry (Basel, CBS etc.)</li> <li>To describe the detailed overview of Indian Insurance Industry and also describe the role of IRDA</li> <li>To understand the various concepts of Life Insurance and General Insurance.</li> </ul>			
<b>Unit –I</b>			
<b>Introduction to Banking-</b> Meaning of a Bank and Customer- Bank and customer Relationship - Role of commercial banks in Economic Development - Evolution of Banking in India – origin, nationalization, reforms and Financial Inclusion in India - Financial statements of banks with special focus on Indian banks - Financial statement analysis of banks: CAMEL Approach, Key Performance indicators- Sources of Bank Funds.			<b>Hours – 10</b>
<b>Unit –II</b>			
<b>Uses of Bank Funds:</b> Features of Bank Credit - types of lending - assessment of credit worthiness of a prospective borrower - management of credit process - different types of loans and their features - Loan Pricing: The basic model, pricing fixed & floating rate loans, cost-benefit loan pricing, Customer Profitability Analysis - Non Performing Assets: - gross and net concept of NPAs, causes, implications & recovery of NPAs.			<b>Hours – 10</b>
<b>Unit – III</b>			
<b>Regulation and Innovations in Banking System:</b> Regulation of Bank Capital: The need to regulate Bank Capital - Concept of Economic Model - Concept of Regulatory Capital, Basel Accords I,II and III. - Banking Innovations - Core Banking Solution - Retail Banking - Products & Services: Nature, Scope, Future and Strategies - Plastic Money - National Electronic Funds Transfer - ATM - Mobile Phone Banking - Net Banking- Banc-assurance. Changing role of Banks as Financial Intermediaries. Customer service quality in Indian banking industry.			<b>Hours – 10</b>
<b>Unit – IV</b>			
<b>Introduction to Insurance:</b> Insurance as a Risk Management Tool- Principles of Insurance - Characteristics of Insurance contract - Functions of Insurers: Production, Underwriting, Rate Making, Managing Claims and Losses, Investment & Financing, Accounting & Record Keeping and other miscellaneous functions - Types of Insurers- Concept of Reinsurance, uses and advantages - Marketing channels: Agents & brokers - responsibilities, classification, criteria for appointment and capital adequacy norms for broker - an overview of IRDA.			<b>Hours –10</b>
<b>Unit – V</b>			
<b>Life Insurance and General Insurance:</b> The concept of Life Insurance - types of Life Insurance contracts - Tax treatment of Life Insurance- Life Insurance			<b>Hours – 10</b>



Products- Classification of Life Insurance - The Actuarial Science- Provisions of Life Insurance contracts - Special Life Insurance forms - Health and General insurance–Overview, Types, Third Party Administrators- Micro Insurance in India
<b>Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.</b>
<b>COURSE OUTCOMES:</b> <ul style="list-style-type: none"> <li>• Ability to understand the Indian Banking system and know the CAMEL Approach</li> <li>• Adhere the how the banks used their funds and understand the various loan products</li> <li>• Adhere the recent innovations in Indian banking system</li> <li>• Familiar the Indian Insurance sector and adhere the role of IRDA</li> <li>• Ability to understand the various concepts in Life Insurance and General Insurance</li> </ul>
<b>QUESTION PAPER PATTERN:</b> <b>SECTION A:</b> <ul style="list-style-type: none"> <li>• Five one page answer questions from each unit.</li> </ul> <b>SECTION B:</b> <ul style="list-style-type: none"> <li>• Three easy type questions out of five questions.</li> </ul> <b>SECTION C:</b> <ul style="list-style-type: none"> <li>• Case Study (Compulsory question)</li> </ul>
<b>REFERENCE BOOKS:</b> <ol style="list-style-type: none"> <li>1. R.Shanmugham: Financial Services, Wiley India, New Delhi, 2010</li> <li>2. M.Y.Khan , Financial Services, Tata McGraw-Hill, New Delhi, 2004.</li> <li>3. Harsh V.Verma, Marketing of Services, Global Business Press, 2002</li> <li>4. Bhole : Financial Institutions and Markets, TMH, New Delhi, 2009</li> <li>5. MY Khan, Indian Financial System, TMH, New Delhi, 2009</li> <li>6. Gayatri V. Pathak, Indian Financial System, Pearson Education, 2011</li> <li>7. Padmalatha Suresh, Dr. Justin Paul, Management of Banking and Financial Services, Pearson Education, 4 Edition,</li> <li>8. Neelam Gualti, Life and General Insurance, Excel Books, 2011</li> <li>9. Emmett J. Vaughan, Fundamentals of Risk and Insurance, 11<sup>th</sup> Edition, <i>Wiley</i></li> </ol>

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	3	-	-
2	-	-	-	-	-	3	-	-
3	-	-	-	-	-	3	-	-
4	-	-	-	-	-	3	-	2
5	-	-	-	-	-	3	-	2

**3 – High; 2 – Medium; 1 – Low; 0 = No Matching**



**Syllabus- MBA III Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>PROJECT MANAGEMENT</b>			
Subject Code	<b>21MS13F6</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>• To know the overview of Project and Project Management fundamentals</li> <li>• To illustrate the various Project Feasibility studies and steps in Project Life Cycle .</li> <li>• To present the project evaluation methodology and project evaluation techniques.</li> <li>• To familiarize the overview of Project Management techniques (PERT and CPM)</li> <li>• To specify the role various stakeholders of the Project and the roles and responsibilities of project Manager</li> </ul>			
<b>Unit - I</b>			
<b>Project</b> – Classification – Importance of Project Management – An Integrated Approach – Project Portfolio Management System – The Need – Choosing the appropriate Project Management Structure: Organizational considerations and project considerations – steps in defining the project – project Rollup – Process breakdown structure – Responsibility Matrices – External causes of delay and internal constraints.			<b>Hours – 10</b>
<b>Unit – II</b>			
<b>Project Feasibility Studies</b> - Opportunity studies, General opportunity studies, specific opportunity studies, pre-feasibility studies, functional studies or support studies, feasibility study – components of project feasibility studies – Managing Project resources flow – project planning to project completion: Preinvestment phase, Investment Phase and operational phase – Project Life Cycle – Project constraints.			<b>Hours – 10</b>
<b>Unit – III</b>			
<b>Project Evaluation under certainty</b> - Net Present Value (Problems - Case Study), Benefit Cost Ratio, Internal Rate of Return, Urgency, Payback Period, ARR – Project Evaluation under uncertainty – Methodology for project evaluation – Commercial vs. National Profitability – Social Cost Benefit Analysis, Commercial or National Profitability, social or national profitability.			<b>Hours – 10</b>
<b>Unit – IV</b>			
<b>Developing a Project Plan</b> - Developing the Project Network – Constructing a Project Network (Problems) – PERT – CPM – Crashing of Project Network (Problems - Case Study) – Resource Leveling and Resource Allocation – how to avoid cost and time overruns – Steps in Project Appraisal Process – Project Control Process – Control Issues – Project Audits – the Project Audit Process – project closure – team, team member and project manager evaluations.			<b>Hours –10</b>
<b>Unit – V</b>			
<b>Managing versus Leading a project</b> - managing project stakeholders – social network building (Including management by wandering around) – qualities of an effective project manager – managing project teams – Five Stage Team Development Model – Situational factors affecting team development – project team pitfalls			<b>Hours – 10</b>

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

**COURSE OUTCOMES:**

- Understand the overview of fundamentals of Project Management .
- Familiar with the various Project Feasibility Studies
- Know the various methodologies and technique of Project Evaluation
- Understand the overview of PERT and CPM methods and Project Crashing techniques
- Ability to understand the roles and responsibilities of project manager and also know the role of various stakeholders of project

**QUESTION PAPER PATTERN:**

**SECTION A:**

- Five one page answer questions from each unit.

**SECTION B:**

- Three easy type questions out of five questions.

**SECTION C:**

- Case Study (Compulsory question)

**REFERENCE BOOKS:**

1. Prasanna Chandra, Projects, McGraw Hill Higher Education, 9<sup>th</sup> Edition, 2019.
2. Clifford F. Gray, Erik W. Larson, Gautam V. Desai, Project Management : The Managerial Process, McGraw Hill Higher Education, 9<sup>th</sup> Edition, 2019.
3. Clifford F. Gray, Erik W. Larson, Gautam V. Desai, Project Management : The Managerial Process, McGraw Hill Higher Education, 9<sup>th</sup> Edition, 2019.
4. Sitangshu Khatua, Project Management and Appraisal, Oxford University Press, 2011
5. 2011.
6. Jeffrey K Pinto, Project Management: Achieving Competitive Advantage, Pearson Education India, 5<sup>th</sup> Edition, 2020.
7. Bhavesh Patel, *Project Management: Financial Evaluation with Strategic Planning, Networking and Control* , Vikas Publishing House, 2<sup>nd</sup> Edition, 2010.

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	2	-	-	-	-	3	-	-
2	-	3	-	-	-	-	-	-
3	-	-	-	-	-	-	-	3
4	-	-	-	-	-	3	-	-
5	-	2	-	-	-	-	-	-

**3 – High; 2 – Medium; 1 – Low; 0 = No Matching**



**Syllabus- MBA III Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>STRATEGIC FINANCIAL MANAGEMENT</b>			
Subject Code	<b>21MS13F7</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>To acquaint the students with concepts of corporate strategic Financial Planning.</li> <li>To present the various corporate financial strategies</li> <li>To understand the various techniques of Corporate Investment strategy</li> <li>To familiarize the various types of Mergers and its procedures in corporate world</li> <li>To describe the various Corporate Restructuring strategies.</li> </ul>			
<b>Unit –I</b>			
<b>Corporate Policy:</b> Strategic Financial Planning- changing complexion of regulatory framework - Shareholder Value Creation (SCV): Market Value Added (MVA) – Market-to-Book Value (M/BV) – Economic Value Added (EVA) – Managerial Implications of Shareholder Value Creation- Corporate Risk Management – Understanding the firms Strategic Exposure.			<b>Hours – 10</b>
<b>Unit –II</b>			
<b>Corporate Financial Strategies:</b> Capital Structure Planning- EBIT, EPS, ROE analysis- Shareholders' Risk — Financial Options and Value of the Firm – Dividend Policy and Value of the Firm – Growth and External Financing Requirement. (Problems)			<b>Hours – 10</b>
<b>Unit – III</b>			
<b>Corporate Investment Strategy:</b> 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- Long term investment plans analysis with risk and return. (Problems)			<b>Hours – 10</b>
<b>Unit – IV</b>			
<b>Corporate Financial Engineering:</b> 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. (Problems)			<b>Hours –10</b>
<b>Unit – V</b>			
<b>Corporate Restructuring:</b> 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- Buy back shares – Alignment of Interest – Corporate Governance . (Problems)			<b>Hours – 10</b>
<b>Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.</b>			
<b>COURSE OUTCOMES:</b>			
<ul style="list-style-type: none"> <li>Students are able to understand the concepts of corporate strategic Financial Planning.</li> </ul>			

<ul style="list-style-type: none"> <li>• Familiar with the various corporate financial strategies</li> <li>• Know the various techniques of Corporate Investment strategy</li> <li>• Familiar with the various types of Mergers and its procedures in corporate world</li> <li>• Understand the various Corporate Restructuring strategies..</li> </ul>
<p><b>QUESTION PAPER PATTERN:</b></p> <p><b>SECTION A:</b></p> <ul style="list-style-type: none"> <li>• Five one page answer questions from each unit.</li> </ul> <p><b>SECTION B:</b></p> <ul style="list-style-type: none"> <li>• Three easy type questions out of five questions.</li> </ul> <p><b>SECTION C:</b></p> <ul style="list-style-type: none"> <li>• Case Study (Compulsory question)</li> </ul>
<p><b>REFERENCE BOOKS:</b></p> <ol style="list-style-type: none"> <li>1. Aswath Damodaran, Corporate Finance, Theory and Practice, Wiley India Private Limited.</li> <li>2. Preeti Singh: Investment Management, Himalaya Publishing House, New Delhi, 2009</li> <li>3. M.Ranganadham: Investment Analysis and Portfolio Management , Pearson Education, New Delhi, 2009</li> <li>4. Prasanna Chandra , Projects: Planning, Analysis, Financing Implementation and Review, 5/e TMH, New Delhi, 2003</li> <li>5. V.K. Bhalla, Financial Management and policy., Anmol Publications Pvt. Ltd.</li> </ol>

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	3	-	-
2	-	-	-	-	-	3	-	-
3	-	-	-	-	-	3	-	-
4	-	-	-	-	-	3	-	2
5	-	-	-	-	-	3	-	2

**3 – High; 2 – Medium; 1 – Low; 0 = No Matching**



**Syllabus- MBA III Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>CONSUMER BEHAVIOUR</b>			
Subject Code	<b>21MS13M4</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>• To discuss the basic concept of Consumer Behaviour with the assumptions of various models.</li> <li>• To describe the Psychological Foundation of Consumer Behaviour</li> <li>• To illustrate the Consumer Communication Process</li> <li>• To disseminate the concept of Consumerism, and related discussions</li> <li>• To provide the legislative framework of Consumer Protection.</li> </ul>			
<b>Unit –I</b>			
<b>Introduction to Consumer Behaviour-</b> Understanding consumers and market segments. Evolution of consumer behaviour, consumer analysis and business strategy. Models of Buyer Behaviour, Howard Model, Howard- Sheth Model, EKB Model, Webster and Wind Model and Sheth Industrial Buyer Behaviour Model.			<b>Hours – 10</b>
<b>Unit –II</b>			
<b>Psychological Foundations of Consumer Behaviour:</b> Consumer Motivation, Perception, Personality and Behaviour, Learning and Behavior Modification, Information Processing, Memory Organization and Function, Attitude Formation and Attitude Change. Social and Cultural Environment Economic, Demographic, Cross Cultural and Socio–Cultural Influences, Social Stratification, Reference Groups and Family, Personal influence.			<b>Hours – 10</b>
<b>Unit – III</b>			
<b>Communication and Consumer Behaviour:</b> – Components of communications process, designing persuasive communication and Diffusion of Innovations. Consumer Decision Processes High and Low Involvement, Pre-purchase Processes, Post Purchase processes, Consumption and evaluation, Brand Loyalty and Repeat Purchase Behaviour.			<b>Hours – 10</b>
<b>Unit – IV</b>			
<b>Consumerism:</b> The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism and marketer responses to consumer issues.			<b>Hours –10</b>
<b>Unit – V</b>			
<b>Consumer Protection:</b> Consumer Protection Act 1986, Central consumer protection council, state consumer protection councils, consumer disputes redressal agencies, consumer disputes redressal forum, National Consumer Disputes redressal Commission.			<b>Hours – 10</b>
<b>COURSE OUTCOMES:</b>			
<ul style="list-style-type: none"> <li>• Ability to Understand the concept of Consumer Behaviour with the assumptions</li> <li>• Clearly know the psychological foundation of Consumer behavior</li> <li>• Familiarize the steps in Consumer Communication process.</li> <li>• Understand the Consumerism and related concepts</li> <li>• Familiar with the legal framework of Consumer protection</li> </ul>			

**QUESTION PAPER PATTERN:****SECTION A:**

- Five one page answer questions from each unit.

**SECTION B:**

- Three easy type questions out of five questions.

**SECTION C:**

- Case Study (Compulsory question)

**REFERENCE BOOKS:**

1. Leon G.Schiffman, Lesile Lazar Kanuk, Consumer Behaviour, Person Education,
2. S. Ramesh Kumar, Consumer Behaviour, Pearson Education, 2017
3. Ramneek Kapoor, Nnamdi O Madichie: "Consumer Behaviour Text and Cases", TMH, New Delhi, 2012.
4. Ramanuj Majumdar: "Consumer Behavior insight from Indian Market", PHI Learning, New Delhi, 2011
5. M.S.Raju: "Consumer Behavior Concepts, applications and Cases", Vikas Publishing House, New Delhi, 2013.
6. David L Loudon and Albert J Della Bitta, Consumer Behaviour, 4/e, TMH, New Delhi, 2002.

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	3	-	-
2	-	-	-	-	-	3	-	-
3	-	-	-	-	-	-	3	-
4	-	-	-	-	-	3	-	-
5	-	-	-	-	3	-	-	2

**3 – High; 2 – Medium; 1 – Low; 0 = No Matching**



**Syllabus- MBA III Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>RETAIL MANAGEMENT</b>			
Subject Code	<b>21MS13M5</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>• To familiarise the basic concept of retailing in India.</li> <li>• To discuss the various retail strategies formulated by the retailers .</li> <li>• To famariaze the various considerations in selection relation locations</li> <li>• To know the concept of Store Layout and Design to attract the customers</li> <li>• To understand various Retail pricing strategies at retail stores in India.</li> </ul>			
<b>Unit –I</b>			
<b>Basic concept of retailing</b> – Retail development – types and functions of retailers – Multi channel retailing – organized retailing in India – special characteristics of retailing services retailing- legislation for retailing in India.			<b>Hours – 10</b>
<b>Unit –II</b>			
<b>Retail strategy:</b> Market strategy – retail format and target market – building sustainable competitive advantage – growth strategies – strategic retail planning process.			<b>Hours – 10</b>
<b>Unit – III</b>			
<b>Retail location:</b> Types, location opportunities – selection of location and Site analysis - financial strategy – strategic profit model – setting and measuring performance objectives.			<b>Hours – 10</b>
<b>Unit – IV</b>			
<b>Store layout and design:</b> Store operations and inventory management merchandise planning and control, buying merchandise – developing assortment plan.			<b>Hours –10</b>
<b>Unit – V</b>			
<b>Retail pricing strategy:</b> Category management, customer services – retail branding- International retailing – promotional strategies – advertising, sales promotion, store atmosphere.			<b>Hours – 10</b>
<b>COURSE OUTCOMES:</b>			
<ul style="list-style-type: none"> <li>• Able to understand the basic concept of retailing in India.</li> <li>• Familiar the various retail strategies of retail firms.</li> <li>• Know the various considerations in selection retail location.</li> <li>• Know the concept of Store Layout and Design to attract the customers</li> <li>• Understand various Retail pricing strategies at retail stores in India.</li> </ul>			
<b>QUESTION PAPER PATTERN:</b>			
<b>SECTION A:</b>			
<ul style="list-style-type: none"> <li>• Five one page answer questions from each unit.</li> </ul>			
<b>SECTION B:</b>			
<ul style="list-style-type: none"> <li>• Three easy type questions out of five questions.</li> </ul>			
<b>SECTION C:</b>			
<ul style="list-style-type: none"> <li>• Case Study (Compulsory question)</li> </ul>			



**REFERENCE BOOKS:**

1. A.J. Lamba:“**The Art of Retailing**”, Tata McGraw Hill Education Pvt. Ltd. New Delhi.2011
2. Swapna Pradhan, “**Retail management**”, Tata McGraw Hill Education Pvt. Ltd. New Delhi, 2012
3. Sheikh and Kaneez Fatima, “**Retail Management**”, Himalaya Publishing House, Mumbai, 2012
4. Sivakumar, A, “**Retail Marketing**”, Excel Books, New Delhi, 2007
5. Gibson G. Vedamani, Retail Management, Functional Principles and Practices, Jaico Books.
6. Chetan Bajaj, Rajnish Tuli, Nidhi Varma Srivatsava, Retail Management, Oxford University Press, 2016
7. David Gilber, Retail Marketing Management, Pearson Education, 2003.

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	3	-	2
2	-	-	-	-	3	-	-	-
3	-	2	-	-	-	3	-	-
4	-	-	-	-	-	3	-	-
5	-	-	-	-	-	3	-	-

**3 – High; 2 – Medium; 1 – Low; 0 = No Matching**



**Syllabus- MBA III Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>CUSTOMER RELATIONSHIP MANAGEMENT</b>			
Subject Code	<b>21MS13M6</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>To describe the importance of Customer Relationship Management in Marketing Decision Making</li> <li>To demonstrate the various CRM strategies adopted by the companies.</li> <li>To familiarize the various Marketing aspects in Customer Relationship Management</li> <li>To illustrate the various customer retention strategies and other relevant topics</li> <li>To describe the various operational and implementation aspects in Customer Relationship Management</li> </ul>			
<b>Unit –I</b>			
<b>Introduction:</b> Definition of CRM –Elements of CRM – CRM Processes and systems, Importance of CRM, Critical success factors for a winning CRM program – Advantages of CRM – Integrated CRM system –Planning and Managing CRM Programme - Application areas.			<b>Hours – 10</b>
<b>Unit –II</b>			
<b>CRM as an integrated business strategy:</b> Nature of CRM strategy – Contents of CRM Strategy – Description of Customer – Supplier Relationships, The dynamics of Relationships, The relationship oriented organization.			<b>Hours – 10</b>
<b>Unit – III</b>			
<b>CRM marketing aspects:</b> Customer knowledge, value of customer knowledge, utilization of data as an asset, multi-channels and communication- Influence of the channels on pricing and the formation of relationships – The relationship policy to improve size, quality and relationship with the customer base.			<b>Hours – 10</b>
<b>Unit – IV</b>			
<b>Analytical CRM:</b> Relationship data management – Expanding the size of customer database - Data analysis and data mining – Concept of customer loyalty – customer value assessment – Customer Retention strategies – Retention and Cross – sell analyses – effect of marketing activities – Reporting the results			<b>Hours –10</b>
<b>Unit – V</b>			
<b>Operational CRM and CRM implementation:</b> Call center Management – internet and the websites – traffic building – Providing quality during the visit to the website – Process of developing, producing, sending and following – up direct mailings. Causes for disappointing CRM results – The best CRM implementation strategies –Privacy and ethics Consideration in CRM implementation			<b>Hours – 10</b>
<b>COURSE OUTCOMES:</b>			
<ul style="list-style-type: none"> <li>Ability to understand the importance of Customer Relationship Management in Marketing Decision Making</li> <li>Familiar with the various CRM strategies adopted by companies.</li> <li>Adhere the various marketing aspects in CRM</li> <li>Understand the various customer retention strategies</li> <li>Familiar with the operational and implementational aspects of CRM.</li> </ul>			
<b>QUESTION PAPER PATTERN:</b>			

**SECTION A:**

- Five one page answer questions from each unit.

**SECTION B:**

- Three easy type questions out of five questions.

**SECTION C:**

- Case Study (Compulsory question)

**REFERENCE BOOKS:**

1. S.Shanmuga sundaram: "Customer Relationship Management" Prentice Hall of India.
2. Jagadish N. Seth, Atul Parvatiyar, G. Sahinesh, Customer Relationship Management, McGraw Hill, 2008.
3. Ed Peelen: "Customer Relationship Management" Pearson, Education
4. Roger J Baran, Robert J Galka and Daniel P Strunk: "Customer Relationship Management" Cengage learning
5. V. Kumar, Wener J. Reinartz, Customer Relationship Management, Wiley India 2003.
6. Kaushik Mukherjee, Customer Relationship Management, Prentice Hall of India, 2009.

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	3	-	2
2	-	-	-	-	3	-	-	-
3	-	-	-	-	3	-	-	-
4	-	-	-	-	3	-	-	-
5	-	-	-	-	3	-	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching



**Syllabus- MBA III Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>DIGITAL &amp; SOCIAL MEDIA MARKETING</b>			
Subject Code	<b>21MS13M7</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>• To describe the basic and concurrent concepts in Digital marketing</li> <li>• To know the various channels of Digital Marketing</li> <li>• To familiarize the important elements in Digital Marketing Plan.</li> <li>• To understand the various online advertising related tools</li> <li>• To familiarize the various Social Media Marketing concepts</li> </ul>			
<b>Unit -I</b>			
<b>Understanding Digital Marketing:</b> Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Comparison of Marketing and Digital Marketing, Digital Marketing Trends.			<b>Hours – 10</b>
<b>Unit –II</b>			
<b>Channels of Digital Marketing:</b> Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels. Marketing in the Digital Era Segmentation – Importance of Audience Segmentation, How different segments use Digital Media –Organizational Characteristics, Purchasing Characteristics, Using Digital Media to Reach, Acquisition and Retention of new customers, Digital Media for Customer Loyalty.			<b>Hours – 10</b>
<b>Unit – III</b>			
<b>Digital Marketing Plan:</b> Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan – Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan.			<b>Hours – 10</b>
<b>Unit – IV</b>			
<b>Search Engine Marketing</b> and Online Advertising Importance of SEM, understanding Web Search – keywords, HTML tags, Inbound Links, Online Advertising vs. Traditional Advertising, Payment Methods of Online Advertising – CPM (Cost-per-Thousand) and CPC (Cost per-click), Display Ads - choosing a Display Ad Format, Landing Page and its importance.			<b>Hours –10</b>
<b>Unit – V</b>			
<b>Social Media Marketing:</b> Understanding Social Media, Social Networking with Facebook, LinkedIn, Blogging as a social medium,			<b>Hours – 10</b>

Microblogging with Twitter, Social Sharing with YouTube, Social Media for Customer Reach, Acquisition and Retention. Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.	
<b>COURSE OUTCOMES:</b> <ul style="list-style-type: none"> <li>• Ability to understand the various concepts in Digital Marketing</li> <li>• Know the various channels of Digital Marketing</li> <li>• Understand the overview of Digital Market Plan</li> <li>• Familiar with the various Online Advertising related tools</li> <li>• Understand the various Social Media Marketing concepts.</li> </ul>	
<b>QUESTION PAPER PATTERN:</b> <b>SECTION A:</b> <ul style="list-style-type: none"> <li>• Five one page answer questions from each unit.</li> </ul> <b>SECTION B:</b> <ul style="list-style-type: none"> <li>• Three easy type questions out of five questions.</li> </ul> <b>SECTION C:</b> <ul style="list-style-type: none"> <li>• Case Study (Compulsory question)</li> </ul>	
<b>REFERENCE BOOKS:</b> <ol style="list-style-type: none"> <li>1. Dave Chaffey, P.R. Smith, Digital Marketing Excellence: Planning, Optimizing and Integrating Online Marketing, 5<sup>th</sup> Edition, Routledge India.</li> <li>2. Tracy L.Tuten, Michael R. Solomon, Social Media Marketing, Sage Publishers, Second Education, 2015.</li> <li>3. Jeremy Kagan, Siddharth Shekhar, Digital Marketing: Strategy and Tactics, Wiley India, 2020.</li> <li>4. Seema gupta, Digital Marketing, Mcgraw Hill Higher Education, Second Education 2020.</li> <li>5. Vandana Ahuja, Digital Marketing, Oxford University Press, 2015.</li> <li>6. Puneet Singh Bhatia, fundamentals of Digital Marketing, Pearson Education India. 2017</li> </ol>	

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	3	-	2
2	-	-	-	-	-	3	-	-
3	-	-	-	-	-	3	-	-
4	-	-	-	-	-	3	-	-
5	-	-	-	-	-	3	-	2

**3 – High; 2 – Medium; 1 – Low; 0 = No Matching**



**Syllabus- MBA III Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>LEADERSHIP MANAGEMENT</b>			
Subject Code	<b>21MS13H4</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>• To describe the various Leadership Models</li> <li>• To familiarize the various Motivational theories</li> <li>• To understand the Leadership Development in organisations</li> <li>• To describe the significance of Strategic Leadership in organization.</li> <li>• To demonstrate the various cross cultural Leadership across the globe</li> </ul>			
<b>Unit –I</b>			
<b>Organisational Leadership:</b> 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.			<b>Hours – 10</b>
<b>Unit –II</b>			
<b>Leadership Motivation, Culture:</b> Motivation Theories for Leadership: Maslow's, Herzberg, X, Y and Z theories of Motivation - Similarities and Distinctions of Need Hierarchy and Two Factors theories. ERG – McClelland - Expectancy - Porter and Lawler Theories. - Emerging Challenges in Motivating Employees. Motivation, Satisfaction, Performance. Organisational Culture: Meaning, Definitions, Significance, Dimensions, Managing Organisational Culture, Changing organisational Cultural.			<b>Hours – 10</b>
<b>Unit –III</b>			
<b>Leadership Development:</b> 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 - Tools for developing dreams for effective leadership dreams – Leaders vision in organisation building – Leadership Attitude: significance – Developing and Maintaining positive attitude for effective leading.			<b>Hours – 10</b>
<b>Unit – IV</b>			
<b>Strategic Leadership:</b> 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			<b>Hours –10</b>

<b>Unit – V</b>	
<b>Leadership in the cross cultural context:</b> Leadership across Globe: Characteristics - Significance – Functions – GLOBE research program of Wharton School – challenges of leadership in varying culture and values – Global perspectives of leadership – Leadership in USA – Leadership in Japan – European leadership – Leadership in Arab countries – Implications of global leadership – Leadership and Corporate Social Responsibility across globe	<b>Hours – 10</b>
<b>COURSE OUTCOMES:</b>	
<ul style="list-style-type: none"> <li>• Familiar the various Leadership Models</li> <li>• Understand the various theories of Motivation</li> <li>• Understand the Leadership Development in organisations</li> <li>• Ability to know the importance of Strategic Leadership</li> <li>• Ability to understand the various cross cultural Leadership across the globe</li> </ul>	
<b>QUESTION PAPER PATTERN:</b>	
<b>SECTION A:</b>	
<ul style="list-style-type: none"> <li>• Five one page answer questions from each unit.</li> </ul>	
<b>SECTION B:</b>	
<ul style="list-style-type: none"> <li>• Three easy type questions out of five questions.</li> </ul>	
<b>SECTION C:</b>	
<ul style="list-style-type: none"> <li>• Case Study (Compulsory question)</li> </ul>	
<b>REFERENCE BOOKS:</b>	
<ol style="list-style-type: none"> <li>1. Peter G. Northouse, Leadership, 2010, Sage. Publication.</li> <li>2. Uday Kumar Halder “Leadership and Team Building” Oxford Higher Education 2010</li> <li>3. Richard L. Daft “Leadership” Cengage Learning 2005.</li> <li>4. Richard L Hughes, Robert C Ginnett, Gordon J Curphy “Leadership” Tata Mc Graw Hill Education Private Limited 2012.</li> <li>5. Peter Lorange, Thought leadership Meets Business, 1st edition, 2009, Cambridge.</li> <li>6. John ADAIR, Inspiring Leadership, 2008, Viva Books.</li> </ol>	

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	3	-	-	2	-	-
2	-	-	3	-	-	2	-	-
3	-	-	3	2	-	2	-	-
4	-	-	3	-	-	2	-	-
5	-	-	3	2	-	2	-	-

**3 – High; 2 – Medium; 1 – Low; 0 = No Matching**



**Syllabus- MBA III Semester For the Autonomous Batch starting from A.Y. 2021-2022**

<b>COMPENSATION &amp; REWARD MANAGEMENT</b>			
Subject Code	<b>21MS13H5</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>• To demonstrate the various wage concepts and related concepts</li> <li>• To present the various Job Evaluation techniques and compensation structures.</li> <li>• To describe the Wage and Salary Administration in India</li> <li>• To familiarize the functions of payroll department.</li> <li>• To discuss the Pay structure and its various components</li> </ul>			
<b>Unit - I</b>			
<p><b>Compensation:</b> 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 – concept of reward - non-financial compensation system-Reward management process - Managing Compensation: Designing a compensation system – internal and external equity– pay determinants - frame work of compensation policy - influence of pay on employee attitude and behavior - the new trends in compensation management at national and international level.</p>			<b>Hours – 10</b>
<b>Unit – II</b>			
<p><b>Job evaluation and Compensation Structure:</b> Introduction to Principles and Procedures of job evaluation programs-Introduction to basic job evaluation methods-Compensation Structure History and past practices, elements of management compensation –Types of compensation system, Role of compensation and Reward in modern organizations-compensation surveys Incentive payments and its objectives.</p>			<b>Hours – 10</b>
<b>Unit – III</b>			
<p><b>Wage and Salary administration:</b> Nature and Purpose, Wage surveys-Administration of wage and salary-Principles-Components of wages-Theory of wages-Wage differentials-Importance Wage differentials in India-Executive compensation plans-Legal frame work for wage and salary administration.</p>			<b>Hours – 10</b>
<b>Unit – IV</b>			
<p><b>Control systems for labour costs:</b> Introduction-Direct and Indirect labour , Role of various departments-The personnel department-Industrial engineering department-Types of worker Payroll department-Process and steps for preparation of payroll-Wage analysis-Cost accounting treatment of wages components-Compensation surveys-Profit sharing.</p>			<b>Hours – 10</b>
<b>Unit – V</b>			
<p><b>Pay Structure and Tax Planning:</b> Introduction- Compensation Structures-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.</p>			<b>Hours – 10</b>



**COURSE OUTCOMES:**

- Understand the various wage concepts
- Familiar with the various methods of Job Evaluations
- Understand the functions of Payroll Department.
- Ability to understand the Wage and Salary Administration in India
- Familiar the Pay structure and its various components

**QUESTION PAPER PATTERN:****SECTION A:**

- Five one page answer questions from each unit.

**SECTION B:**

- Three easy type questions out of five questions.

**SECTION C:**

- Case Study (Compulsory question)

**REFERENCE BOOKS:**

1. Dr. Kanchan Bhatia “Compensation Management”, Himalaya Publishing House, New Delhi 2012.
2. A.M.Sarma, N.Sambasiva Rao: “Compensation and Performance management”, Himalaya Publishing House, Mumbai
3. Dewakar Goel: “Performance Appraisal and Compensation Management”, PHI Learning, New Delhi, 2012
4. ER Soni Shyan Singh ‘Compensation Management’ – Excel Books, New Delhi – 2008.
5. Mousumi S Bhattacharya Nilanjan Sengupta , “Compensation Management” – Excel Books, New Delhi – 2009
6. Tapomoy Deb “Compensation Management” – Excel Books, New Delhi – 2009

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	3	-	-
2	-	-	-	-	-	3	-	-
3	-	-	-	-	-	3	-	-
4	-	-	-	-	-	3	-	-
5	-	-	-	-	-	3	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching



**Syllabus- MBA III Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>PERFORMANCE MANAGEMENT</b>			
Subject Code	<b>21MS13H6</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>• To demonstrate the overview of Performance Management</li> <li>• To disseminate the Performance Management Planning Process.</li> <li>• To discuss the performance management systems</li> <li>• To describe the Performance Monitoring and Counseling</li> <li>• To describe the various performance management skills</li> </ul>			
<b>Unit - I</b>			
<b>Introduction:</b> –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			<b>Hours – 10</b>
<b>Unit –II</b>			
<b>Performance Management Planning:</b> Introduction-Need-Importance-Approaches-The Planning Process—Planning Individual Performance- Strategic Planning –Linkages to strategic planning-Barriers to performance planning-Competency Mapping-steps-Methods.			<b>Hours – 10</b>
<b>Unit – III</b>			
<b>Management System:</b> objectives – Functions- Phases of Performance Management System- Competency based Performance Management Systems-Reward based Performance Management Systems- Electronic Performance Management Systems- HR Challenges-Appraisal for recognition and reward-Purpose of Appraising –Methods of Appraising-Appraisal system design-Implementing the Appraisal System-Appraisal and HR decisions.			<b>Hours – 10</b>
<b>Unit – IV</b>			
<b>Performance Monitoring and Counseling:</b> Supervision- Objectives and Principles of Monitoring- Monitoring Process- Periodic reviews- Problem solving- engendering trust- Role efficiency- Coaching- Counseling and Monitoring- Concepts and Skills			<b>Hours –10</b>
<b>Unit – V</b>			
<b>Performance Management Skills</b> – Operational change through performance management. High Performing Teams: Building and leading High performing teams – team oriented organizations – developing and leading high performing teams- Role of Leadership			<b>Hours – 10</b>
<b>COURSE OUTCOMES</b>			
<ul style="list-style-type: none"> <li>• Familiar with the overview of Performance Management</li> <li>• Know the overview of Performance Management planning</li> <li>• Understand the performance management systems</li> <li>• Understand the significance of Performance Monitoring and counseling.</li> <li>• Ability to know the various performance management skills</li> </ul>			

**QUESTION PAPER PATTERN:****SECTION A:**

- Five one page answer questions from each unit.

**SECTION B:**

- Three easy type questions out of five questions.

**SECTION C:**

- Case Study (Compulsory question)

**REFERENCE BOOKS:**

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

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	3	-	-
2	-	-	-	-	3	-	-	-
3	-	-	-	-	-	3	-	-
4	-	-	-	-	-	3	-	-
5	-	-	-	-	-	3	-	-

**3 – High; 2 – Medium; 1 – Low; 0 = No Matching**



**Syllabus- MBA III Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>STRATEGIC HUMAN RESOURCE MANAGEMENT</b>			
Subject Code	<b>21MS13H7</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>To clearly distinguish the HRM and Strategic HRM.</li> <li>To demonstrate the basics of SHRM Planning</li> <li>To familiarize the issues in Strategy Implementation</li> <li>To describe the Strategic Human Resource Development</li> <li>To examine various approaches of Human Resource Evaluation.</li> </ul>			
<b>Unit - I</b>			
<b>Human Resource Strategy:</b> 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 behaviors and practices – Theoretical Perspectives on SHRM approaches - Linking business strategies to HR strategies.			<b>Hours – 10</b>
<b>Unit – II</b>			
<b>Strategic Human Resource Planning:</b> 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.			<b>Hours – 10</b>
<b>Unit –III</b>			
<b>Strategy Implementation:</b> 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.			<b>Hours – 10</b>
<b>Unit – IV</b>			
<b>Strategic Human Resource Development:</b> Concept of Strategic Planning for HRD Levels in Strategic HRD planning-Training and Development Strategies- HRD effectiveness.			<b>Hours –10</b>
<b>Unit – V</b>			
<b>Human Resource Evaluation:</b> 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			<b>Hours – 10</b>
<b>COURSE OUTCOMES:</b>			
<ul style="list-style-type: none"> <li>Know the distinction between the HRM and Strategic HRM.</li> <li>Adhere the levels in Strategic Human Resource Planning</li> <li>Familiar with various elements in Strategy Implementation</li> <li>Understand the Strategic Human Resource Development</li> <li>Adhere the various approaches in HR Evaluation.</li> </ul>			
<b>QUESTION PAPER PATTERN:</b>			
<b>SECTION A:</b>			
<ul style="list-style-type: none"> <li>Five one page answer questions from each unit.</li> </ul>			

**SECTION B:**

- Three easy type questions out of five questions.

**SECTION C:**

- Case Study (Compulsory question)

**REFERENCE BOOKS:**

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

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	3	-	-
2	-	-	-	-	-	3	-	-
3	-	-	-	-	-	3	-	-
4	-	-	-	-	-	3	-	-
5	-	-	-	-	-	3	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching



**Syllabus- MBA IV Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>LOGISTICS &amp; SUPPLY CHAIN MANAGEMENT</b>			
Subject Code	<b>21MS14T1</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>To know the importance of supply chain in the competitive business.</li> <li>To know how to measure the logistics cost and performance.</li> <li>To determine the logistics and supply chain relationship.</li> <li>To know the importance of sourcing, transportation and pricing in supply chain.</li> <li>To discuss about the global supply chain management.</li> </ul>			
<b>Unit – I</b>			
<b>Logistics and Competitive strategy:</b> Competitive advantage – Gaining Competitive advantage through logistics-Integrated supply chains– Competitive performance - Models in Logistics Management - Logistics to Supply Chain Management – Focus areas in Supply Chain Management.Customer service and retention- Basic service capability Value added services			<b>Hours – 10</b>
<b>Unit – II</b>			
<b>Measuring logistics costs and performance:</b> The concept of Total Cost analysis – Principles of logistics costing –Impact of Logistics on shareholder value - customer profitability analysis – cost drivers and activity-based costing.			<b>Hours – 10</b>
<b>Unit – III</b>			
<b>Logistics and Supply chain relationships:</b> Benchmarking the logistics process and SCM operations –Mapping the supply chain processes – Supplier and distributor benchmarking –setting benchmarking priorities – identifying logistics performance indicators –Channel structure – Economics of distribution –channel relationships –logistics service alliances.			<b>Hours – 10</b>
<b>Unit – IV</b>			
<b>Sourcing, Transporting and Pricing Products:</b> sourcing decisions and transportation in supply chain – infrastructure suppliers of transport services – transportation economics and pricing – documentation - pricing and revenue management Lack of coordination and Bullwhip Effect - Impact of lack of coordination. - CRM –Internal supply chain management - .			<b>Hours –10</b>
<b>Unit – V</b>			
<b>Managing global Logistics and global Supply Chains:</b> Logistics in a global economy – views of global logistics- global operating levels – interlinked global economy – The global supply chains –Global supply chain business processes – Global strategy –Global purchasing – Global logistics – Channels in Global logistics –Global alliances –Issues and Challenges in Global supply chain Management			<b>Hours – 10</b>
<b>COURSE OUTCOMES:</b>			
<ul style="list-style-type: none"> <li>Ability to understand the issues in Logistics Supply Chain Management</li> <li>Understand the measures of Logistics cost and performance</li> <li>Familiar with the logistics and supply chain relationship</li> <li>Ability to know the sourcing, transportation and pricing in supply chain</li> <li>Know the International Supply Chain Management</li> </ul>			

**QUESTION PAPER PATTERN:****SECTION A:**

- Five one page answer questions from each unit.

**SECTION B:**

- Three easy type questions out of five questions.

**SECTION C:**

- Case Study (Compulsory question)

**REFERENCE BOOKS:**

1. Donald J.Bowersox and David J.Closs: “Logistical Management” The Integrated Supply Chain Process, TMH, 2011.
2. Edward J Bradi, John J Coyle: “ A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi, 2012.
3. D.K.Agrawal: “Distribution and Logistics Management”, MacMillan Publishers, 2011
4. Sunil Chopra and Peter Meindl: “Supply chain Management: Strategy, Planning and Operation”, Pearson Education, New Delhi 2013
5. Sudhir Bhatt, Logistics and Supply Chain Management, Himalaya Publishing House,
6. R.P.Mohanthy: Supply Chain Management, Biztantra, New Delhi, 2010.

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	3	-	-	-	-	-	-	-
2	-	3	-	-	-	-	-	-
3	-	-	-	-	3	-	-	-
4	-	3	-	-	-	-	-	-
5	-	-	-	3	-	-	-	-

**3 – High; 2 – Medium; 1 – Low; 0 = No Matching**



**Syllabus- MBA IV Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>ENTREPRENEURSHIP DEVELOPMENT</b>			
Subject Code	<b>21MS14T2</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>To expose the students about the concepts and fundamentals of Entrepreneurship</li> <li>To create awareness about the various Entrepreneurial Training Programmes</li> <li>To familiarize the considerations in Project Feasibility study</li> <li>To know the various regulatory policies of MSME and know the reasons for sickness.</li> <li>To understand the various supporting agencies in Entrepreneurship</li> </ul>			
<b>Unit - I</b>			
<b>Entrepreneurship:</b> Importance and growth - Characteristics and Qualities of Entrepreneur- Role of Entrepreneurship, Ethics and Social Responsibilities. <b>Women Entrepreneurship:</b> Role & Importance, Problems of Women Entrepreneurs – corporate entrepreneurship – mobility of entrepreneur – entrepreneurial motivation.		<b>Hours – 10</b>	
<b>Unit – II</b>			
<b>Training:</b> Designing Appropriate Training Programme to inculcate Entrepreneurial Spirit - Training for New and Existing Entrepreneurs, Feedback and Performance of Trainees. Creativity and Entrepreneurship: Sources and Methods of Ideas Planning and Development of Programmes		<b>Hours – 10</b>	
<b>Unit – III</b>			
<b>Planning and Evaluation of Projects:</b> Growth of Firm – Project identification and selection - Factors inducing growth- - Project Feasibility Study - Post Planning of Project-Project Planning and Control.		<b>Hours – 10</b>	
<b>Unit – IV</b>			
<b>Small and Micro Enterprises:</b> Importance, definitions – policies and their support to MSMEs - growth and growth strategies – sickness in small business and remedies – small entrepreneurs in International business.		<b>Hours – 10</b>	
<b>Unit – V</b>			
<b>Institutional Support to Entrepreneur and MSMEs:</b> Role of Government - Role of IDBI, NIESBUD, SISI, DIC - Financial Institutions-Commercial Banks, Entrepreneurial Development Institutes, Universities and other Educational Institutions offering Entrepreneurial Development Programme.		<b>Hours – 10</b>	
<b>COURSE OUTCOMES:</b>			
<ul style="list-style-type: none"> <li>Understand the concepts and fundamentals of Entrepreneurship</li> <li>Familiar with the various Entrepreneurial Training Programmes</li> <li>Ability to understand the various considerations in Project feasibility study</li> <li>Know the various policies of MSME and familiar with the reasons for sickness</li> <li>Understand the process of business idea generation and converting the idea into a business model.</li> </ul>			
<b>QUESTION PAPER PATTERN:</b>			
<b>SECTION A:</b>			
<ul style="list-style-type: none"> <li>Five one page answer questions from each unit.</li> </ul>			



**SECTION B:**

- Three easy type questions out of five questions.

**SECTION C:**

- Case Study (Compulsory question)

**REFERENCE BOOKS:**

1. Rajeev Roy: "Entrepreneurship", Oxford University Press, New Delhi, 2012
2. Charantimath, Entrepreneurship Development, Small Business Development, Perason Education, 2011
3. Vasanth Desai, Entrepreneurship Development, Himalaya Publishing House, 2010.
4. Gordon Nata Rajan, Entrepreneurship Development, Himalaya Publishing House, 2010.

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	-	-	3
2	-	-	-	-	-	-	-	3
3	-	-	-	-	-	-	-	3
4	-	-	-	-	-	-	-	3
5	-	-	-	-	-	-	-	3

**3 – High; 2 – Medium; 1 – Low; 0 = No Matching**



**Syllabus- MBA IV Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>FINANCIAL MARKETS &amp; SERVICES</b>			
Subject Code	<b>21MS14F3</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<ul style="list-style-type: none"> <li>To know the structure of Indian Financial System and also appreciate the role of SEBI</li> <li>To describe the regulatory framework of Financial Services in India</li> <li>To familiarize the Legal guidelines for Venture Capital</li> <li>To familiarize the rating methodologies of Credit Rating Agencies in India</li> <li>To know the various classification of Mutual Funds in India.</li> </ul>			
<b>Unit - I</b>			
<b>Structure of Financial System:</b> 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.			<b>Hours – 10</b>
<b>Unit –II</b>			
<b>Financial Services:</b> 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.			<b>Hours – 10</b>
<b>Unit – III</b>			
<b>Venture Capital:</b> Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital, Leasing – types of Leases – Evaluation of Leasing Option Vs. Borrowing.			<b>Hours – 10</b>
<b>Unit – IV</b>			
<b>Credit Rating:</b> Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context;			<b>Hours –10</b>
<b>Unit – V</b>			
<b>Mutual Funds:</b> Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India. Debt Securitisation – Concept and Application – De-mat Services-need and Operations role of NSDL and CSDL.			<b>Hours – 10</b>
<b>Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.</b>			
<b>COURSE OUTCOMES:</b>			
<ul style="list-style-type: none"> <li>Able to understand the structure of Indian Financial System &amp; understand the role of SEBI</li> <li>Ability to understand the legal framework of Financial Services in India</li> <li>Adhere the legal guidelines for Venture Capital firms in India.</li> <li>Understand the various credit rating agencies (CRISIL, CARE, ICAR) rating methodologies</li> <li>Familiar with the various types of Mutual Funds in India.</li> </ul>			

**QUESTION PAPER PATTERN:****SECTION A:**

- Five one page answer questions from each unit.

**SECTION B:**

- Three easy type questions out of five questions.

**SECTION C:**

- Case Study (Compulsory question)

- Gordon & Nata Rajan, Financial Markets & Services, Himalaya Publishing House
- Kothari, Financial Services in India, Response Books, 2013
- Tumuluri Siddhaiah, Financial Services, Pearson Education, 2011
- Bala Guruswamy, Indian Financial System, McGraw Hill, 2009

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	3	-	-
2	-	-	-	-	-	3	-	-
3	-	-	-	-	-	-	-	3
4	-	-	-	-	-	3	-	-
5	-	-	-	-	-	3	-	-

**3 – High; 2 – Medium; 1 – Low; 0 = No Matching**



**Syllabus- MBA IV Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>GLOBAL FINANCIAL MANAGEMENT</b>			
Subject Code	<b>21MS14F4</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>To provide students with a broad view of International Monetary Systems and its understanding to enable a global manager to do business in a global setting.</li> <li>To discuss an overview of Foreign Exchange Markets.</li> <li>To familiarize the operational strategies of MNCs</li> <li>To describe the various International Investment Decisions</li> <li>To familiarize the International Tax Environment and International Capital Budgeting</li> </ul>			
<b>Unit - I</b>			
<b>Introduction to Global Financial Management:</b> Globalization and MNCs- Global Winds of Change- New Challenges and Opportunities- Importance of Global Factors- Regulatory and Legal Frame Work- Global Organizational Restructuring- International Monetary System- Exchange Rates and Par			<b>Hours – 10</b>
<b>Unit – II</b>			
<b>Management of Exchange and Interest Rates Exposure:</b> Determination of Exchange Rates- Balance of Payments (Equilibrium vs Disequilibrium)- International Trade Flow- Time factor in International Risks- Hedging in Swap Market- Measurement of Politico Economics Risk- Management of International Transactions Exposure			<b>Hours – 10</b>
<b>Unit - III</b>			
<b>Management of Global Business Operations and Practices:</b> Operational Strategies of MNCs- Management of Global Business Practices- Sources of funds for MNCs- Operations in International Financial Markets- Inter-Corporate Funds Flow- Market for Currency Futures and Currency Options.			<b>Hours – 10</b>
<b>Unit – IV</b>			
<b>International Investment Decision :</b> Foreign Direct Investment- International Capital Budgeting- Evaluation and Management of Political Risk- Global Portfolio Investment- International Global Financial Decisions- Role of Multi Lateral Development Banks- Global Financial Market Instruments- Management of Interest Rate Risk- Shorter Asset and Liability Management.			<b>Hours –10</b>
<b>Unit – V</b>			
<b>Global Indebtedness*:</b> External Resources and Development- Nature and Magnitudes of External Debt- Factors influencing Debt Crisis- Management of external Indebtedness and Challenges- Short -Term Financing- Internal Financing by MNCs.			<b>Hours – 10</b>
<b>Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.</b>			
<b>COURSE OUTCOMES:</b>			
<ul style="list-style-type: none"> <li>A broad view of International Monetary Systems and its understanding to enable a global manager to do business in a global setting.</li> <li>Able to know an overview of Foreign Exchange Markets.</li> <li>Familiar with the various operational strategies of Multinational Corporations</li> </ul>			

<ul style="list-style-type: none"> <li>• Ability to understand the various International Investment Decisions.</li> <li>• Familiarize the International Tax Environment and International Capital Budgeting</li> </ul>
<p><b>QUESTION PAPER PATTERN:</b></p> <p><b>SECTION A:</b></p> <ul style="list-style-type: none"> <li>• Five one page answer questions from each unit.</li> </ul> <p><b>SECTION B:</b> Three easy type questions out of five questions.</p> <p><b>SECTION C:</b></p> <ul style="list-style-type: none"> <li>• Case Study (Compulsory question)</li> </ul>
<p><b>REFERENCE BOOKS:</b></p> <ol style="list-style-type: none"> <li>1. Eun C.S., Resnick B.G: “International Financial Management”, Tata McGraw Hill Education Pvt. New Delhi 2010</li> <li>2. Sharan V., “International Financial Management”, PHI Learnings, New Delhi, 2012.</li> <li>3. V.A.Avadhani: “International Financial Management” Himalaya Publication, 2013</li> <li>4. Ephraim Clark: “International Financial Management”, Cengage Learning. 2010</li> </ol>

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	2	3	-	-
2	-	-	-	-	3	-	-	-
3	-	-	-	-	3	-	-	-
4	-	-	-	-	3	-	-	-
5	-	-	-	-	3	-	-	-

**3 – High; 2 – Medium; 1 – Low; 0 = No Matching**



**Syllabus- MBA IV Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>FINANCIAL RISK MANAGEMENT</b>			
Subject Code	<b>21MS14F5</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>• To describe the Risk management concept and also familiarize the various types of risks.</li> <li>• To disseminate the various risk management and measurement concepts.</li> <li>• To familiarize the various kinds of derivatives including forwards and future contracts.</li> <li>• To discuss the various techniques and tools of Risk Management</li> <li>• To know the various Options and Futures strategies.</li> </ul>			
<b>Unit - I</b>			
<b>Introduction to Risk Management:</b> Concept, nature and scope of risk. Possible risk events and risk indicators. Risk Management Process: prerequisites and fundamentals misconceptions of risk. Types of risk: Product market risk and capital market risk. An integrated approach to corporate risk management and methods. Comprehensive view of Risk in Financial Institutions. Risk reporting process—internal and external.			<b>Hours – 10</b>
<b>Unit – II</b>			
<b>Measurement and Management of Risk:</b> 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 vs. Risk avoidance, Loss Control, Risk retention and Risk transfer. Asset-Liability Management (ALM) evolution and RBI guidelines. Capital adequacy ratio Management of interest rate risk, liquidity risk, credit risk and exchange rate risk.			<b>Hours – 10</b>
<b>Unit – III</b>			
<b>Techniques and Tools of Risk Management:</b> The concept and importance of Derivatives and types of Derivatives. The role of Derivative securities to manage risk and to exploit opportunities to enhance returns. Players in the stock/ derivative 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 of future contracts. clearing house, margin requirements, marking to the market. valuation of futures contracts. Risk management with Futures contracts—the hedge ratio and the portfolio approach to a risk—minimizing hedge.			<b>Hours – 10</b>
<b>Unit – IV</b>			
<b>Techniques and Tools of Risk Management:</b> SWAPS; Definition, types of swaps. Interest rate swaps, Currency 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			<b>Hours –10</b>

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.	
<b>Unit – V</b>	
<b>Techniques and Tools of Risk Management:</b> 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	<b>Hours – 10</b>
<b>Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.</b>	
<b>COURSE OUTCOMES:</b>	
<ul style="list-style-type: none"> <li>• Able to know the Risk management concept and their classification</li> <li>• Familiar with various risk management and measurement concepts.</li> <li>• Familiar the various techniques and tools of Risk Management</li> <li>• Understand the various risk measurement techniques.</li> <li>• Familiar with the various kinds of derivatives including forwards and future contracts.</li> <li>• Understand the various Options and Futures strategies.</li> </ul>	
<b>QUESTION PAPER PATTERN:</b>	
<b>SECTION A:</b>	
<ul style="list-style-type: none"> <li>• Five one page answer questions from each unit.</li> </ul>	
<b>SECTION B:</b>	
<ul style="list-style-type: none"> <li>• Three easy type questions out of five questions.</li> </ul>	
<b>SECTION C:</b>	
<ul style="list-style-type: none"> <li>• Case Study (Compulsory question)</li> </ul>	
<b>REFERENCE BOOKS:</b>	
<ol style="list-style-type: none"> <li>1. Rajiv Srivastava:“Derivatives Valuation and Risk Management”, Oxford University Press.2012</li> <li>2. Vivek, P.N.Asthana: “Financial Risk Management”, HimalayaPublishing House,2012</li> <li>3. Dun and Bradstreet: “Financial Risk Management”, TMH, Delhi. 2011</li> <li>4. Paul Hopkins, Kogan Page: “Fundamentals of Risk Management”, Institute of Risk Management. 2010,</li> <li>5. Jayanth Rama Varma: “Derivatives and Risk Management”, TMH, 2012</li> </ol>	

### **COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	3	-	-	-
2	-	-	-	-	3	-	-	-
3	-	-	-	-	3	-	-	-
4	-	-	-	-	3	-	-	-
5	-	-	-	-	3	-	-	-

**3 – High; 2 – Medium; 1 – Low; 0 = No Matching**



**Syllabus- MBA IV Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>TAX MANAGEMENT</b>			
Subject Code	<b>21MS14F6</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>• To describe the Legal Principles of Taxation Laws in India.</li> <li>• To know the overview CENVAT, Customs Duty and Excise Duty</li> <li>• To present the various tax planning decisions and its components .</li> <li>• To familiarise the various tax incentives and schemes</li> <li>• To describe important aspects in Multinational Taxation</li> </ul>			
<b>Unit - I</b>			
<b>Direct and Indirect Taxes:</b> Income Tax Act 1961 – Basic concepts – Income – Agricultural Income – Residential Status – Income exemption from tax – Income from House Property – Computation of Salary Income – Income from Business and Profession – Capital Gain from other sources – computation of Total Income. Indirect Taxes – Excise Duty – Introduction – Nature – Basic Concepts – Types and Taxable Event for Excise Duty.			<b>Hours – 10</b>
<b>Unit – II</b>			
<b>CENVAT :</b> Input Goods and Services for CENVAT – Capital Goods for CENVAT – Exempted Final Products / Output Services – Customs Duty – Introduction – Basic Concepts – Scope and Converge of Customs Duty – Nature of Customs Duty – Classification for Customs – Types of Custom Duties – Exemptions from Customs Duty – Valuation for Customs Duty.			<b>Hours – 10</b>
<b>Unit – III</b>			
<b>Introduction to Tax Planning:</b> Nature of Tax – Essential components in levy of tax – Legal Principles of taxation laws – Five basic Rules of interpretation of statutes – Law Lexicon and Legal Maxims – Concepts of Tax Avoidance, Tax Evasion – Tax Planning and Tax Management.			<b>Hours – 10</b>
<b>Unit – IV</b>			
<b>Tax Management Decisions:</b> Tax considerations - Management Decisions, such as make / buy- own/lease - export/local sale - Guidelines to Tax planning – Relief's – Concessions – Rebates – Deductions – Incentives (Payment of Advance Tax) – Filing of Returns – Refunds – Penalties for non-compliance.			<b>Hours –10</b>
<b>Unit – V</b>			
<b>Multi National Taxation:</b> Bilateral Tax Treaties- Transfer Pricing for Tax Planning – Uses of Inter Company Loans- Tax Intensives Organizational Setup of MNCs- Tax Reliefs and Rebates in India- Tax Credits- Tax Havens- Investment Decision on Tax Planning- Global Investment and Tax Incentives- Transfer Pricing Methods- Measures to Plug Tax Loopholes			<b>Hours – 10</b>
<b>Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.</b>			
<b>COURSE OUTCOMES:</b>			
<ul style="list-style-type: none"> <li>• Able to understand the Legal Principles of Taxation Laws in India .</li> </ul>			



- Understand the concepts of CENVAT, Customs Duty and Excise Duty.
- **Ability to understand tax planning and its components**
- Familiar with the various tax incentives and schemes
- Know the important considerations in Multinational Taxation

**QUESTION PAPER PATTERN:**

**SECTION A:**

- Five one page answer questions from each unit.

**SECTION B:**

- Three easy type questions out of five questions.

**SECTION C:**

- Case Study (Compulsory question)

**REFERENCE BOOKS:**

1. T.N Manoharan, Direct Tax laws. Snowwhite Publishers,
2. Sighania and Sighania, Direct Taxes and Law and Law Practice, Taxmann's Publishers.
3. V. Balachandran, Taxation Law and Practices, Prentice hall of India.
4. Dr. Girish Ahuja, Dr. Gupta Practical Approach to Direct and Indirect Taxes, Wolters Kluwer.

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	3	-	-
2	-	-	-	-	-	3	-	-
3	-	-	-	-	-	3	-	-
4	-	-	-	-	-	3	-	-
5	-	-	-	-	-	3	-	-

**3 – High; 2 – Medium; 1 – Low; 0 = No Matching**



**Syllabus- MBA IV Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>SERVICES MARKETING</b>			
Subject Code	<b>21MS14M3</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>• To understand the theory and concepts pertaining to Services marketing.</li> <li>• To familiarise the key dimensions in Service Marketing</li> <li>• To describe the Services Marketing Mix elements</li> <li>• To familiarize the various Services marketing strategies in various sectors</li> <li>• To familiarize the Marketing practices in various service industries</li> </ul>			
<b>Unit - I</b>			
<b>Introduction to Services Marketing:</b> Scope and Definition- Services Marketing Environment- Definition- Goods and Services- Components of Service- Characteristics- Service Delivery as a System- Service Facility Design and Layout- HRM Issues- -Building Services Aspirations- Tracking Customer Behavior-.			<b>Hours – 10</b>
<b>Unit – II</b>			
<b>Key Dimensions of Services Marketing:</b> Introduction- Service Environment- Service Blue Printing- Service Encounter- Customer Expectations- Demand-Supply Management- Service Quality- Service Quality Gap- Service Quality Audit-Delivering Quality Services Communication Strategies- Benchmarking- TQM-Customer Satisfaction Measurement Techniques- MPQ-ROQ- Service Guarantees.			<b>Hours – 10</b>
<b>Unit – III</b>			
<b>Management of Services Marketing:</b> Introduction- Marketing Mix- Developing a Package- Product Attractiveness- Components of Promotion Mix- Strategic Services Marketing- Service Target Segments- Positioning the Services- Creating and Maintaining Value Relationship- Market Leadership Strategies			<b>Hours – 10</b>
<b>Unit – IV</b>			
<b>Service Marketing Practices I:</b> Marketing of Financial and Insurance Services- Major Characteristics- Technological Innovations- Regulatory Mechanism- Marketing of Hospitality, Travel and Tourism Products- Marketing for Travel and Tourism- Segmentation- Tourism Marketing Strategies- Yield Management- Services Delivery- Global Service Quality- Marketing of Educational, Software and other Professional Services			<b>Hours – 10</b>
<b>Unit – V</b>			
<b>Service Marketing Practices II:</b> Marketing of Health Care, Cellular and Entertainment Services Health Care Marketing Strategy- Major Hospital Products- Cellular Promotion Mix- Entertainment Marketing Mix- Emerging Influence of Retailing and Shopping Malls- Internationalization of Services- Liberalization of Services- Off shoring – ITES- Industry Structure- Business Models			<b>Hours – 10</b>
<b>Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.</b>			

**COURSE OUTCOMES:**

- Develop familiarity with the concepts of Services Marketing
- Ability to know the key deisions in Service Marketing
- Adhere the the Services Marketing Mix elements
- Familiar with the various Services marketing strategies in various sectors
- Understand the Marketing pratices in various service indsutries

**QUESTION PAPER PATTERN:****SECTION A:**

- Five one page answer questions from each unit.

**SECTION B:**

- Three easy type questions out of five questions.

**SECTION C:**

- Case Study (Compulsory question)

**REFERENCE BOOKS:**

1. Rajendra Nargundkar: Services Marketing, TMH, New Delhi 2011.
2. Christian Gronroos: Service Management and Marketing, Wiley India, New Delhi,2010
3. Ram Mohan Rao, K: “Services Marketing”, Pearson Education, New Delhi, 2013.
4. Govind Apte: Services Marketing, Oxford University Press, New Delhi, 2010
5. Varlic Zeithamal Services Marketing, Tata McGraw Hill.

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	3	-	-
2	-	-	-	-	-	3	-	-
3	-	-	-	-	-	3	-	-
4	-	-	-	-	-	3	-	-
5	-	-	-	-	-	3	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching



**Syllabus- MBA IV Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>PROMOTION &amp; DISTRIBUTION MANAGEMENT</b>			
Subject Code	<b>21MS14M4</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>• To describe the various Promotional tools and its objectives.</li> <li>• To demonstrate the overview of Distribution management</li> <li>• To specify the Designing Channel System.</li> <li>• To familiarize the various Channel Institutions in Channel Designing.</li> <li>• To insist the ethical and social issues in Distribution Management</li> </ul>			
<b>Unit - I</b>			
<b>Introduction to Promotional Management:</b> Sales Display and Sales Promotion- Sales Promotion Objectives- Types of Sales Displays- Factors Influencing Sales Promotion- Tools of Sales Promotion- Sales Promotion Strategies- Sales Promotion and Consumer Behavior- Consumers Price Perceptions- Perceived Risk and Attitudes- Types of Promotion.			<b>Hours – 10</b>
<b>Unit – II</b>			
<b>Introduction to Distribution Management:</b> Physical Distribution Management- The Concepts of Total Distribution Costs and Cost Trade-offs- Customer Service Standards- Strategic Issues in Physical Distribution- Challenges and Opportunities- From Physical Distribution to Marketing Logistics- Major Logistics Functions			<b>Hours – 10</b>
<b>Unit – III</b>			
<b>Marketing Channels:</b> Nature and Importance of Marketing Channels- Emergence of Marketing Channel Structures- Types of Marketing Channels- Direct Marketing Channels vs Indirect Marketing Channels- Problems in Distribution- Selection of Distribution Channels- Channel Decisions			<b>Hours – 10</b>
<b>Unit – IV</b>			
<b>Channel Institutions and Designing Channel System:</b> Wholesaling- Agent Wholesaling Middle Man- Patterns in Wholesaling- Wholesaler Marketing Decision- Changing Patterns- Channel Design Decisions- Channel Design Comparison Factors- Ideal Channel Structure- Types of Channels- Implementation and Integration of Channel Design.			<b>Hours – 10</b>
<b>Unit – V</b>			
<b>Ethical and Social Issues in Distribution Management:</b> Business Ethics and Sales Management- Ethical Issues facing Sales Managers- Managing Sales Ethics- Modeling Ethical Behavior- Making Decisions on Ethical Problems- Building a Sales Ethics Programme- International Distribution- Challenges in Managing an International Distribution Strategy.			<b>Hours – 10</b>
<ul style="list-style-type: none"> <li>• Understand the various Promotional tools and its objectives.</li> <li>• Familiar with the overview of Distribution management</li> <li>• Understand the Designing Channel System.</li> <li>• Ability to understand the various types of channels and channel designs.</li> <li>• Familiar with the various ethical and social issues in distribution management.</li> </ul>			

**QUESTION PAPER PATTERN:****SECTION A:**

- Five one page answer questions from each unit.

**SECTION B:**

- Three easy type questions out of five questions.

**SECTION C:**

- Case Study (Compulsory question)

**REFERENCE BOOKS:**

1. Pingali Venugopal: "Sales and Distribution Management", Sage Publications, New Delhi, 2008.
2. Dr. S. L. Gupta: "Sales and Distribution Management", Excel Books, 2010
3. Geroge Belch, Edward Belch, Keyoor Purani, Advertising and Promotion, McGraw Hill, 2009.

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	3	-	-
2	-	-	-	-	-	3	-	-
3	-	-	-	-	-	3	-	-
4	-	-	-	-	-	3	-	-
5	-	-	-	-	-	3	-	-

**3 – High; 2 – Medium; 1 – Low; 0 = No Matching**



**Syllabus- MBA IV Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>GLOBAL MARKETING MANAGEMENT</b>			
Subject Code	<b>21MS14M5</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>• To describe conceptual framework of global marketing</li> <li>• To discuss the international marketing strategy</li> <li>• To familiarize the International product strategies</li> <li>• To specify the Global Marketing Channels and Promotion</li> <li>• To familiarize the export and import procedures</li> </ul>			
<b>Unit - I</b>			
<b>Introduction to Global Marketing:</b> Scope and Significance of global Marketing, - Difference between global and domestic marketing – The growing attractiveness of developing country market – International orientations, Stages of internationalization, Driving and restraining forces of global markets, Participants in international marketing.			<b>Hours – 10</b>
<b>Unit – II</b>			
<b>International marketing strategy:</b> Entry strategies in Global markets – modes of entries in global markets – global market segmentation – international targeting – criteria for targeting, selecting a global target market – Global product positioning strategy. Business Customs in global Market – strategies for FDI and FIIs - Entry Strategies of Indian Firms			<b>Hours – 10</b>
<b>Unit – III</b>			
<b>Global Product &amp; Price management:</b> International product mix – Managing Global Research and Development for product management– Product diffusion and adoption in global markets – International Product Life Cycle – Product and culture – Global brand leadership – : Environmental influences on Pricing Decisions – Grey Market goods – Transfer pricing – Global Pricing – Policy Alternatives – Constraints on global pricing			<b>Hours – 10</b>
<b>Unit – IV</b>			
<b>Global Marketing Channels and Promotion for global markets:</b> channels – Innovations in global channels – Channel strategy for new market entry – Distribution Structures – Global Distribution Patterns - Challenges in Managing An Global Distribution Strategy – Selecting Foreign Country Market intermediaries - Global Advertising and branding - Export Policy Decisions of a firm - Export costing and pricing – EXIM policy of India.			<b>Hours –10</b>
<b>Unit – V</b>			
<b>Export procedures and documents:</b> Preliminaries: inquiry and offer – confirmation of offer – export license – finance – production /procurement of goods – shipping space – packing and marketing – quality control and pre – shipment inspection – excise clearance – customs formalities – negotiation and documents – standardization and aligned pre-shipment documents – documents related to goods – documents related to shipments.			<b>Hours – 10</b>

**COURSE OUTCOMES:**

- Ability to understand conceptual framework of global marketing
- Familiar with the international marketing strategy
- Understand the International product strategies
- Understand the Global Marketing Channels and Promotion
- Know the export and import procedures

**QUESTION PAPER PATTERN:****SECTION A:**

- Five one page answer questions from each unit.

**SECTION B:**

- Three easy type questions out of five questions.

**SECTION C:**

- Case Study (Compulsory question)

**REFERENCE BOOKS:**

1. Warren Keegan, Global marketing Management, Pearson Education,
2. P.K. Vasudeva, International Marketing, Excel Books
3. Czinkota: International Marketing, Cengage Learning, New Delhi, 2009
4. Philip R. Cateora, John L. Graham, International Marketing 11/e, Tata McGraw-Hill Co. Ltd., 2002.
5. R.Srinivasan: International Marketing, Prentice-Hall of India Pvt. Ltd., 2010
6. U.C Mathur: International Marketing Management, Sage Publications, New Delhi 2008
7. Fracis Cherunilam, International Marketing , Himalaya Publishing House
8. Ravi Sarathy, Vernn Trepestra, Intenational Marketing, Thomson South – Western
9. Subhash C. Jain, International Marketing, Thomson South – Western.

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	2	-	3	-	-
2	-	-	-	-	-	3	-	-
3	-	-	-	-	-	3	-	-
4	-	-	-	-	-	3	-	-
5	-	-	-	-	-	3	-	2

3 – High; 2 – Medium; 1 – Low; 0 = No Matching



**Syllabus- MBA IV Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>RURAL MARKETING</b>			
Subject Code	<b>21MS14M6</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>To describe the overview of Rural Economy and Policy interventions</li> <li>To demonstrate the overview of Rural Marketing in India and its potentialities</li> <li>To familiarize the various rural marketing decisions</li> <li>To know the pricing strategies and policies formulated by rural marketers</li> <li>To describe the overview of Distribution and Logistical Management issues in Rural markets.</li> </ul>			
<b>Unit - I</b>			
<b>Rural Economy</b> - Rural - Urban disparities-policy interventions required - Rural face to Reforms - The Development exercises in the last few decades.			<b>Hours – 10</b>
<b>Unit – II</b>			
<b>Rural Marketing</b> - Concept and Scope - Nature of rural markets - attractiveness of rural markets - Rural Vs Urban Marketing - Characteristics of Rural consumers - Buying decision process - Rural Marketing Information System - Potential and size of the Rural Markets.			<b>Hours – 10</b>
<b>Unit – III</b>			
<b>Selection of Markets</b> - Product Strategy - Product mix Decisions - Competitive product strategies for rural markets.			<b>Hours – 10</b>
<b>Unit – IV</b>			
<b>Pricing strategy</b> - pricing policies - innovative pricing methods for rural markets - promotion strategy - appropriate media - Designing right promotion mix - promotional campaigns.			<b>Hours –10</b>
<b>Unit – V</b>			
<b>Distribution</b> - Logistics Management - Problems encountered - selection of appropriate channels - New approaches to reach out rural markets – Electronic choupal applications.			<b>Hours – 10</b>
<b>COURSE OUTCOMES:</b>			
<ul style="list-style-type: none"> <li>Ability to know the overview of Rural Economy and Policy interventions</li> <li>Familiar with the overview of Rural Marketing in India and its potentialities</li> <li>Understand the various rural marketing decisions</li> <li>Familiar with the pricing strategies and policies formulated by rural marketers</li> <li>Adhere the overview of Distribution and Logistical Management issues in Rural markets.</li> </ul>			
<b>QUESTION PAPER PATTERN:</b>			
<b>SECTION A:</b>			
<ul style="list-style-type: none"> <li>Five one page answer questions from each unit.</li> </ul>			
<b>SECTION B:</b>			
<ul style="list-style-type: none"> <li>Three easy type questions out of five questions.</li> </ul>			
<b>SECTION C:</b>			
<ul style="list-style-type: none"> <li>Case Study (Compulsory question)</li> </ul>			



**REFERENCE BOOKS:**

1. Dinesh kumar, Punam guptha, Rural Marketing, Challenges and Opportunities, Sage Texts, 2017.
2. Pradeep Kashyap, Rural Marketing, Pearson Education India, 3<sup>rd</sup> Edition, 2016.
3. Sanal kumar velayudhan, Rural Marketing Targeting the Non-urban Consumer, Sage India, 2007.
4. C.S.G. Krishnamacharyulu, Lalitha Ramakrishnan, Rural Marketing: Text and Cases, Pearson Education India, 2<sup>nd</sup> Edition, 2012.
5. Ram Kishen, Rural and Agricultural Marketing, Jaico Publishing House, 2013

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	3	-	-
2	-	-	-	-	-	3	-	-
3	-	-	-	-	-	3	-	-
4	-	-	-	-	-	3	-	-
5	-	-	-	-	-	3	-	-

**3 – High; 2 – Medium; 1 – Low; 0 = No Matching**



**Syllabus- MBA IV Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>GLOBAL HRM</b>			
Subject Code	<b>21MS14H3</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>• To disseminate the Global perspective HRM</li> <li>• To familiarize the various International Assignments and selection procedures</li> <li>• To describe the importance and significance of Cross Cultural Management</li> <li>• To demonstrate the Global Compensation Strategies</li> <li>• To analyse the Global Strategic Advantage through the HRD.</li> </ul>			
<b>Unit - I</b>			
<b>Introduction:</b> A Global HR Perspective in New Economy-Challenges of Globalization Implications of Managing People and Leveraging Human Resource- Conflicts - Strategic Role of International HRM – Global HR Planning – Staffing policy – Training and development – performance appraisal – International Labour relations – Industrial democracy – Talent crunch – Indian MNCs and Challenges - Legal content of Global HRM.			<b>Hours – 10</b>
<b>Unit –II</b>			
<b>Managing International Assignments:</b> Significance – Selection methods - Positioning Expatriate – Repatriate – factors of consideration - Strategies - International assignments for Women - Problems.			<b>Hours – 10</b>
<b>Unit – III</b>			
<b>Cross Culture Management:</b> Importance – Concepts and issues – theories-considerations - Problems – Skill building methods – Cross Culture Communication and Negotiation – Cross Culture Teams.			<b>Hours – 10</b>
<b>Unit – IV</b>			
<b>Compensation Management:</b> Importance – Concepts- Trends - Issues – Methods – Factors of Consideration – Models – incentive methods – global compensation implications on Indian systems - Performance Management.			<b>Hours –10</b>
<b>Unit – V</b>			
<b>Global Strategic Advantages through HRD:</b> 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			<b>Hours – 10</b>
<b>COURSE OUTCOMES:</b>			
<ul style="list-style-type: none"> <li>• Familiar with the Global perspective HRM</li> <li>• Understand the various International Assignments and selection procedures</li> <li>• Know the importance and significance of Cross Cultural Management</li> <li>• Familiar with the Global Compensation Strategies</li> <li>• Understand the Global Strategic Advantage through the HRD.</li> </ul>			
<b>QUESTION PAPER PATTERN:</b>			
<b>SECTION A:</b>			
<ul style="list-style-type: none"> <li>• Five one page answer questions from each unit.</li> </ul>			

**SECTION B:**

- Three easy type questions out of five questions.

**SECTION C:**

- Case Study (Compulsory question)

**REFERENCE BOOKS:**

1. Subba Rao P: “International Human Resource Management”, Himalaya Publishing House, Hyderabad, 2011
2. Peter Dowlings, International Human Resource Management, Excel Books
3. NilanjanSen Gupta: “International Human Resource Management Text and cases” Excel Books, New Delhi.
4. Tony Edwards :“International Human Resource Management”, Pearson Education, New Delhi, 2012
5. Aswathappa K, Sadhana Dash: “International Human Resource Management, TMH, New Delhi,

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	2	-	3	-	-
2	-	-	-	2	-	3	-	-
3	-	-	-	2	-	3	-	-
4	-	-	-	2	-	3	-	-
5	-	-	-	2	-	3	-	-

**3 – High; 2 – Medium; 1 – Low; 0 = No Matching**



**Syllabus- MBA IV Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>ORGANISATIONAL DEVELOPMENT &amp; CHANGE MANAGEMENT</b>			
Subject Code	<b>21MS14H4</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>• To discuss the nature of change management in organisation.</li> <li>• To demonstrate the various diagrams used in organizational change</li> <li>• To describe the various Organisational Development interventions</li> <li>• To present the various contemporary issues in Labour Management</li> <li>• To familiarise the various team building concepts</li> </ul>			
<b>Unit - I</b>			
<b>Basics of Change Management:</b> Meaning, nature and Types of Change – change programmes – change levers – change as transformation – change as turnaround – value based change.			<b>Hours – 10</b>
<b>Unit – II</b>			
<b>Mapping Change:</b> 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). Learning organization: The relevance of a learning organization - strategies to build a learning organization			<b>Hours – 10</b>
<b>Unit – III</b>			
<b>Organization Development (OD):</b> 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			<b>Hours – 10</b>
<b>Unit – IV</b>			
<b>Negotiated Change:</b> Change in the labour - management relations in the post-liberalized India – collective bargaining strategy to the challenges of Globalization and the restructuring of enterprises in India - Changes in the legal frame work of collective bargaining - Negotiated flexibility, productivity bargaining, improved work relations, public sector bargaining and social security.			<b>Hours –10</b>
<b>Unit – V</b>			
<b>Team Building:</b> Nature and Importance of Teams – Team Vs Groups – Types of teams – Characteristics of Virtual teams – Team building life cycle – Team building skills – Virtual team - High performance teams – self managing teams – Building team relationships – empowered teams – leadership on teams – Managing cross-cultural diversity in teams – Group think as a decision making process – effective decision making techniques for teams and groups – role of change consultant— contemporary issues in managing teams.			<b>Hours – 10</b>
<b>COURSE OUTCOMES:</b>			
<ol style="list-style-type: none"> <li>1. Understand the nature of change management in organisation.</li> <li>2. Adhere the important diagrams used in Change process</li> </ol>			

<ul style="list-style-type: none"> <li>3. Familiar the various Organisational Development interventions</li> <li>4. Familiar with the contemporary issues in Labour Management.</li> <li>5. Understand the various team building concepts</li> </ul>
<p><b>QUESTION PAPER PATTERN:</b></p> <p><b>SECTION A:</b></p> <ul style="list-style-type: none"> <li>• Five one page answer questions from each unit.</li> </ul> <p><b>SECTION B:</b></p> <ul style="list-style-type: none"> <li>• Three easy type questions out of five questions.</li> </ul> <p><b>SECTION C:</b></p> <ul style="list-style-type: none"> <li>• Case Study (Compulsory question)</li> </ul>
<p><b>REFERENCE BOOKS:</b></p> <ol style="list-style-type: none"> <li>1. Cummings: “Theory of Organisation Development and Change”, Cengage Learning, New Delhi, 2013.</li> <li>2. Radha R Sharma: Change Management, TMH, New Delhi, 2012</li> <li>3. Kavita Singh, Orgnisational change and development, Excel Books</li> <li>4. Robert A Paton: Change Management, Sage Publications, New Delhi, 2011.</li> <li>5. Nilanjan Sengupta: Managing Changing Organisations, PHI Learning, New Delhi, 2009</li> <li>6. Adrian Thornhill: Managing Change, Pearson Education, New Delhi, 2012.</li> </ol>

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- To demonstratre the various diagrams used in organizational change
- To describe the various Organisational Development interventions
- To present the various contemporary issues is Labour Management

To familiarise the various team building concepts

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	3	-	-
2	-	-	-	-	-	3	-	-
3	-	-	-	-	-	3	-	-
4	-	-	-	-	-	3	-	-
5	-	-	-	-	2	3	-	-

**3 – High; 2 – Medium; 1 – Low; 0 = No Matching**



**Syllabus- MBA IV Semester for the Autonomous Batch starting from A.Y. 2021-2022**

<b>LABOUR WELFARE &amp; LEGISLATION</b>			
Subject Code	<b>21MS14H5</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>• To describe the various welfare legislations</li> <li>• To discuss the various industrial relations legislations</li> <li>• To familiarize the various wage and social security legislations</li> <li>• To specify the overview of labour welfare</li> <li>• To familiarize the various labour welfare programmes</li> </ul>			
<b>Unit - I</b>			
<b>Welfare Legislation:</b> Factories Act 1948, Mines Act 1952, Plantation Labour Act 1951, Contract Labour (Regulation and Abolition) Act 1970 and A.P.Shops and Establishments Act			<b>Hours – 10</b>
<b>Unit –II</b>			
<b>Industrial Relations Legislation:</b> Industrial Disputes Act 1947; Industrial Employment (standing orders) Act 1946 and Trade Unions Act 1926.			<b>Hours – 10</b>
<b>Unit – III</b>			
<b>Wage and Social Security Legislation:</b> 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.			<b>Hours – 10</b>
<b>Unit – IV</b>			
<b>Labour Welfare:</b> Concept, scope and philosophy, principles of labour welfare, Indian constitution on labour, Agencies of labour welfare and their role. Impact of ILO on labour welfare in India. Labour problems – Indebtedness, Absenteeism, Alcoholism, Personal and Family Counselling.			<b>Hours –10</b>
<b>Unit – V</b>			
<b>Labour welfare programmes:</b> Statutory and non-statutory, extra mural and intra mural, Central Board of Workers’ Education; Workers’ Cooperatives; Welfare Centers, Welfare Officers’ Role, Status and Functions. Role of social work in industry.			<b>Hours – 10</b>
<b>COURSE OUTCOMES:</b>			
<ul style="list-style-type: none"> <li>• Ability to understand the importance of various welfare legislations</li> <li>• Familiar with the industrial relation legislations with reference to the industrial undertakings</li> <li>• Understand the various wage legislations</li> <li>• Understand the importance concept of labour welfare</li> <li>• Know the various statutory and non-statutory labour welfare programmes.</li> </ul>			
<b>QUESTION PAPER PATTERN:</b>			
<b>SECTION A:</b>			

- Five one page answer questions from each unit.

**SECTION B:**

- Three easy type questions out of five questions.

**SECTION C:**

- Case Study (Compulsory question)

**REFERENCE BOOKS:**

1. B.D. Singh, Industrial Relations, Excel Books, 2009.
2. P.K.Padhi, Industrial and Labour Laws, Prentice Hall of India 2017.
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.

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	2	-	3	-	-
2	-	-	-	2	-	3	-	-
3	-	-	-	2	-	3	-	-
4	-	-	-	2	-	3	-	-
5	-	-	-	2	-	3	-	-

**3 – High; 2 – Medium; 1 – Low; 0 = No Matching**



**Syllabus- MBA IV Semester For the Autonomous Batch starting from A.Y. 2021-2022**

<b>MANAGEMENT OF INDUSTRIAL RELATIONS</b>			
Subject Code	<b>21MS14H6</b>	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 04</b>			
<b>COURSE OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>To discuss the historical perspective of Industrial Relations in India.</li> <li>To present the historical perspective of Trade Union Concept</li> <li>To describe the concepts of QWL, Workers Participation in management</li> <li>To present the various Social Security Measures in India</li> <li>To familiarise the Employee Grievance Mechanism in India</li> </ul>			
<b>Unit –I</b>			
<b>Industrial Relations Management:</b> Concept- Evaluation –Background of industrial Relations in India- Influencing factors of IR in enterprise and the consequences. Economic, Social and Political environments- Employment Structure –Social Partnership-Wider approaches to industrial relations- Labour Market.			<b>Hours – 10</b>
<b>Unit -II</b>			
<b>Trade Unions:</b> Introduction-Definition and objectives-growth of Trade Unions in India-trade Unions Act , 1926 and Legal framework-Union recognition-Union Problems-Employees Association-introduction ,Objective Membership, Financial Status.			<b>Hours – 10</b>
<b>Unit – III</b>			
<b>Quality of Work Life:</b> Workers’ Participation in Management - Worker’s Participation in India, shop floor, Plant Level, Board Level- Workers’ Welfare in Indian scenario- Collective bargaining concepts & Characteristics –Promoting peace. Wage and Salary administration: Nature & Significance of wage, salary administration, essentials- Minimum wage- Fair wage, Real wage, Incentives & fringe benefits. Issues and Constraints in Wage Determination in India.			<b>Hours – 10</b>
<b>Unit – IV</b>			
<b>Social Security:</b> Introduction and types –Social Security in India, Health and Occupational safety programs- Salient features of Workmen Compensation Act and Employees’ State Insurance Act relating to social security – Workers’ education objectives -Rewarding.			<b>Hours –10</b>
<b>Unit – V</b>			
<b>Employee Grievances:</b> Causes of Grievances –Conciliation, Arbitration and Adjudication procedural aspects for Settlement of Grievances –Standing Orders-Code Discipline. Industrial Disputes: Meaning, nature and scope of industrial disputes - Cases and Consequences of Industrial Disputes –Prevention and Settlement of industrial disputes in India.			<b>Hours – 10</b>
<b>COURSE OUTCOMES:</b>			
<ul style="list-style-type: none"> <li>Able to understand the Historical Perspective of Industrial relations in India</li> <li>Familiar with the legal framework of Trade Unions in India.</li> <li>Adhere the importance of Workers Partiicipation in management</li> <li>Understand the various Social Security measures in India</li> </ul>			



<ul style="list-style-type: none"> <li>• Know the employee grievance mechanism in India.</li> </ul>
<p><b>QUESTION PAPER PATTERN:</b></p> <p><b>SECTION A:</b></p> <ul style="list-style-type: none"> <li>• Five one page answer questions from each unit.</li> </ul> <p><b>SECTION B:</b></p> <ul style="list-style-type: none"> <li>• Three easy type questions out of five questions.</li> </ul> <p><b>SECTION C:</b></p> <ul style="list-style-type: none"> <li>• Case Study (Compulsory question)</li> </ul>
<p><b>REFERENCE BOOKS:</b></p> <ol style="list-style-type: none"> <li>1. C.S Venkataratnam: “<b>Industrial Relations</b>”, Oxford University Press, New Delhi, 2011</li> <li>2. Sinha: “<b>Industrial Relations, Trade Unions and Labour Legislation</b>”, Pearson Education, New Delhi, 2013</li> <li>3. Matoria: “<b>Dynamics of Industrial Relations</b>”, Himalaya Publishing House, New Delhi, 2010</li> <li>4. B.D.Singh: “<b>Industrial Relations</b>” Excel Books, New Delhi, 2010</li> </ol>

**COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:**

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	3	-	-
2	-	-	-	-	-	3	-	-
3	-	-	-	-	2	3	-	-
4	-	-	-	2	-	3	-	-
5	-	3	-	-	-	3	-	-

**3 – High; 2 – Medium; 1 – Low; 0 = No Matching**

# **Courses offered to B.Tech Program**

**Effective from the Academic  
Year 2021-2022**



**Syllabus- II/III/IV B.Tech I/II Semester for the Autonomous Batch  
starting from A.Y. 2021-2022**

<b>ENGINEERING ECONOMICS AND FINANCIAL MANAGEMENT</b>			
Common to all Branches			
Subject Code	-	Internal Marks	30
Number of Lecture Hours/Week	03	External Marks	70
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits-03</b>			
<b>Course objectives:</b>			
<ol style="list-style-type: none"> <li>To understand the concept and nature of Managerial Economics and Concept of Demand and Demand forecasting.</li> <li>To understand the concept of Production function, Input Output relationship, Cost Concepts and Concept of Cost-Volume-Profit Analysis.</li> <li>To understand the Market structures, significance of various pricing methods and different forms of Business organization and the concepts of Business Cycles.</li> <li>To understand the different Accounting Systems preparation of Financial Statements and uses of different tools for performance evaluation</li> <li>To understand the concept of Capital, Capitalization, Capital Budgeting and to know the techniques used to evaluate Capital Budgeting proposals by using different methods.</li> </ol>			
<b>Unit -I: Introduction to Managerial Economics and demand Analysis</b>			
Definition of Managerial Economics and Scope-Managerial Economics and its relation with other subjects-Concepts of Demand-Types-Determents-Law of Demand its Exception-Elasticity of Demand-Types and Measurement-Demand forecasting and its Methods.			<b>10 Hours</b>
<b>Unit -II: Production and Cost Analysis</b>			
Production function- Law of Variable proportions- Isoquants and Isocost-Cobb-Douglas Production function-Economics of Scale-Cost Concepts- Cost Volume Profit analysis- Determination of Break-Even Point (Simple Problems).			<b>10 Hours</b>
<b>Unit-III: Introduction To Markets, Pricing Policies &amp; forms Organizations and Business Cycles</b>			
Market Structures: Perfect Competition, Monopoly and Monopolistic and Oligopoly – Features – Price, Output Determination – Methods of Pricing: Strategies of Pricing & process for selecting final price-. Features and Evaluation of Sole Trader – Partnership – Joint Stock Company – State/Public Enterprises and their forms – Business Cycles –Phases of Business Cycle			<b>10 Hours</b>
<b>Unit –IV: Introduction to Accounting &amp; Financing Analysis</b>			
Introduction to Double Entry Systems – Journal entry-Ledger-Trail Balance-Final Accounts-Preparation of Financial Statements- Analysis and Interpretation of Financial Statements-Ratio Analysis.			<b>10 Hours</b>
<b>Unit-V: Capital and Capital Budgeting</b>			
Capital Budgeting: Meaning of Capital-Capitalization-Meaning of Capital Budgeting-Need for Capital Budgeting-Techniques of Capital Budgeting-Traditional and Modern Methods.			<b>10 Hours</b>

**Course outcomes:**

1. Students are equipped with the knowledge of managerial economics and estimating demand for a product.
2. Students understand Production and Cost concepts, estimating Cost Break even Analysis.
3. Students are equipped with the knowledge on Markets and Pricing methods along with Business Cycles.
4. Students are able to understand Accounting Concepts and Prepare Financial Statements- Analysis
5. Students are able to analyse various investment project proposals with the help of Capital Budgeting techniques.

**Question paper pattern:****Section A:**

1. This section contains ten one or two line answer question carrying 1 mark each.
2. Two questions from each unit should present.

**Section B:**

1. This Section will have 10 questions.
2. Each full question carry 12 marks.
3. Each full question will have sub question covering all topics under a unit.

The student will have to answer 5 full questions selecting one full question from each unit.

**Text Books:**

1. Dr. A. R. Aryasri – Managerial Economics and Financial Analysis, TMH 2011.
2. B. Kuberadu Managerial Economics and Financial Analysis, 1/e, HPH, 2013
3. Dr. P. Vijaya Kumar & Dr. N. Apparao Management Science Cengage, Delhi, 2012.

**Reference Books:**

1. Ambrish Gupta, Financial Accounting for Management, Pearson Education, New Delhi.
2. H. Craig Peterson & W. Cris Lewis, Managerial Economics, PHI, 4th Ed.
3. Koontz and wehrich: Essentials of management, TMH 2011
4. Seth& Rastogi: Global management systems, cengage learning,delhi,2011
5. V. Maheswari: Managerial Economics, Sultan Chand.
6. Dr. B. Kuberudu and Dr. T. V. Ramana: Managerial Economics & Financial Analysis, Himalaya Publishing House 2011.
7. Vanitha Agarwal : Managerial Economics, Pearson Publications 2011.
8. Sanjay Dhameja: Financial Accounting for Managers, Pearson.
9. Maheswari : Financial Accounting, Vikas Publications.
10. S. A. Siddiqui & A. S. Siddiqui: Managerial Economics and Financial Analysis, New Age International Publishers, 2012.



**Syllabus- II/III/IV B.Tech I/II Semester for the Autonomous Batch starting from  
A.Y. 2021-2022**

<b>MANAGEMENT SCIENCE</b> (Common to all Branches)			
<b>Subject Code</b>	-	<b>IA Marks</b>	30
<b>Number of Lecture Hours/Week</b>	3	<b>Exam Marks</b>	70
<b>Total Number of Lecture Hours</b>	50	<b>Exam Hours</b>	03
<b>Credits – 03</b>			
<b>Course objectives:</b>			
1. To understand the concept of Management its nature importance, Management theories, concept of decision making and organization principles and structures. 2. To understand the concept of production management in the organization. Work study, SQC, inventory management and its techniques. 3. To understand the concept of HRM and its functions, Marketing Management, Strategic management its components. 4. To understand the concept of project management PERT, CPM and Project Crashing. 5. To understand the concepts of recent trends in management			
<b>Unit -I: Introduction to Management</b>			<b>Teaching Hours</b>
Concept –nature and importance of Management – Functions of Management – Evaluation of Management thought- Theories of Motivation – Decision making process-Designing organization structure- Principles of organization - Types of organization structure.			<b>10 Hours</b>
<b>Unit -II: Operations Management</b>			
Nature & Objectives of OM-Production Methods-Plant Location & Layout Study & its significance – Work study- Statistical Quality Control- Control charts (P-chart, R-chart, and C chart). Simple problems- Material Management: Need for Inventory control- EOQ, ABC analysis (simple problems) and Types of ABC analysis (HML, SDE, VED, and FSN analysis).			<b>10 Hours</b>
<b>Unit-III: Functional Management &amp; Strategic Management</b>			
<b>Functional Management:</b> Concept of HRM, HRD and PMIR- Functions of HRM - Marketing Management- Functions of Marketing, Marketing strategies based on product Life Cycle, Channels of distributions. <b>Strategic Management:</b> Vision, Mission, Goals, Strategy – Elements of Corporate Planning Process – Environmental Scanning – SWOT analysis- Steps in Strategy Formulation and Implementation, Generic Strategy alternatives			<b>10 Hours</b>
<b>Unit –IV: Project Management: (PERT/CPM)</b>			
Development of Network – Difference between PERT and CPM Identifying Critical Path- Probability- Project Crashing (Simple Problems).			<b>10 Hours</b>
<b>Unit-V: Contemporary Management Practices</b>			
Basic concepts of MIS, MRP, Justin- Time (JIT) system, Total Quality			<b>10 Hours</b>

<p>Management (TQM), Six sigma , Supply Chain Management, Enterprise Resource Planning (ERP), Business Process outsourcing (BPO), Business process Re-engineering and Bench Marking, Balanced Score Card.</p>	
<p><b>Course outcomes:</b></p> <ol style="list-style-type: none"> <li>1. Students are able to understand the concept and functions of Management, and Theories of Motivation, Styles of Leadership.</li> <li>2. Students are able to understand the Statistical Quality Control Techniques, Methods of inspection, the concept of Inventory Management and Control.</li> <li>3. Students are understand the functional areas of organization i.e., Marketing Management, Human Resource Management, and Strategic Management</li> <li>4. Students are able to understand Project Management Techniques.</li> <li>5. Students are able to Understand the various contemporary issues in Management Practices like TQM and BPO etc.</li> </ol>	
<p><b>Question paper pattern:</b></p> <p><b>Section A:</b></p> <ol style="list-style-type: none"> <li>1. This section contains ten one or two line answer question carrying 1 mark each.</li> <li>2. Two questions from each unit should present.</li> </ol> <p><b>Section B:</b></p> <ol style="list-style-type: none"> <li>1. This Section will have 10 questions.</li> <li>2. Each full question carry 12 marks.</li> <li>3. Each full question will have sub question covering all topics under a unit.</li> </ol> <p>The student will have to answer 5 full questions selecting one full question from each unit.</p>	
<p><b>Text Books:</b></p> <ol style="list-style-type: none"> <li>1. 1. Dr. P. Vijaya Kumar &amp; Dr. N. Appa Rao, '<i>Management Science</i>' Cengage, Delhi, 2012.</li> <li>2. Dr. A. R. Aryasri, '<i>Management Science</i>' TMH 2011.</li> </ol>	
<p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. Koontz &amp; Weihrich: 'Essentials of Management' TMH 2011</li> <li>2. Seth &amp; Rastogi: Global Management Systems, Cengage Learning, Delhi, 2011.</li> <li>3. Robbins: Organizational Behaviors, Pearson Publications, 2011</li> <li>4. Kanishka Bedi: Production &amp; Operational Management, Oxford Publications, 2011.</li> <li>5. Manjunath: Management Science, Pearson Publications, 2013.</li> <li>6. Biswajit Patnaik: Human Resource Management, PHI, 2011.</li> <li>7. Hitt and Vijaya Kumar: Strategic Management, Cengage Learning.</li> </ol>	



**Syllabus- I B.Tech I/II Semester for the Autonomous Batch  
starting from A.Y. 2021-2022**

<b>CONSTITUTION OF INDIA, PROFESSIONAL ETHICS &amp; HUMAN RIGHTS</b> (Common to all Branches)			
Subject Code	-	IA Marks	30
Number of Lecture Hours/Week	03	Exam Marks	70
Total Number of Lecture Hours	50	Exam Hours	03
<b>Credits – 00</b>			
<b>COURSE OBJECTIVES:</b> The objectives of this course help the students to			
1. To provide basic information about Indian constitution.			
2. To identify individual role and ethical responsibility towards society.			
3. To understand human rights and its implications.			
<b>Unit - I</b>			
Introduction to the Constitution of India, The Making of the Constitution and Salient features of the Constitution. Preamble to the Indian Constitution Fundamental Rights & its limitations.			<b>Hours – 10</b>
<b>Unit - II</b>			
Directive Principles of State Policy & Relevance of Directive Principles State Policy Fundamental Duties. Union Executives – President, Prime Minister Parliament Supreme Court of India.			<b>Hours – 10</b>
<b>Unit – III</b>			
State Executives – Governor, Chief Minister, State Legislature High Court of State. Electoral Process in India, Amendment Procedures, 42nd, 44th, 74th, 76th, 86th & 91 <sup>st</sup> Amendments.			<b>Hours – 10</b>
<b>Unit –IV</b>			
Special Provision for SC & ST Special Provision for Women, Children & Backward Classes Emergency Provisions. Human Rights –Meaning and Definitions, Legislation Specific Themes in Human Rights- Working of National Human Rights Commission in India Powers and functions of Municipalities, Panchyats and Co - Operative Societies.			<b>Hours –10</b>
<b>Unit – V</b>			
Scope & Aims of Engineering Ethics, Responsibility of Engineers Impediments to Responsibility. Risks, Safety and liability of Engineers, Honesty, Integrity & Reliability in Engineering.			<b>Hours – 10</b>
<b>COURSE OUTCOMES:</b> On completion of the course student will			
1. Have general knowledge and legal literacy and thereby to take up competitive examinations.			
2. Understand state and central policies, fundamental duties.			
3. Understand Electoral Process, special provisions.			

4. Understand powers and functions of Municipalities, Panchayats and Co-operative Societies, and
5. Understand Engineering ethics and responsibilities of Engineers
6. Understand Engineering Integrity & Reliability

**QUESTION PAPER PATTERN:**

**SECTION A:**

1. This section contains ten one answer questions carrying 1 mark each.
2. Two questions from each unit should present.

**SECTION B:**

1. This section will have 5 questions with internal choice.
2. Each full question carries 12 marks.
3. Each full question will have sub question covering all topics under a unit.

**TEXT BOOKS:**

**Text Books:**

1. Durga Das Basu: “**Introduction to the Constitution on India**”, (Students Edn.) Prentice – Hall EEE, 19th / 20th Edn., 2001
2. Charles E. Haries, Michael S Pritchard and Michael J. Robins “**Engineering Ethics**” Thompson Asia, 2003-08-05.

**REFERENCE BOOKS:**

1. M.V.Pylee, “An Introduction to Constitution of India”, Vikas Publishing, 2002.
2. M.Govindarajan, S.Natarajan, V.S.Senthilkumar, “**Engineering Ethics**”, Prentice –Hall of India Pvt. Ltd. New Delhi, 2004
3. Brij Kishore Sharma, “**Introduction to the Constitution of India**”, PHI Learning Pvt. Ltd., New Delhi, 2011.
4. Latest Publications of Indian Institute of Human Rights, New Delhi