



# DADI INSTITUTE OF ENGINEERING & TECHNOLOGY

(AN AUTONOMOUS INSTITUTE)

(Approved by A.I.C.T.E., New Delhi & Permanently Affiliated to JNTU GV)

Accredited by NAAC with 'A' Grade and Inclusion u/s 2(f) & 12(B) of UGC Act

An ISO 9001:2015, ISO 14001:2015 & ISO 45001:2018 Certified Institute.

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## DR - 23 SYLLABUS


For

## MASTER OF BUSINESS ADMINISTRATION




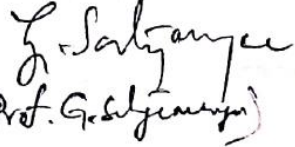
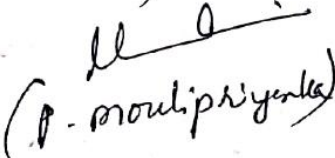
(Applicable for the batches admitted from 2023-24)

I YEAR I SEMESTER							
S.No	Course Code	Courses	Marks	L	T	P	C
1	DR-23 MB-101	Management and Organizational Behavior	100	4	0	0	4
2	DR 23 MB -102	Managerial Economics	100	4	0	0	4
3	DR 23 MB -103	Accounting for Managers	100	4	0	0	4
4	DR 23 MB -104	Quantitative Analysis for Business Decisions	100	4	0	0	4
5	DR 23 MB -105	Legal and Business Environment	100	4	0	0	4
6	DR 23 MB -106	Business Communication and Soft skills	100	4	0	0	4
7	DR 23 MB -107 Open Elective	Cross Cultural Management Rural Innovation projects MOOCs : SWAYAM/NPTEL- Related to Management Courses other than listed courses in the syllabus	100	4	0	0	4
8	DR 23 MB -108	Business Communication and Soft skills Lab	50	0	0	2	2
9	DR 23 MB -109	Information Technology – Lab I (Spreadsheet and Tally)	50	0	0	2	2
<b>Total</b>			<b>800</b>	<b>28</b>	<b>0</b>	<b>4</b>	<b>32</b>




  
 (Prof. J. Ravi) (Dr. P. Sudar) (Saiprasad) (Prof. G. Satyanarayana)

  
 (P. Mouliphiyanke)

I YEAR II SEMESTER							
S.No	Course Code	Courses	Marks	L	T	P	C
1	DR 23MB -201	Financial Management	100	4	0	0	4
2	DR 23MB -202	Human Resource Management	100	4	0	0	4
3	DR 23MB -203	Marketing Management	100	4	0	0	4
4	DR 23MB -204	Operations Management	100	4	0	0	4
5	DR 23MB -205	Business Research Methods	100	4	0	0	4
6	DR 23MB -206 open elective	Project Management Technology Management Lean Management Database Management System	100	4	0	0	4
7	DR 23MB -207	IT-lab 2(Programming R )	50	0	0	2	2
<b>Total</b>			<b>650</b>	<b>24</b>	<b>0</b>	<b>2</b>	<b>26</b>

 (Prof. J. Ravi)
  (Dr. P. Sreedhar)
  (Saiprasad)
  (Prof. G. Subramanyam)
  (P. Moulipriyanka)

II YEAR III SEMESTER							
S.No	Course Code	Courses	Marks	L	T	P	C
1	DR 23MB -301	Business Policy & Strategic Management	100	4	0	0	4
2	DR 23MB -302	Operations Research	100	4	0	0	4
3	DR 23MB -301	Elective - 1	100	4	0	0	3
4	DR 23MB -302	Elective - 2	100	4	0	0	3
5	DR 23MB -303	Elective - 3	100	4	0	0	3
6	DR 23MB -304	Elective - 4	100	4	0	0	3
7	DR 23MB -303	Industrial Project based on Summer Internship	100	0	0	0	4
<b>Total</b>			<b>700</b>	<b>28</b>	<b>0</b>	<b>0</b>	<b>24</b>

II YEAR IV SEMESTER							
S.No	Course Code	Courses	Marks	L	T	P	C
1	DR 23MB -401	Supply Chain Management & Analytics	100	4	0	0	4
2	DR 23MB -402	Entrepreneurship & Small Business Management	100	4	0	0	4
3	DR 23MB -401	Elective - 5	100	4	0	0	3
4	DR 23MB -402	Elective - 6	100	4	0	0	3
5	DR 23MB -403	Elective - 7	100	4	0	0	3
6	DR 23MB -404	Elective - 8	100	4	0	0	3
7	DR 23MB -403	Comprehensive Viva-voce	50	0	0	0	2
<b>Total Marks / Credits</b>			<b>650</b>	<b>28</b>	<b>0</b>	<b>0</b>	<b>22</b>
			<b>2800</b>				<b>104</b>

 (Prof. J. Ravi)
  (Dr. P. Sreedevi)
  (J. S. Srinivas)
  (P. Moni Prasad)
  (Prof. G. Satyanarayanan)

\*The project work documentation shall be checked with anti plagiarism software (Turnitin). The permissible similarity shall be less than 30%.




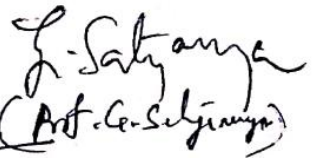

\*Comprehensive Viva is to verify the student knowledge as a whole from which he was studied during the two year course work.

**III SEMESTER**  
**Human Resource Management**

S. no	Course Code	SUBJECT TITLE
1	DR 23MB EH-301	Leadership and Change Management
2	DR 23MB EH-302	Performance Evaluation and Compensation Management
3	DR 23MB EH-303	Human Resource Metrics and Analytics
4	DR 23MB EH-304	Human Capital Management
5	DR 23MB EH-305	Manpower Planning, Recruitment, and Selection

**IV SEMESTER**  
**Human Resource Management**

S. no	Course Code	SUBJECT TITLE
6	DR 23MB EH-401	Labor Welfare and employment laws
7	DR 23MB EH-402	International HRM
8	DR 23MB EH-403	Employee Relations and Engagement
9	DR 23MB EH-404	Human Resources Development
10	DR 23MB EH-405	Strategic HRM



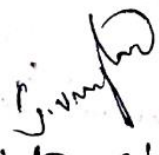
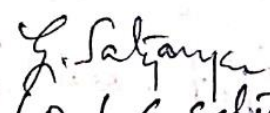
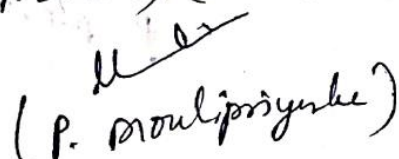
 (Prof. J. Ravi)
  (Dr. P. Sreedhar)
  (P. Anouli Pradyak)
  (L. Satyanarayan)
  (Prof. G. Srinivas)

**III SEMESTER FINANCE**

S. no	Course Code	SUBJECT TITLE
1	DR 23MB EF-301	Security Analysis and Portfolio Management
2	DR 23MB EF-302	Managing Banks and Financial Institutions
3	DR 23MB EF-303	Financial Markets and Services
4	DR 23MB EF-304	Mutual Funds
5	DR 23MB EF-305	Taxation

**IV SEMESTER FINANCE**

S. no	Course Code	SUBJECT TITLE
6	DR 23MB EF-401	Financial Derivatives
7	DR 23MB EF-402	Global Financial Management
8	DR 23MB EF-403	Insurance Management
9	DR 23MB EF-404	Strategic Financial Management
10	DR 23MB EF-405	Financial Risk Management

 (Prof. J. Ravi)
  (Dr. P. Sudani)
  (J. S. Sripasad)
  (Prof. G. Satyanarayan)
  (P. Moulipriyanka)

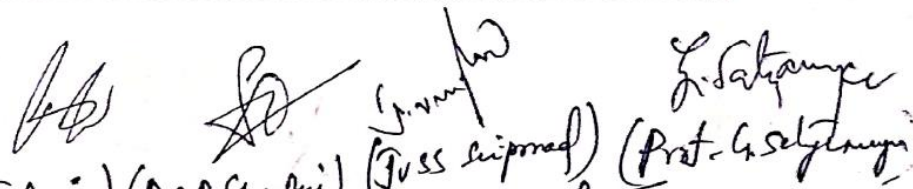
**III SEMESTER - ELECTIVES  
MARKETING**

S. no	Course Code	SUBJECT TITLE
1	DR 23MB EM-301	Consumer Behavior
2	DR 23MB EM-302	Retail Management
3	DR 23MB EM-303	Customer Relationship Management
4	DR 23MB EM-304	Strategic Marketing Management
5	DR 23MB EM-305	Digital and Social Media Marketing

IV

**SEMESTER MARKETING**

S. no	Course Code	SUBJECT TITLE
6	DR 23MB EM-401	Services Marketing
7	DR 23MB EM-402	Promotional and Distribution Management
8	DR 23MB EM-403	Green Marketing
9	DR 23MB EM-404	Advertising and Brand Management
10	DR 23MB EM-405	Global Marketing Management

  
 (Prof. J. Ravi) (Dr. P. Sudini) (J. Srinivasan) (L. Satyanarayanan)  
 (P. Moulipriyanka)

<b>DR 23MB101</b>	<b>Management and Organizational Behavior</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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**Objective:**

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

**Unit – I**

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

**Unit-II**

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

**Unit – III**

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

**Unit – IV**

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

**Unit – V**

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

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

**Text Books:**

1. LM Prasad, Principles and Practice of Management, 7<sup>th</sup> Edition, Sultan Chand and Sons, 2006
2. Harold Koontz, Heinz Weihrich, A.R. Aryasri, Principles of Management, TMH, 2016.

**References:**

1. Dilip Kumar Battacharya, Principles of Management, Pearson, 2012.
2. Kumar, Rao, Chhaalill -Introduction to Management Science|| Cengage Publications, New Delhi
3. V.S.P. Rao, Management Text and Cases, Excel, Second Edition, 2012.
4. K. Aswathappa – Organisational Behaviour-Text, Cases and Games||, Himalaya Publishing House, New Delhi, 2008.



<b>DR 23MB 102</b>	<b>Managerial Economics</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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**Objective:** This subject seeks to equip the students with the analytical tools of Economics and apply the same to rational managerial decision-making. It further seeks to develop economic way of thinking in dealing with practical business problems and challenge.

**UNIT-I:**

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

**UNIT-II:**

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

**UNIT-III:**

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

**UNIT-IV:**

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

**UNIT-V:**

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

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

**Text Books:**

1. D.M.Mithani, Managerial Economics, Himalaya Publishing House
2. A. Arya Sri, Managerial Economics and Financial Analysis, 8<sup>th</sup> Edition, Tata McGraw Hill, 2005.

**References:**

1. H.Craig Peterson, W.Cris Lewis, Managerial Economics, Pearson, 2005.
2. Gupta G.S., Managerial Economics, TMH, 1988.
3. K .K Dawett, Modern Economic Theory, Sultan Chand & Sons
4. D.N. Dwivedi, Managerial Economics, 7th Ed, Vikas Publishing.

<b>DR 23MB 103</b>	<b>Accounting for Managers</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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**Objective:**

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

**Unit – I:**

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

**Unit – II:**

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

**Unit – III:**

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

**Unit – IV:**

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

**Unit-V:**

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

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

**Text Books:**

1. MAHESWARI AND MAHESWARI" Financial Accounting", Vikas Publishing House, New Delhi, 2013.
2. Pandey, I.M. Management Accounting, Vikas Publishing House, New Delhi.

**References:**

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

<b>DR 23MB 104</b>	<b>Quantitative Analysis for Business Decisions</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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**Objective:**

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

**Unit I**

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

**Unit II**

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

**UNIT III**

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

**Unit-IV**

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

**Unit-V**

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

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

**Text Books:**

1. Anand Sharma, Quantitative Techniques for Decision Making, Himalya Publishing House, New Delhi, 2015
2. S. Jaishankar, Quantitative Techniques for Management, Excel Books Publisher, 2006

**References:**

1. N.D.Vohra: –Quantitative Techniques in Management, Tata-McGraw Hill Private Limited, New Delhi, 2011.
2. Gupta S.P: —Statistical Methods, S. Chand and Sons, New Delhi.
3. Anand Sharma: –Quantitative Techniques for Business decision Making, 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, Prentice-Hall of India, New Delhi 2003.

<b>DR 23MB 105</b>	<b>Legal and Business Environment</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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**Objective:**

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

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

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

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

**Text Books:**

1. K. Aswathappa, Essentials of Business Environment, Himalaya Publishers.2008.
2. Francis Cherunillam, Business Environment, Himalaya Publishers
3. PK Goel, Business Law for Managers, Biztantra Publishers

**References:**

1. P.K.Dhar, Indian Economy Growing Dimensions, Kalyani Publishers
2. N.D.Kapoor , Mercantile Law, Sultan Chand Publishers.
3. Chaula and Garg, Mercantile Law, Kalyani Publishers

<b>DR 23MB 106</b>	<b>Business Communication and Soft skills</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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**Objective:**

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

**Unit – I**

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

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

**Unit – II**

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

**LAB: Organizational Communication:**

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

**Unit – III**

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

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

**Unit – IV**

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

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

**Unit- V**

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

**LAB:** Designing presentations and enhancing presentation skills.

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

**Text Books:**

1. RK Madhukar, Business Communication, Vikas Publishing Pvt. Ltd
2. Meenaxi Raman, Praksh Singh, Business Communication, Oxford University Press, 2009.



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## References:

1. K. Srinivasa Krishna, B. Kuberudu, Business Communication and Soft Skills, Excel Books, 2008
2. Mallika Nawal: -Business Communication, Cengage Learning, New Delhi, 2012.
3. Edwin A. Gerloff, Jerry C. Wofford, Robert Cummins Organisational Communication: The key stone to managerial effectiveness.
4. Meenakshi Rama: -Business Communication, Oxford University Press, New Delhi
5. C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan, Business Communication, Himalaya Publishing House, Mumbai

<b>DR 23MB 107 Open Elective</b>	<b>Cross Cultural Management</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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**Objective:**

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

**Unit – I**

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

**Unit – II**

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

**Unit – III**

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

**Unit – IV**

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

**Unit – V**

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

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

**Text Books:**

1. Robert A Paton James Mc Calman, Change management, Sage Publications, 2008
2. Dinesh Seth, Subash C Rastogi, Global Management Solutions, Cengage Learning, 2009

**References:**

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

<b>DR 23MB 107 Open Elective</b>	<b>Rural Innovation projects</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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**Objective:**

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

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Unit-V**

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

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

**References:**

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





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<b>DR 23MB 107 Open Elective</b>	<b>MOOCs : SWAYAM/NPTEL- Related to Management Courses other than listed courses in the syllabus</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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**NOTE: Students opting for SWAYAM should register for 12 weeks course and need to produce the Pass certificate with minimum 40% (Percentage) for receiving the Academic Credits. The actual percentage mentioned on the certificate will be transferred to the marks memo.**

<b>DR 23MB 108</b>	<b>Business Communication and Soft skills Lab</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>
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**(LAB):**

**Evaluation Process:**

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

**Unit: 1**

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

**Activities for Unit-1:**

- 1) Dos and Don'ts of Group Discussions.
- 2) Tell me about yourself.
- 3) Self SWOT Analysis
- 4) Analysis of Academic Video clip uploaded on the system for the student.
- 5) News Presentation- Current affairs.

**Unit – II Organizational Communication:**

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

**Activities for Unit-II:**

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

**Unit – III Non verbal communication and Body Language:**

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

**Activities for Unit-III:**

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

**Unit – IV Written communication:**

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

**Activities for Unit-IV:**

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

**Unit- V Presentation skills:**

Designing presentations and enhancing presentation skills.

**Activities for Unit-V:**

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

**References:**

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

<b>DR 23MB 109</b>	<b>Information Technology – Lab1 (Spreadsheet and Tally)</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>
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**Lab Evaluation:**

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

**UNIT- 1**

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

**UNIT -II**

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

**UNIT- III**

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

**UNIT- IV**

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

**UNIT- V**

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

II SEMESTER

<b>DR 23MB 201</b>	<b>Financial Management</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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**Objective:**

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

**UNIT- I**

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

**UNIT-II**

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

**UNIT -III**

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

**UNIT-IV**

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

**UNIT-V**

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

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

**Text Books:**

1. Dr. SN Maheswari, Financial Management, Sulthan Chand & Sons, 2007
2. I.M. Pandey: –Financial Management”, Vikas Publishers, New Delhi, 2013.

**References:**

1. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi,
2. Prasanna Chandra: –**Financial Management Theory and Practicell**, Tata McGrawHill 2011.
3. P.Vijaya Kumar, M.Madana Mohan, G. Syamala Rao: –**Financial Management”**, Himalaya Publishing House, New Delhi, 2013.
4. Brigham,E.F: –**Financial Management Theory and Practicell**, Cengae Learning, New Delhi, 2013
5. RM Srivastava, Financial Management, Himalaya Publishing house, 4<sup>th</sup> edition.

<b>DR 23MB 202</b>	<b>Human Resource Management</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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**Objective:**

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

**UNIT -I**

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

**UNIT -II**

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

**UNIT -III**

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

**UNIT -IV**

Wage and Salary Administration: Concept- Wage Structure- Wage and Salary Policies- Legal Frame Work- Determinants of Payment of Wages- Wage Differentials - Incentive Payment Systems. Welfare management: Nature and concepts – statutory and non-statutory welfare measures.

**UNIT -V**

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

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

**Text Books:**

1. P. Subba Rao, Essentials of Human Resource Management and Industrial Relations, Himalaya Publications, 2009.
2. K Aswathappa: —Human Resource Management, Tata McGraw Hill, New Delhi, 2013.

**References:**

1. N.Sambasiva Rao and Dr. Nirmal Kumar: —Human Resource Management and Industrial Relations, Himalaya Publishing House, Mumbai.
2. Mathis, Jackson, Tripathy:—Human Resource Management: A South-Asian



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Perspectives, Cengage Learning, New Delhi, 2013.

3. Subba Rao P: —Personnel and Human Resource Management-Text and Cases, Himalaya Publications, Mumbai, 2013.
4. MadhurimaLal, Sakina QasimZasidi: —Human Resource Management, ExcelBooks, New Delhi, 2010.

<b>DR 23MB 203</b>	<b>Marketing Management</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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The Course is designed for the students to understand the Marketing concepts and to identify, enrich and fulfill the needs of customers and markets.

**UNIT -I**

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

**UNIT -II**

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

**UNIT -III**

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

**UNIT -IV**

**Marketing Communication:** Communication Process – Communication Mix – Integrated Marketing Communication - Managing Advertising Sales Promotion - Public relations and Direct Marketing - Sales force – Determining the Sales Force Size - Sales force Compensation.

**UNIT -V**

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

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

**Text Books:**

1. Phillip Kotler: -Marketing Management –, Pearson Publishers, New Delhi, 2013.
2. Rajan Saxena: -Marketing Management, Tata McGraw Hill, New Delhi, 2012.

**References**

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



<b>DR 23MB 204</b>	<b>Operations Management</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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**Objective:**

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

**UNIT-I:**

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

**UNIT -II:**

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

**UNIT- III:**

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

**Unit- IV:**

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

**UNIT -V:**

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

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

**Text Books:**

1. Panner Selvem, Production and Operation Management, Prentice Hall of India.
2. B. Mahadevan, Operations Management Theory and Practice, Pearson, 2009



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**References:**

1. Krajewski & Ritzman (2004). Operation Management -Strategy and Analysis. PrenticeHall of India.
2. Chunnawals, Production & Operation Management Himalaya, Mumbai
1. K Aswathappa & Sridhar Bhatt, Production & Operations Management, Himalaya, Mumbai.

<b>DR 23MB 205</b>	<b>Business Research Methods</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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Developing the students in Research orientation and to acquaint them with fundamental of research methods.

**UNIT -I**

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

**UNIT -II**

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

**UNIT -III**

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

**UNIT -IV**

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

**UNIT -V**

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

**Relevant cases have to be discussed in each unit and in examination case is**

**compulsory from any unit.**

**Text Books:**

1. C.R. Kothari: Research Methodology, methods and Techniques New Age International Publisher.
2. R. Panneerselvam, Research Methodology, PHI Learning Pvt. Ltd. 2009

**References**

1. S.P. Gupta, Stastical Methods, Sulthan Chand & Sons, 2008
2. Navdeep and Guptha : -**Statistical Techniques & Research Methodology**||,
3. Willam G.Zikmund, Adhkari: -**Business Research Methods**||, Learning, New Delhi, 2013.
4. A.N. Sadhu, Amarjit singh, Research methodology in social sciences, 7<sup>th</sup> Edition Himalaya Publications.
5. A Bhujanga rao , Research methodology, Excel Books, 2008.

<b>DR 23MB 206 Open Elective</b>	<b>Project Management</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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The objective of this course is to enable the students to gain basic knowledge about the concept of project, project management, project life-cycle, project appraisal; to acquaint the students about various issues of project management.

**Unit -I:**

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

**Unit- II:**

Market feasibility -Market survey – Categories of Market survey – steps involved in conducting market survey  
– Demand forecasting techniques, sales projections.

**Unit- III:**

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

**Unit- IV:**

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

**Unit -V:**

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

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



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**Text Books:**

1. Prasanna Chandra, -Projects, Planning, Analysis, Selection, Financing, Implementation and Review, Tata McGraw Hill Company Pvt. Ltd., New Delhi 1998.

**References:**

1. Gido: Effective Project Management, 2e, Thomson, 2007.
2. Singh M.K, -Project Evaluation and Management.
3. Vasanth Desai, Project Management, 4th edition, Himalaya Publications 2018.
4. Clifford F. Gray, Erik W. Larson, -Project Management, the Managerial Emphasis, McGraw Hill, 2000.

<b>DR 23MB 206 Open Elective</b>	<b>Technology Management</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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The course aims at providing an overview of various issues connected with Management of Technology in organizations.

**UNIT-I.**

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

**UNIT-II:**

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

**UNIT-III:**

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

**UNIT-IV:**

Financial Aspects in Technology Management- Improving Traditional Cost - Management System- Barriers to the Evaluation of New Technology- Social Issues in Technology Management- Technological Change and Industrial Relations- Technology Assessment and Environmental Impact Analysis.

**UNIT-V:**

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

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

Text Books:

1. Sharif Nawaz: Management of Technology Transfer & Development, APCFT, Bangalore, 1983.
2. Rohtagi P K, Rohtagi K and Bowonder B: Technological Forecasting, Tata McGraw Hill, New Delhi.



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## References:

1. Betz Fredrick: Managing Technology, Prentice Hall, New Jersey.
2. Gaynor: Handbook of Technology Management, McGraw Hill.
3. Tarek Khalil: Management of Technology, McGraw Hill International, 2000.



<b>DR 23MB 206 Open Elective</b>	<b>Lean Management</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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To understand issues and challenges in implementing and development in lean manufacturing techniques from TPS and its contribution for improving organizational performance.

**Unit- I**

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

**UNIT- II**

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

**UNIT -III**

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

**UNIT- IV**

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

**UNIT- V**

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

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

**Text Books:**

1. Jeffrey Liker, The Toyota Way: Fourteen Management Principles from the World's Greatest Manufacturer, McGraw Hill, 2004.
2. Debashish Sarkar , Lessons in Lean Management,

**References:**

1. Dale H., Besterfield , Carol, Besterfield, etal, Total Quality Management (TQM) 5e by Pearson

<b>DR 23MB</b> <b>206 Open</b> <b>Elective</b>	<b>Data Base Management System</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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The course is to present an introduction to database management systems, with an emphasis on how to organize, maintain and retrieve - efficiently, and effectively - information from a DBMS.

### **UNIT- I**

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

### **UNIT -II**

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

### **UNIT- III**

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

### **UNIT -IV**

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

### **UNIT -V**

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

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

#### **Text Books:**

1. Alexis Leon and Mathews Leon, Database Management Systems, Leon Vikas
2. Rama Krishnan, Gehrke, Database Management Systems, McGraw Hill, 2003

#### **References:**

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

DR 23MB - 207	<b>IT Lab 2 (Programming R)</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>
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After taking the course, students will be able to

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

**SYLLABUS:**

**UNIT-I:**

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

**UNIT-II:**

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

**UNIT-III:**

Doing Math and Simulation in R, Math Function, Extended Example Calculating Probability- Cumulative Sums and Products-Minima and Maxima- Calculus, Functions for Statistical Distribution, Sorting, Linear Algebra Operation on Vectors and Matrices, Extended Example: Vector cross Product- Extended Example: Finding Stationary Distribution of Markov Chains, Set Operation, Input /out put, Accessing the Keyboard and Monitor, Reading and writer Files,

**UNIT-IV:**

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

**UNIT-V:**

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

**References:**

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

### III SEMESTER CORE PAPERS

#### C- 301. BUSINESS POLICY & STRATEGIC MANAGEMENT

<b>DR 23MB 301</b>	<b>BUSINESS POLICY &amp; STRATEGIC MANAGEMENT</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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#### **UNIT-I**

Introduction: Overview of Strategic Management: Business Policy and Strategic Management, Strategic Management Models, Strategic Management as a process – Business Ethics and Strategic Management.

#### **UNIT-II**

Business Vision, Mission, Objectives, Characteristics of Mission Statements, Types of Strategies, Integration Strategies, Intensive Strategies, Diversified Strategies, Micheal Porter's Five Force Model.

#### **UNIT-III**

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

#### **UNIT-IV**

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

#### **UNIT-V**

Strategy Evaluation and control – Establishing strategic controls - Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Strategic surveillance -strategic audit.

#### **Text Books:**

1. P.Subba Rao: Business Policy and Strategic Management, Himalaya Publishing House, New Delhi, 2020
2. Charles WL Hill, Gareth R Jones, Strategic Management an Integrated Approach, Biztantra, 2004

#### **References**

1. P.Subba Rao: Business Policy and Strategic Management, Himalaya Publishing House, New Delhi, 2010
2. Thomas L Wheelen, J David Hunger, Chrish Rangarajan, Concepts in Strategic Management and Business Policy, Pearson, 2010.
3. Kazmi: Strategic Management and Business Policy, Tata McGraw Hill, 2009
4. R.Srinivasn: Strategic Management, PHI Learning, New Delhi, 2009
5. Adrian Haberberg & Alison: Strategic Management, Oxford University Press, NewDelhi, 2009

DR 23MB 302	<b>OPERATIONS RESEARCH</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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**Unit – I:**

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

**UNIT II:**

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

**Unit – III:**

Dynamic Programming – Applications of D.P. (Capital Budgeting, Production Planning, Solving Linear Programming Problem) – Integer Programming – Branch and Bound Method.  
Unit – IV :- Game Theory: Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, matrix and arithmetic methods. Simulation – Simulation Inventory and Waiting Lines.

**Unit – V:**

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

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

**Text Books:**

1. JK Sharma Operation Research – Theory and Applications, MacMillan, 2007
2. V.K.Kapoor, Operation Research Techniques for Management, Sultan Chand & Sons, 2008

**References:**

1. Winston, Operations Research, Cengage, ND
2. Anand Sharma, Operations Research, Himalaya Publishing House, 3. Kalavarthy, S. Operations Research, Vikas Publishers House Pvt Ltd.,
4. Mcleavey & Mojena, Principles of Operations Research for Management, AITBS publishers,
5. Richard Bronson & Govindasami Naadimuthu, SCHAUM'S OUTLINE OF THEORY & PROBLEMS OF Operations Research, 2nd Ed., Tata Mc Graw-Hill Edition,

**IV SEMESTER CORE PAPERS**

<b>DR 23MB 401</b>	<b>SUPPLY CHAIN MANAGEMENT AND ANALYTICS</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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**UNIT - I**

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

**UNIT – II**

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

**UNIT – III**

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

**UNIT- IV**

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

**UNIT- V**

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

**Text Books:**

1. John J Coyle, C John Langley, A Logistics Approach to Supply Chain Management, Cengage Learning, 2009
2. Donald J. Bowersox, David J Closs, Logistical Management, Tata McGraw Hill, 2008.

**References:**

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

DR 23MB 402	<b>Entrepreneurship &amp; Small Business Management</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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Objective: The objective of this course is to expose the students to the subject of entrepreneurship and small business and management so as to prepare them to establish and new enterprise and effectively manage the same.

**UNIT I**

Entrepreneurship: Definition of Entrepreneur, Importance, Characteristics and Qualities of Entrepreneurship; Entrepreneurial, Role of Entrepreneurship, Ethics and Social Responsibilities.

**UNIT II**

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

**UNIT III**

Training: Designing appropriate training program to inculcate entrepreneurial spirit, training for new and existing entrepreneurs, feedback and performance of trainees.

**UNIT IV**

Woman entrepreneur role and importance, profile women entrepreneur, problems of Woman entrepreneur, Woman entrepreneur development in India.

**Unit V**

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

**Text Books:**

1. Rajeev Roy, Entrepreneurship, Oxford University Press, 2010
2. Thomas W Zimmerer, Norman M Scarborough, Essentials of Entrepreneurship and Small Business Management, Pearson Education, 2008

**References:**

- 1) Madhuriama Lall, Shika Sahai, Entrepreneurship,Excel Books, 2008.
- 2) Nina Jacob, -Creativity in Organisations (Wheeler, 1998) Embed InnovationCapability. Butter work Heinemann, U. K.
- 3) Amidon, D. M.(1997)-Innovation Strategy for the Knowledge Economy:
- 4) The Kanawakening.Butterwork-Heinemann, New Delhi, India.

**III SEMESTER ELECTIVES**  
**(HUMAN RESOURCE MANAGEMENT)**

DR 23MB EH-301	<b>LEADERSHIP AND CHANGE MANAGEMENT</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Unit I:**

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

**Unit II:**

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

**Unit III:**

Strategic Leadership: Leader Self management: significance - Developing self esteem and balancing emotions – Interpersonal Leadership Skills: Praise – Criticise – Communicate – Leadership Assertiveness: Circle of influence and circle of concern – Leadership with Edification: Tools of edification – Leadership and creativity: Developing creative thinking – Leadership and Team Building: Principles of team building, individual versus Group versus Teams – Leadership and Integrity: Developing character and values.

**UNIT IV:**

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

**UNIT V:**

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

**Text Books:**

1. Richard L. Daft -The Leadership Experience, Cengage Learning 2018.
2. Robert A Paton: Change Management, Sage Publications, New Delhi, 2011

**References:**

1. Peter G. Northouse, Leadership, 2010, Sage. Publication.
2. Uday Kumar Halder -Leadership and Team Building|| Oxford Higher Education 2010
3. Richard L Hughes, Robert C Ginnett, Gordon J Curphy -Leadership|| Tata Mc Graw Hill Education Private Limited 2012.



DR 23MB EH-302	<b>PERFORMANCE EVALUATION AND COMPENSATION MANAGEMENT</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Unit- I:**

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

**Unit- II:**

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

**Unit-III:**

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

**UNIT -IV:**

Compensation: concept and definition – objectives and dimensions of compensation program – factors influencing compensation –Role of compensation and Reward in Modern organizations Compensation as a Retention strategy- aligning compensation strategy with business strategy - Managing Compensation: Designing a compensation system – internal and external equity– pay determinants - frame work of compensation policy - influence of pay on employee attitude and behavior - the new trends in compensation management at national and international level.

**UNIT V:**

Compensation Structure: Compensation Structure -History and past practices, elements of, management compensation –Types of compensation system-Performance based and Pay based structures-Designing pay structures-comparison in evaluation of different types of pay structures-Significance of factors affecting-Tax Planning –Concept of Tax planning-Role of tax planning in compensation benefits-Tax efficient compensation package-Fixation of tax liability salary restructuring.

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

**Text Books:**

1. T.V.Rao, – Performance Management and Appraisal System, Response Books, 2009
2. Tapomoy DEB, Compensation Management, Excel Books, 2011
3. A.M. Sarma –Performance Management Systems|| Himalaya Publishing House, New Delhi, 2010.

**References:**

1. Prem Chadha: —Performance Management||, Macmillan India, New Delhi, 2008.
2. Michael Armstrong & Angela Baron, –Performance Management||: The New Realities, Jaico Publishing House, New Delhi, 2010.
3. David Wade and Ronad Recardo, –Corporate Performance Management||, Butter Heinemann, New Delhi, 2002.
4. Dewakar Goel: –Performance Appraisal and Compensation Management||, PHI Learning, New Delhi, 2009

DR 23MB EH-303	<b>HUMAN RESOURCE METRICS AND ANALYTICS</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Objective of the Course:** Objective of the course is to provide knowledge in developing right HR metrics and analytics based on the organizational requirements. This will lay foundation in pruning HR metrics into Analytics for effective management decisions.

**Unit 1**

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

**Unit II**

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

**Unit III**

HR Analytics Overview -- What HR Analytics. -- Importance of HR Analytics. -- Translating HR metrics results into actionable business decisions for upper management (Using Excel Application exercises, HR dashboards)-- HR information systems and data sources-- HR Metrics and HR Analytics-- Intuition versus analytical thinking-- HRMS/HRIS and data sources-- Analytics frameworks like LAMP-- HCM:21(r) Model.

**Unit IV**

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

**UNIT V:**

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

**Text Books:**

1. Edwards Martin R, Edwards Kirsten (2016),-Predictive HR Analytics: Mastering the HR Metricl, Kogan Page Publishers, ISBN-0749473924
2. Fitz-enz Jac (2010), -The new HR analytics: predicting the economic value of your company’s human capital investmentsl, AMACOM, ISBN-13: 978-0-8144-1643-3

**References**

1. Fitz-enz Jac, Mattox II John (2014), -Predictive Analytics for Human Resourcesl, Wiley, ISBN- 1118940709
2. Bernard Marr(2018), Data Driven HR: How to use Analytics and metrics to data drivenperformance, Kindle Edition.
3. John Sullivan(2003)HR Metrics The World Class Way, Kennedy Information ISBN 978-1932079012

DR 23MB EH-304	<b>HUMAN CAPITAL MANAGEMENT</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Unit I:**

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

**Unit II:**

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

**Unit III:**

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

**Unit IV:**

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

**Unit V:**

Industrial Accidents and safety: meaning and definition of accident-types of industrial accidents-cost and consequences-causes and prevention of accidents- Industrial safety – statutory machineries for industrial safety-safety audit. Social Security: Introduction and types –Social Security in India, Health and Occupational safety programs- work place discipline –work place counselling-meaning –definition –types-advantages-characteristics of an effective counsellor.

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

**Text Books:**

1. Aswathappa K, Sadhana Dash: -International Human Resource Management, TMH, New Delhi, 2008.
2. P. Subba Rao, Essentials of Human Resource Management and Industrial Relations, Himalaya Publishers, 2009

**References**

1. Patterson & Schol., Economic Problems of Modern Life. Mc-Graw Hill Book Company.
2. Walter Hageabuch, Social Economics, Cambridge University Press.S. Howard Patterson, Social Aspects of Industry.
3. I.L.O., Social & Labour aspects of Economic Development, Geneva Report of the National Commission on Labour

DR 23MB EH-305	<b>MANPOWER PLANNING, RECRUITMENT, AND SELECTION</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Unit I**

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

**Unit II**

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

**Unit III**

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

**Unit IV**

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

**Unit V**

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

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

**Text Books:**

1. P. Subba Rao, Essentials of Human Resource Management and Industrial Relations, Himalaya Publishers, 2009
2. Gary Dessler, Human Resource Management, Prentice Hall of India, Pvt. Ltd.

**References:**

1. Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay.
2. Trvelove, Steve, Handbook of Training and Development, Blackwell Business.
3. Warren, M.W. Training for Results, Massachusetts, Addison-Wesley.

**IV SEMESTER ELECTIVE PAPERS**  
**Human Resource Management**

<b>DR 23MB EH-401</b>	<b>LABOR WELFARE AND EMPLOYMENT LAWS</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**UNIT I:**

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

**UNIT II:**

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

**UNIT III:**

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

**UNIT IV:**

Industrial Relations Legislation: Industrial Disputes Act 1947 Concept, objectives, Types of Strikes and their Legality – Authorities under the Act and their Duties – Voluntary Reference of Disputes to Arbitration – Types of Strikes and Lock-outs Wages for Strike and Lock-out Period–Change in Conditions of Service. Industrial Employment (standing orders) Act 1946 Certification of Draft Standing Orders – Appeals – Date of Operation of Standing Orders – Posting of Standing Orders – Payment of Subsistence Allowance.

**UNIT V:**

Trade Unions Act 1926. Definitions - Scope and Significance – Characteristics - Types of Trade Unions - Reasons for Joining Trade Unions - Advantages and Disadvantages of Trade unions- Legislations of Trade Unions- Rights and Privileges. Wage and Social Security Legislation: Payment of wages Act 1936 - Minimum wages Act 1948 - Payment of Bonus Act 1966 -. Payment of Gratuity Act 1972 - Workmen's Compensation Act 1923 - Employees State Insurance Act 1948 - Maternity Benefit Act 1961 and Employees Provident Fund and Miscellaneous Provisions Act 1952.

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

**Text Books:**

1. Arun Monappa, Industrial Relations, Tata McGrawl Edition
2. PK Padhi, Labour and Industrial Laws, Prentice Hall of India, Pvt. Ltd, 2008

**References:**

1. Govt. of India (Ministry of Labour, 1969). Report of the Commission on Labour Welfare, New Delhi: Author.
2. Govt. of India (Ministry of Labour, 1983). Report on Royal Commission on Labour in India, New Delhi: Author.

DR 23MB EH-402	<b>INTERNATIONAL HUMAN RESOURCE MANAGEMENT</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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### **UNIT I**

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

### **UNIT II**

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

### **UNIT III**

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

### **UNIT IV**

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

### **UNIT V**

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

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

#### **Text Books:**

1. Aswathappa K, Sadhana Dash: -International Human Resource Management, TMH, New Delhi, 2008.
2. Subba Rao P: -International Human Resource Management, Himalaya Publishing House, Hyderabad, 2011

#### **References:**

1. NilanjanSen Gupta: -International Human Resource Management Text and cases, Excel Books, New Delhi.
2. Tony Edwards :—International Human Resource Management, Pearson Education, NewDelhi, 2012
3. Monir H Tayeb: -International Human Resource Management, Oxford Universities Press, Hyderabad, 2012.

DR 23MB EH-403	<b>EMPLOYEE RELATIONS AND ENGAGEMENT</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**UNIT I :**

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

**UNIT II:**

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

**UNIT III:**

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

**UNIT IV:**

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

**UNIT V :**

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

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

**Text Books:**

- 1.Arun Monappa: -Industrial Relations, TMH, New Delhi. 2012
- 2.C.S Venkataratnam: -Industrial Relations, Oxford University Press, New Delhi, 2011

**References**

1. Sinha: -Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi, 2013
2. Mamoria: —Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2010
3. B.D.Singh: -Industrial Relations, Excel Books, New Delhi, 2010
4. Prof. N.Sambasiva Rao and Dr. Nirmal Kumar: -Human Resource Management and Industrial Relations, Himalaya Publishing House, Mumbai
5. Ratna Sen: -Industrial Relations, MacMillon Publishers, New Delhi, 2011

DR 23MB EH-404	<b>HUMAN RESOURCES DEVELOPMENT</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**UNIT-I:**

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

**UNIT – II:**

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

**UNIT – III:**

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

**UNIT – IV:**

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

**UNIT-V :**

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

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

**Text Books:**

1. Aswathappa K, Sadhana Dash: -International Human Resource Management, TMH, New Delhi, 2008.
2. Subba Rao P: -International Human Resource Management, Himalaya Publishing House, Hyderabad, 2011

**References:**

1. Rudrabasava Raj M.N. : Dynamic Personnel Administration Management of Human Resources; Udai Pareek, Human Resource Development;
2. S. Ravishankar & R.K. Mishra (Ed). : Management of Human Resources in Public Enterprises



DR 23MB EH-405	<b>STRATEGIC HUMAN RESOURCE MANAGEMENT</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

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

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

**Text Books:**

1. Charles R. Greer: -Strategic Human Resource Management|| - A General Manager Approach - Pearson Education, Asia
2. Subba Rao P: -International Human Resource Management||, Himalaya Publishing House, Hyderabad, 2011

**References:**

1. Fombrum Charles & Tichy: -Strategic Human Resource Management|| - John Wiley Sons, 1984
2. Dr. Anjali Ghanekar -Strategic Human Resource Management|| Everest Publishing House, Pune 2009
3. Tanuja Agarwala -Strategic Human Resource Management|| Oxford University Press, New Delhi 2014 [www.universityupdates.in](http://www.universityupdates.in) || [www.android.universityupdates.in](http://www.android.universityupdates.in) || [www.ios.universityupdates.in](http://www.ios.universityupdates.in) || [www.universityupdates.in](http://www.universityupdates.in) || [www.android.universityupdates.in](http://www.android.universityupdates.in) || [www.ios.universityupdates.in](http://www.ios.universityupdates.in) University Updates
4. Srinivas R Kandula -Strategic Human Resource Development|| PHI Learning PVT Limited, New Delhi 2009
5. Dreher, Dougherty -Human Resource Strategy|| Tata Mc Graw Hill Publishing Company Limited, New Delhi 2008

**III. SEMESTER ELECTIVES**  
**FINANCE**

DR 23MB EF-301	<b>SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Objective:** To enlighten the students with the Concepts and Practical applications of Security Analysis and Portfolio Management

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

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

**Unit-III:** Fundamental Analysis – Introduction of Economic Analysis, components of Economic Analysis, Introduction to Industry and Company Analysis, components of Industry and Company Analysis,

**Unit-IV:** Technical Analysis: Dow Theory, Support and Resistance Levels, Graphs and Charts; Technical Analysis vs. Fundamental Analysis; Indicators and Oscillators; Efficient Market Theory.

**Unit-V:** Performance Evaluation of Portfolios; Evaluation using Sharpe Model – Jensen Model, & Treynor. Portfolio Construction and selection: Markowitz Model, Efficient Frontier and Selection of Optimal Portfolio. Sharpe Single Index Model

**Text Books:**

1. Avadhani, VA, Security Analysis and Portfolio Management, Himalaya Publishers.
2. Punithvathi Pandian, Security Analysis and Portfolio Management, Vikas Publications

**References:**

1. Fisher DE and Jordon RJ, Security Analysis and Portfolio Management, PHI, New Delhi
2. Ambika Prasad Dash, Security Analysis and Portfolio Management, IK Int Pub House, New Delhi
3. Bhalla, VK Investment Management, S.Chand., New Delhi
4. Preeti Singh, Investment Management, Himalaya Publishers

DR 23MB EF-302	<b>MANAGING BANKS AND FINANCIAL INSTITUTIONS</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Unit – I:** Financial System in India: Introduction - Evolution of Banking - Phases of development - RBI and the Financial System - Committees on Banking Sector Reforms - Prudential Banking -- RBI Guidelines and directions.

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

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

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

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

**Text Books:**

1. Vasant Desai, Banks and Institutional Management, Himalaya Publishing House, Mumbai, 2010
2. Just in Paul, Padma Latha Suresh, Management of Banking and Financial Services, Pearson Education, 2007

**References:**

1. Koch W Timothy and Scott S Macdonald, "Bank Management" Thomson (South-Western), Bangalore 2005 (Text Book)
2. Khan M Y., "Indian Financial System", Tata Mc Graw Hill, New Delhi, 2004
3. Srivastava, RM ., "Management of Indian Financial Institutions", Himalaya Publishing House, Mumbai, 2005
4. Avadhani V A., "Investments and Securities Markets in India", Himalaya Publishing House, Mumbai, 2004

DR 23MB EF-303	<b>FINANCIAL MARKETS AND SERVICES</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Objective:** To enlighten the students with the Concepts and Practical dynamics of Financial Markets and Financial Services

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

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

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

**UNIT – IV :** Credit Rating – Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Mutual Funds – Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds.

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

**Text Books:**

1. Just in Paul, Padma Latha Suresh, Management of Banking and Financial Services, Pearson Education, 2007
2. Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi
3. V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai



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**References:**

1. Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
2. DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House
3. Anthony Saunders and MM Cornett, Fin Markets & Institutions, TMH,
4. Edminister R.D., Financial Institution, Markets and Management.

DR 23MB EF-304	MUTUAL FUNDS	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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Objective: To enable the students acquainting with theoretical and practical aspects of portfolio management and salient futures and performance evaluation of mutual funds in India.

**Unit – I: Introduction:** Portfolio Management – Portfolio Analysis – Portfolio Diversification, Portfolio Risk and Return. Meaning and measurement of Risk and Return, Security Risks, Types of Risks – Systematic Risk and non-systematic risk, measurement of total risk

**Unit – II:** Elements of Portfolio Management, Portfolio models-Markowitz Model efficient frontier and selection of optimal portfolio, sharpe single index model and capital asset pricing method.

**Unit – III:** classification of managed portfolio – advantages of managed Portfolio - performance evaluation of Portfolio, sharpe models, Jensen’s model for Portfolio evaluation

**Unit – IV:** Mutual Fund products and features: equity funds – definition, features of equity fund, index fund, large cap funds, mid cap funds, small cap funds, types of schemes, arbitrage funds, multi cap funds, quant funds, P/E ratio funds, International equity fund, growth schemes.

**Unit – V:** Evaluation of Performance of mutual funds – fund performance, measuring return, measuring risk, risk adjusted return, comparing fund performance, various standardized performance systems, limitations of performance.

**Text Books:**

1. Avadhani, VA, Security Analysis and Portfolio Management, Himalaya Publishers.
2. Punithvathi Pandian, Security Analysis and Portfolio Management, Vikas Publications

**References:**

1. Reily Frank K, Investment Analysis and Portfolio Management, Cengage, New Delhi
2. Bodie, Kane, Marcus and Mohanty, Investments, TataMcGraw Hill, New Delhi
3. Peter Lynch, One Up on Wall Street, Simon & Schuster Paperbacks, New York

DR 23MB EF-305	TAXATION	100	4	0	0	3
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**Objective:** To acquaint the students with the theoretical and practical aspects of direct taxes including wealth taxes.

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

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

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

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

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

**Text Books:**

1. Dr. V.K. Singhania & Dr. Kapil Singhania, Direct Taxes Law and Practice, Taxman Publications Pvt. Ltd., New Delhi.
2. Bhagavati Prasad, Direct Taxes Law and Practice, Wishwa Prakashan, New Delhi.

**References:**

3. Dinkar Pagare, Income Tax and Practice, Sultan Chand and Sons, New Delhi.

**FINANCE**

**MBA IV SEMESTER**

DR 23MB EF-401	<b>FINANCIAL DERIVATIVES</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Objective:** To enlighten the students with the concepts and practical applications of derivatives in the security markets.

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

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

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

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

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

**Text Books:**

1. Hull C. John, -Options, Futures and Other Derivatives, Pearson Educations Publishers,
2. David Thomas. W & Dubofsky Miller. Jr., Derivatives valuation and Risk Management, Oxford University, Indian Edition.

**References:**

1. ND Vohra & BR Baghi, Futures and Options, Tata McGraw-Hill Publishing Company Ltd.
2. Red Head: Financial Derivatives: An Introduction to Futures, Forward, Options, Prentice Hall of India.
3. David A. Dubofsky, Thomas W. Miller, Jr.: Derivatives: Valuation and Risk Management, Oxford University Press.
4. Sunil K. Parameswaran, -Futures Markets: Theory and Practice, Tata-McGraw-Hill Publishing Company Ltd.



DR 23MB EF-402	<b>GLOBAL FINANCIAL MANAGEMENT</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Objective:** to enlighten the students with the Concepts and Practical applications of Global Financial Management.

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

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

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

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

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

**Text Books:**

1. Thummulu Siddaiah, International Financial Management, Pearson Education
2. P.K Jain, Josette Peyrard, Surendra S, International Financial Management,

**References:**

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

DR 23MB EF-403	<b>INSURANCE MANAGEMENT</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Objective:** To equip the students with adequate knowledge and Skill to understand insurance intermediaries and the functions of insurers

**Unit – I:** Risk Vs. Uncertainty-Kinds and Classification of Risk - Risk Vs. Uncertainty-Kinds and Classification of Risk – Methods of Handling Risk – Meaning of Risk Management – Steps in the Risk Management Process – The changing scope of Risk Management.

**Unit – II:** Introduction to Insurance - Basic Characteristics of Insurance – Fundamental Legal Principles of Insurance – Requirements of Insurance Contract – Benefits of Insurance to Society.

**Unit – III:** Life Insurance - Principles of Life Insurance – Types of Life Insurance – Variation of Life Insurance

**Unit – IV:** General Insurance - Principles of General Insurance – Fire, Marine, Motor, Engineering, Miscellaneous, Liability, and Agricultural Insurance.

**Unit – V:** Insurance Company Operations - Rate Making – Underwriting- production – Claim Settlement.

**Text Books:**

1. George E. Rejda (2018), Principles of Risk Management and Insurance Tenth Edition, New Delhi: Pearson Education.
2. M. N. Mishra (2002), Insurance Principles and Practice, New Delhi: S. Chand & Co

**References:**

- Dr. P. Gupta(2018), Insurance and Risk Management, New Delhi: Himalaya Publications
- Principles of Insurance, Mumbai: Insurance Institute of India.
- The practice of Life Insurance, Mumbai: Insurance Institute of India
- The practice of General Insurance Mumbai: Insurance Institute of India

DR 23MB EF-404	<b>STRATEGIC FINANCIAL MANAGEMENT</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Objective:** To enlighten the students with the Concepts and Practical applications of Strategic Financial Management., with particular reference to the financial strategy and value of the enterprise.

**Unit-1:** Financial Goals and Strategy – Shareholder Value Creation (SCV): Market Value Added (MVA) – Market-to-Book Value (M/BV) – Economic Value Added (EVA) – Managerial Implications of Shareholder Value Creation.

**Unit-II:** Financial Strategy for Capital Structure: Leverage Effect and Shareholders‘ Risk – Capital Structure Planning and Policy – Financial Options and Value of the Firm – Dividend Policy and Value of the Firm.

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

**Unit-IV:** Merger Strategy – Theories of Mergers – Horizontal and Conglomerate Mergers – Merger Procedure – Valuation of Firm – Financial Impact of Merger – Merge and Dilution Effect on Earnings Per Share – Merger and Dilution Effect on Business Control.

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

**Text Books:**

1. Van Horn, JC, Financial Management and Policy, Prentice Hall, New Delhi
2. PG Godbole, Mergers, Acquisitions and Corporate Restructuring, Vikas, New Delhi

**References:**

1. Weaver, Strategic Corporate Finance, Cengage, ND
2. Weston JF, Chung KS & Heag SE., Mergers, Restructuring & Corporate Control, Prentice Hall.
3. GP Jakarthy, Strategic Financial Management, Vikas, New Delhi
4. Coopers & Lybrand, Strategic Financial: Risk Management, Universities Press (India) Ltd.

DR 23MB EF-405	<b>FINANCIAL RISK MANAGEMENT</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Objective:** To equip the students with adequate knowledge and Skill to understand and manage the risk and uncertainties to which financial institutions are exposed to.

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

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

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

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

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

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



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**Text Books:**

1. Dhanesh Kumar Khatri, Derivatives and Risk Management,
2. Vivek, P.N Asthana, Financial Risk Management, Himalaya Publishing House
3. Dr. G. Kotreshwer, Risk Management Insurance and Derivatives,  
Himalaya Publishing House

**References:**

1. Dun and Bradstreet, -Financial Risk Management, 2007, TMH, Delhi.
2. Paul Hopkins, Kogan Page, -Fundamentals of Risk Management, 2010, Institute of Risk Management.
3. Ravi Kumar, -Asset Liability Management, Vision Books Pvt. Ltd.
4. David. A. Dubofsky & Thomas. W. Miller, Jr., -Derivatives Valuation and Risk Management, 2003, Oxford University Press.
5. John C. Hull & Sankarshan Basu, -Options, Futures and Other Derivatives, 7th Ed,  
Pearson Education.

DR 23MB EM-301	<b>CONSUMER BEHAVIOR</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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### Course Objective

To make the students to understand what consumer behavior is and the different types of Consumers and the relationship between consumer behavior and customer value, satisfaction, trust and retention

#### Unit – I

Introduction to Consumer Behavior: Consumer Behavior – Definition, Consumer and Customers, Buyers and Users, Organisations as Buyers, Development of Marketing Concept, Consumer Behavior and its Applications in Marketing, Consumer Behavior and Marketing Communications: Introduction, Marketing Communication Flow, Communications Process, Interpersonal Communication, Persuasive Communications,

#### Unit – II

Marketing Segmentation and Positioning: Introduction, Requirements for Effective Segmentation, Bases for Segmentation, Product Positioning: An Introduction, Positioning Strategy, Positioning Approaches, Positioning Errors Consumer Motivation: Introduction, Needs and Goals, motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Theories, Maslow’s hierarchy of needs

#### Unit – III

Situational Influence on Consumer’s Decision and the Decision Models: Introduction, Nature of Situational Influence, Situational Variables, Types of Consumer Decisions, Nicosia Model of Consumer Decision-making (Conflict Model), Howard-Sheth Model (also called Machine Model), Engel, Blackwell, Miniard Model (also called Open System)

#### Unit – IV

Consumer Personality: Introduction, Self-concept, personality Theories, Brand Personality, emotions Consumer Perception: Introduction, Sensation (Exposure to Stimuli), Perceptual Selection, Perceptual Organisation, Factors that Distort Individual Perception, Price Perceptions, Perceived Product and Service Quality, Consumer Risk Perceptions

#### Unit – V

Consumer Decision-making Process – Problem Recognition, Information Search and Evaluation of Alternatives: Introduction, Problem Recognition, Information Search, Evaluation of Alternatives. Outlet Selection, Purchase and Post Purchase Behavior, Introduction, Outlet Selection and Purchase, Post Purchase Behavior

### Text Books:

1. Ramneek Kapoor, Nnamdi O Madichie: -Consumer Behaviour Text and Cases, TMH, New Delhi, 2012.
2. Ramanuj Majumdar: -Consumer Behavior insight from Indian Market, PHI Learning, New Delhi, 2011.

### Suggested References:

1. M.S.Raju: -Consumer Behavior Concepts, applications and Cases, Vikas Publishing House, New Delhi, 2013.

DR 23MB EM-302	<b>RETAIL MANAGEMENT</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Objective:**

Objective of retail management is creating and developing services and products that meet the specific needs of customers and offering these products at competitive, reasonable prices that will still yield profits.

**Unit – I**

Introduction to Retailing: Introduction, Meaning of Retailing, Economic Significance of Retailing, Retailing Management Decision Process, Product Retailing vs. Service Retailing, Retailing Marketing Environment: Elements in a Retail Marketing Environment, Environmental Issues, Indian vs. Global Scenario

**Unit – II**

The Retail Marketing Segmentation: Introduction, Importance of Market, Segmentation in Retail, Targeted Marketing Efforts, Criteria for Effective Segmentation, Dimensions of Segmentation, Positioning Decisions , Limitations of Market Segmentation Store Location and Layout: Introduction, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Country/Region Analysis, Trade Area Analysis, Site Evaluation, Site Selection, Location Based Retail Strategies

**Unit – III**

Store Location and Layout: Introduction, Target Market and Retail Format, Gauging Growth Opportunities, Building a Sustainable Competitive Advantage, the Strategic Retail Planning Process, Differentiation Strategies, Positioning Decisions, Retail Pricing- Introduction, Establishing Pricing Policies, Factors Influencing Pricing, Pricing Strategies, Psychological pricing, Mark-up and Mark-down Pricing

**Unit – IV**

Customer Relationship Management in Retailing-Introduction, Benefits of Relationship Marketing, Management of Relationship, Principles of CRM, Customer Relationship Management Strategies, Components of CRM, Customer Service in Retailing, CRM and Loyalty Program Understanding Integrated Marketing Communication, - Integrated marketing process, Tools of IMC, Upcoming tools of IMC, Factors influencing the Increased use of sales promotion

**Unit – V**

International Retailing- Introduction, Stages in Retail Global Evolution, Reasons for Going Global, Benefits of Going Global, Other Opportunities and Benefits of Going Global, Market Entry Methods.

**Text Books:**

1. Sheikh and Kaneez Fatima, -Retail Management, Himalaya Publishing House, Mumbai, 2012
2. A.J. Lamba: The Art of Retailing, Tata McGraw Hill Education Pvt. Ltd. N. Delhi. 2011

**References:**

1. Sivakumar, A, -Retail Marketing, Excel Books, New Delhi, 200
2. Swapna Pradhan, -Retail management, Tata McGraw Hill Education Pvt. Ltd. New Delhi, 2012

DR 23MB EM-303	<b>CUSTOMER RELATIONSHIP MANAGEMENT</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Course Objective**

To provide a conceptual understanding of CRM, its processes, and structure.

**Unit – I**

Customer Relationship Management Fundamentals: Definition and Significance of Customer Relationship Marketing, Theoretical perspectives of relationship, Evolution of Relationship marketing, Stages of relationship, Issues of relationship, Purpose of relationship marketing, Approach towards marketing: A paradigm shift, Historical Perspectives, CRM Definitions, Emergence of CRM practice, CRM cycle, Significance of CRM, CRM Strategy, Customer Life Time Value, Relationship Life Cycle.

**Unit – II**

Building Customer Relationship Management: Requisites for Effective Customer acquisition, Customer Knowledge Management for Effective CRM, Customer Retention Process, Strategies to Prevent Defection and Recover Lapsed Customers , CRM Implementation: CRM framework for Implementation, Implementing CRM process, Integration of CRM with ERP System, Barriers to effective CRM Gartner’s Competency model of CRM.

**Unit – III**

Functional Components of CRM: Database Management: Database Construction, Data Warehousing, architecture, Data Mining. Characteristics, Data Mining tools and techniques, Meaning, Significance, Advantages, Call Center, Multimedia Contact Center, Important CRM software’s

**Unit – IV**

Sales Force Automations (SFA): Definition and need of Sales Force Automation, barriers to successful Sales Force Automation functionality, technological aspect of Sales Force Automation, data synchronization, flexibility and performance, reporting tools, Impact of CRM on Marketing Channels: Meaning, how does the traditional distribution channel structure, support customer relationship, emerging channel trends that impact CRM

**Unit – V**

Trends and Issues in CRM: CRM in e- business (B2B & B2C), Measuring the Effectiveness of CRM, Factors Influencing the future of CRM. E-CRM in Business, CRM: A changing Perspective, Features of e-CRM, Advantages of e-CRM,

**Text Books:**

1. Alok Kumar, Chabbi Sinha & Rakesh Kumar, Customer Relationship Management: Concepts & Application Biztantra, Delhi, 2007
2. H Peeru Mohamed, A Sagadevan, Customer Relationship Management- A Step-by-Step Approach, Vikas Publishing House Pvt. Ltd., Delhi, 200

**References:**

1. Jill Dyche: The CRM Handbook: A Business Guide to Customer Relationship Management, Pearson Education, 2002.
2. Ed Peelen, Customer Relationship Management, Pearson Education, 2005.
3. Barnes James G: Secrets of Customer Relationship Management, McGraw Hill, 2001.



DR 23MB EM-304	<b>STRATEGIC MARKETING MANAGEMENT</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Course Objective:**

To understand the various components of Business environment and to devise strategies to face global competition.

**Unit – I**

Introduction to Strategic Marketing Management: Strategic marketing process. Concept of strategic marketing. Levels of Strategies-Corporate, Business and Operational level.

Strategy Formulation – Vision, Mission, Objectives and Goals of business and their relationship with Strategic Marketing Management. Considerations for formulation of marketing strategies for all components of Product, Price, Promotion and Distribution.

**Unit – II**

Corporate restructuring and strategy evaluation: Introduction to corporate restructuring, need for corporate restructuring and its forms. Evaluation of strategic alternatives, types of strategic alternatives like portfolio analysis and its techniques. Model as basic foundation of Strategic Marketing - McKinsey's 7s framework for analyzing and improving organizational effectiveness.

**Unit – III**

Marketing Strategy Implementation – Integration of Marketing Strategies and their application to different business sectors – FMCG, Industrial, & Services. Constraints in marketing strategy implementation.

**Unit – IV**

Marketing Strategy Evaluation: Marketing Audits & their scope – Measurement of Marketing Performance and its feedback to next year's Marketing strategy formulation. Economic losses due to disasters-Issues and Strategies for preventing disasters and preparedness measures.

**Unit – V**

Recent trends in strategic marketing management - Eco-friendly strategies. Growing need of public private partnership. Corporate Social Responsibility (CSR), strategies of linking CSR with profit and sustainability.

**Text Books:**

1. Thompson/Strickland, Strategic Management : Concepts and Cases, McGrawHill Companies; 11th edition
2. David Hunger and Thomas L. Wheelen "Strategic Management" AddisonWesley; 6 Subedition.

**References:**

1. William F. Glueck, Business Policy and Strategic Management, McGraw-Hill
2. Azhar Kazmi, Strategic Management and Business Policy, Third Edition
3. John A. Pearce & R.B. Robinson, Strategic Management - Strategy Formulation and Implementation, AIBT Publishers & Distributors, NewDelhi, 13th Ed. 2001.

DR 23MB EM-305	<b>DIGITAL AND SOCIAL MEDIA MARKETING</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Course Objective:**

Digital marketing channels that can help the students to understand the increased business visibility and brand awareness. Moreover, having a professional presence on social media helps them to reach a broader target audience to secure more leads and convert them into loyal customers.

**Unit – I**

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

**Unit – II**

Channels of Digital Marketing: Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels. Marketing in the Digital Era Segmentation – Importance of Audience Segmentation, How different segments use Digital Media – Organizational Characteristics, Purchasing Characteristics, Using Digital Media to Reach, Acquisition and Retention of new customers, Digital Media for Customer Loyalty.

**Unit – III**

Digital Marketing Plan: Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan – Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan.

**Unit – IV**

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

**Unit – V**

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

**Text Books:**

1. Alok Kumar, Chabbi Sinha & Rakesh Kumar, Customer Relationship Management: Concepts & Application Biztantra, Delhi, 2007
2. H Peeru Mohamed, A Sagadevan, Customer Relationship Management- A Step-by-Step Approach, Vikas Publishing House Pvt. Ltd., Delhi, 200

**References:**

1. Jill Dyche: The CRM Handbook: A Business Guide to Customer Relationship Management, Pearson Education, 2002.
2. Ed Peelen, Customer Relationship Management,, Pearson Education, 2005.

**IV Semester Marketing – Electives**

DR 23MB EM-401	<b>SERVICES MARKETING</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Objectives:**

- To explain why there is a need for special services marketing discipline; the challenges for services marketing; and how to deal with them.
- To acquaint the students with elements of services marketing mix, ways to manage the service delivery process and strategies to effectively implement Services marketing.

**Unit – I**

Introduction to Services Marketing: Understanding Services, Differences in Goods versus Services, Emerging Service Environment, Classification of Services. Service Market Segmentation, Targeting & Positioning: Process of market segmentation, customer loyalty Segmentation, Targeting and Positioning service value addition to the service product, planning and branding service products, new service development.

**Unit – II**

Pricing strategies for services: Service pricing, establishing monetary pricing objectives foundations of pricing objectives, pricing and demand, putting service pricing strategies into practice. Service promotion: The role of marketing communication. Implication for communication strategies, setting communication objectives, marketing communication mix.

**Unit – III**

Implementing Services Marketing: Improving Service Quality and Productivity, SERVQUAL, Service Failures and Recovery Strategies. Customer Relationship Marketing: Relationship Marketing, the nature of service consumption understanding customer needs and expectations, Strategic responses to the intangibility of service performances.

**Unit – IV**

Managing Service Delivery Process: Managing Physical Evidence of Services, Designing and Managing Service Processes, Managing People for Service Advantage.

**Unit – V**

Marketing of Services in Sectors: Financial Services, Health Service, Hospitality Services including travel, hotels and tourism, Professional Service, Public Utility Services, Educational Services.

Recommended Books

**Text Books:**

- a. Valarie A. Zeithaml & Mary Jo Bitner - Services Marketing: Integrating Customer Focus Across The Firm, Third Edition, 2004; Tata McGraw-Hill Publishing Company Ltd, 2008.
- b. Christopher H. Lovelock, Jochen Wirtz, Jayanta Chatterjee, Services Marketing: People, Technology, Strategy (A South Asian Perspective) Fifth Edition 2011; Pearson Education

**References:**

1. Cengiz Haksever, Barry Render, Roberta S. Russel, and Robert G. Murdic: Service Management and Operations (Second Edition); Pearson Education (Singapore) Pte., Ltd., 2003.
2. Kenneth E. Clow & David L. Kurtz: Services Marketing, Biztantra Publication, 2003.
3. Nimit Chowdhary & Monika Chowdhary, Textbook of Marketing of Services The

DR 23MB EM-402	<b>PROMOTIONAL &amp; DISTRIBUTION MANAGEMENT</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Course Objective:**

To provide an understanding about the relevance of marketing communication, promotion activities and management of distribution networks.

**Unit – I**

Marketing Communications: The nature of marketing communications. The integration of marketing communication. Integrated marketing communication planning process. Model of marketing communications decision process. Establishing objectives and budgeting for the promotional programme.

**Unit – II**

Developing Integrated Marketing Communications: Creative strategy development. Process of execution of creative strategy: Appeals, execution styles and creative tactics. Media planning & Strategy: Developing Media Plans & Strategies and Implementation with IMC perspective.

**Unit – III**

Personal Selling: Role of personal selling in IMC programme. Integration of personal selling with other promotional tools. Personal selling process and approaches. Evaluating, motivating and controlling sales force effort.

**Unit – IV**

Sales Promotion and Support media: Sales Promotion - objectives, consumer and trade oriented sales promotion. Developing and operating sales promotion for consumers & trade: Sales promotion tools: off - shelf offers, price promotions, premium promotions, prize promotions. Coordinating Sales promotions and advertisement. Support media – Elements of Support media and their role. Direct marketing, the internet & Interactive Marketing, publicity and public relations. Monitoring, evaluating & controlling promotion programme.

**Unit – V**

Distribution Management: Role and functions of channels of distribution. Distribution Systems. Distribution cost, control and customer service. Channel design, and selection of channels, selecting suitable channel partners. Motivation and control of channel members. Distribution of Services, market logistics & supply chain management.

**Text Books:**

1. Shimp –Advertising and Promotion, 2007, Cengage Learning.
2. George E Belch, Micheal A Belch & Keyoor Purani —Advertising and Promotion, 2010, Tata McGraw Hills, 7th Ed.
3. Shah & D’souza –Advertising & Promotion, 2010, Tata McGraw Hills.

**References:**

1. Aaker, Myers & Batra : Advertising Management , Prentice Hall.
2. Wells, Moriarity & Burnett : Advertising Principles & practices , Prentice Hall.

DR 23MB EM-403	<b>GREEN MARKETING</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Course Objectives:**

To make the student understand the concept of Green Marketing and Green Products

**Unit – I**

Green Marketing and Green Product : Introduction to green marketing-strategic green planning- environment and consumption- Green Product- Green Behavior- Five shades of green consumers Segmenting consumers- Green consumer’s motives-Buying strategies - Green Business Opportunities- Designing green products-eco-design to eco- innovation-Fundamentals of green marketing-Establishing Credibility-Green distribution and Packaging Contemporary Government policies and subsidies that aids green product development

**Unit – II**

Green Marketing Concepts: Green Spinning – Green Selling – Green Harvesting – Enviropreneur Marketing - Compliance Marketing – Green Washing – Climate Performance Leadership Index

**Unit – III**

Purchase Decision: Meaning of Purchase decision – Factors affecting Purchase decision - Steps in the decision making process - Five stages of consumer buying decision process - Models of buyer decision-making

**Unit – IV**

Environmental consciousness: Introduction of Environment - Importance of environmentalism -Environmental movement - Benefits of green environment to the society - E-waste exchange - Extended Producer Responsibility Plan - Guidelines for Collection and Storage of E-Waste - Guidelines for Transportation of E-Waste - Guidelines for Environmentally Sound Recycling of E-Waste

**Unit – V**

Green Marketing Initiatives: Green Firms – HCL’s Green Management Policy – IBM’s Green Solutions – IndusInd Bank’s Solar Powered ATMs – ITCs Paperkraft – Maruti’s Green Supply Chain – ONCGs Mokshada Green Crematorium – Reva’s Electric Car – Samsung’s Eco-friendly handsets- Wipro Infotech’s Eco-friendly computer peripherals

**Text Books:**

1. Green Marketing and Environmental Responsibility in Modern Corporations, Esakki and Thangasamy, IGI Global, 2017
2. Green Marketing Management, Robert Dahlstrom, Cengage Learning, 2010.

**Reference Books:**

1. Green Marketing: Challenges and Opportunities for the New Marketing Age, Jacquelyn A. Ottman, NTC Business Books, 1993
2. The New Rules of Green Marketing, Jacquelyn A. Ottman, Berrett-Koehler Publishers, 2011.

DR 23MB EM-404	<b>ADVERTISING AND BRAND MANAGEMENT</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Course Objective:**

Expose the students to the dynamism of advertising and brand management and equip them to be able to manage the advertising and branding activities in the business scenario.

**Unit – I**

Advertising: Its importance and nature; Communication model; Persuasion Process – perception, learning and attitude change; Major advertising decisions and influencing factors; Determining advertising Objectives and budget.

**Unit – II**

Developing Advertising Campaign: Determining advertising message and copy - Headline, body copy, logo, illustration and layout; Creative styles and advertising appeals; Media planning – media selection and scheduling Advertising through Internet.

**Unit – III**

Organisation and Evaluation of Advertising Efforts: In-house arrangements; Using advertising agencies – selection, compensation and appraisal of advertising agency; Evaluating Advertising Effectiveness. Importance of branding; Basic Branding concepts – Brand personality, brand image, brand identify, brand equity and brand loyalty; Product vs. Corporate branding: Major branding decisions.

**Unit – IV**

Identifying and selecting brand name Building brand personality, image and identity; Brand positioning and re-launch; Brand extension; Brand portfolio; communication for branding Enhancing brand image through sponsorship and even management.

**Unit – V**

Managing Brand Equity and Loyalty: Brand Building in Different Sectors - Customers, industrial, retail and service brands. Building brands through Internet. Developing International Brands: Pre-requisites and process; Country-of-origin effects and global branding; Building Indian brands for global markets.

**Text Books:**

1. S.H.H Kazmi and SatishK.Batra : Advertising and sales promotion, Excel books Cowley. D: Understanding Brands, Kogan Page Ltd
2. George E.Belch & Michael A. Balch : Advertising and Promotion, TMH

**References:**

1. Aaker, Myers & Batra : Advertising Management , Prentice Hall.
2. Wells, Moriarty & Burnett : Advertising Principles & practices , Prentice Hall.

DR 23MB EM-405	<b>GLOBAL MARKETING MANAGEMENT</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Course Objective:**

To enhance the concepts among the students about free trade at global level and attempt to bring all the countries together for the purpose of trading. To increase the conception of globalization by integrating the economies of different countries, enabling them to understanding the world peace by building trade relations among different nations.

**Unit – I**

Global Marketing: Scope and Significance of Global Marketing, The importance of global / international marketing, Differences between international and domestic marketing International environment, International Social & culture Environment, the political legal environment and regulatory environment of international marketing. Technological Environment.

**Unit – II**

Global Market Entry Strategies: Indirect Exporting, Domestic Purchasing, Direct Exporting, Foreign Manufacturing Strategies without Direct Investment, Foreign Manufacturing Strategies with Direct Investment. Entry Strategies of Indian Firms.

**Unit – III**

Global product management: International product positioning, Product saturation Levels in global Market, International product life cycle, Geographic Expansion–Strategic Alternatives. New products in Intentional Marketing, Product and culture, brands in International Market.

**Unit – IV**

International Marketing Channels: channels –Distribution Structures, Distribution Patterns, Factors effecting Choice of Channels, the Challenges in Managing an international Distribution Strategy Selecting Foreign Country Market intermediaries. The management of physical distribution of goods, Advertising and Branding, Grey Market goods.

**Unit – V**

Export Marketing: Introduction to Export Marketing, Export Policy Decisions of a firm, EXIM policy of India. Export costing and pricing, Export procedures and export documentation. Export assistance and incentives in India.

**Text Books :**

1. Varshney and Bhattacharya: International Marketing management.
2. Philip Kotler: Marketing Management

**References:**

1. John Fayerweather: International Marketing
2. David Carson: International Marketing



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