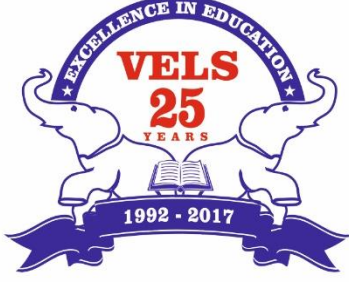


# **MBA GENERAL**



## **MBA - GENERAL**

**Curriculum and Syllabus**  
**(Based on Choice Based Credit System)**  
**Effective from the Academic year**

**2018-2019**

**Department of M.B.A**  
**School of Management Studies**

### **PROGRAM EDUCATIONAL OBJECTIVES (PEOs)**

PEO1: To provide best quality of education and prepare the students to meet global standard and competitive environment

PEO2: To inculcate team spirit and leadership capabilities among students to develop business leaders attain organizational development

PEO3: To impart ethical and moral values to create better citizens and society impart ethical and moral values to create better citizens and society

PEO4: To develop entrepreneurial skills to think strategically and encourage them to become Entrepreneurs

PEO5: To motivate students to participate in community development and undertake Industry Research Projects

### **VISTAS MBA Program Outcomes**

The following outcomes have been identified by the School of Management and commerce, Faculty Council, as important for students to be able to perform at the conclusion of the MBA program. The MBA curriculum has been mapped to these outcomes, which are regularly assessed to identify levels of student achievement and areas of improvement. Students who are Graduates of the Master of Business Administration degree program will be able to:

1. Apply knowledge of management techniques in business environment
2. Evaluate the systems and processes used in an organization including the planning, decision-making, group dynamics, innovation, production, supply chain, operations, technologies, marketing and distribution management.
3. Design alternatives to solve business problems utilizing quantitative analysis, critical thinking and sound ethical decision making.

4. Use research based knowledge and methods including company analysis, primary and secondary data collection, analysis and interpretation of data to find solution to business problems
5. Demonstrate effectively on analyzing, interpreting and solving problems in developing business projects using appropriate tools and techniques.
6. Apply economic models, accounting principles, statistical techniques, and financial theories, analysis, and reporting in business decision-making.
7. Organize tools and techniques from Various Functional areas(i.e Finance , Marketing, Human Resources, operations etc) to handle business problems.
8. Evaluate and combine ethical considerations in making business decisions
9. Communicate effectively in various forms by effective use of recent technology and logical reasoning for presentations, documentation, report writing, manual preparation.
10. Adapt life-long learning and professional development to enrich knowledge and competencies
11. Perceive an aptitude for creativity, innovation and entrepreneurship.
12. Demonstrate a global outlook with ability to identify aspects of the global business operations.

**MBA General  
Program specific Outcomes**

- PSO1: Apply multidisciplinary domain knowledge comprising of accounting, finance, operations, marketing and human resources management to select suitable project proposal for a business enterprise.
- PSO2: Assess global opportunities and challenges to contribute towards firm's growth through strategies such as mergers, acquisitions, international expansion, and new venture development.
- PSO3: Evaluate the implications of changing environmental factors on organizational choices within a global environment.

PSO4: Demonstrate knowledge, skills & positive attitude to work individually or as multi-disciplinary teams in a dynamic organizational environment.

Sl.No	Name & Address	Designation
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PSO 5: Demonstrate critical awareness in current issues (e.g., diversity, social responsibility, sustainability, innovation, knowledge management, etc.) in business and management and exhibit ability to lead research and practice in the core domain.

**VISTAS**  
**SCHOOL OF MANAGEMENT STUDIES**  
**BOARD OF STUDIES MEMBERS**  
**MBA (GEN), MBA (LSM), MBA (LSCM) and MBA (BA)**

1.	<b>Dr.P.R. Ramakrishnan</b> , Dean, School of Management Studies & Commerce VISTAS	Chairperson
2.	<b>Dr.R.Thenmozhi</b> , Professor and Head, Department of Management Studies, Madras University, Chennai	External Expert
3.	<b>Mr.K.V.V.Giri</b> Immediate past President CCBA, Director, M/S Vaishnavi freight logistics Pvt Ltd.	External Expert
4.	<b>Mrs.Sripriya</b> , Operations Programme Manager, TCS	Alumni
5.	<b>Dr.S.Vasantha</b> , Professor, School of Management Studies, VISTAS ,Chennai-600117	Internal Member
6.	<b>Dr.S.Preetha</b> , Professor, School of Management Studies, VISTAS ,Chennai-600117	Internal Member
7.	<b>Dr.G.Rajini</b> Professor, School of Management Studies, VISTAS ,Chennai-600117	Internal Member
8.	<b>Dr.P.Shalini</b> Professor, School of Management Studies, VISTAS ,Chennai-600117	Internal Member
9.	<b>Dr.P.G.Thirumagal</b> Professor, School of Management Studies, VISTAS ,Chennai-600117	Internal Member
10.	<b>Dr.Madhumita.G</b> Professor, School of Management Studies, VISTAS ,Chennai-600117	Internal Member

**VISTAS**  
**DEGREE OF MASTER OF BUSINESS ADMINISTRATION**  
**MBA GENERAL**  
**CHOICE BASED CREDIT SYSTEM**

## **REGULATIONS**

**w.e.f.2018**

### **1. ELIGIBILITY FOR THE AWARD OF DEGREE:**

A candidate shall be eligible for the award of the Degree only if he/she has satisfactorily undergone the prescribed Course of Study in a College affiliated to this University for a period of not less than TWO academic years and, passed the examinations of all the FOUR Semesters.

### **2. DURATION OF THE COURSE:**

The course for FULL-TIME students shall extend over a period of TWO academic years consisting of FOUR Semesters. Each academic year shall be divided into Two Semesters. The FIRST academic year shall comprise the First & Second Semesters, the SECOND academic year the Third & Fourth Semesters.

The ODD Semesters shall consist of the period from July to November of each year and the EVEN Semesters from January to April of each year.

The duration of each semester will be about 16 weeks. The subjects of study shall be in accordance with the syllabus prescribed from time to time which may be amended through a board of studies members.

### **CONDITIONS FOR ADMISSION:**

Candidates shall be required to have passed any Bachelor's Degree of any University/ Institute of college or of any other University or a qualification accepted by the Syndicate of this University as equivalent thereto, shall be eligible for admission to MBA Degree Course. **3.1.**

### **COURSE OF STUDY AND SCHEME OF EXAMINATIONS (FULL TIME)**

The total number of subjects of study shall be 25 out of which 17 shall be compulsory subjects and of the remaining 8 will be Electives, Internship after Second semester and Project Work in the Final Semester with a Viva-voce.

The FULL-TIME candidates shall take 8 subjects (Theory) in the First semester, 8 subjects (Theory) in the Second Semester, 9 subjects (Theory) in the Third Semester and a Summer Internship and a Project Work.

### **3.2. ELECTIVE SUBJECTS:**

To offer Elective Subjects to the students, a Minimum enrolment in the Elective Subjects shall be TEN.

**PROJECT REPORT & VIVA VOCE:**

The Project Report must be submitted through the Supervisor and the Head of the Department at the end of the final semester ie following the third semester Examination failing which the candidate will be treated as appearing on a second occasion and shall NOT BE ELIGIBLE for First Class and Ranking.

**MBA - GENERAL**

**SEMESTER I**

Code	Course	Hour / Week			Credits
		Lecture	Tutorial	Practical	
18CMBA11	Management Principles & Organisational Behaviour	4	0	0	4
18CMBA12	Business Statistics	4	0	0	4
18CMBA13	Managerial Economics	4	0	0	4
18CMBA14	Financial Reporting , Statements & Analysis	3	1	0	4
18CMBA15	Legal & Business Environment	4	0	0	4
18CMBA16	Business Communication	4	0	0	4
18CMBA17	Computer Applications for Business	4	0	0	4
18PMBA11	Community Development Project / MOOC / Outbound Experiential Learning Programme	0	0	2	1
		<b>27</b>	<b>1</b>	<b>2</b>	<b>29</b>

**SEMESTER II**

Code	Course	Hour / Week			Credits
		Lecture	Tutorial	Practical	
18CMBA21	Quantitative Techniques	4	0	0	4
18CMBA22	Financial Management	4	0	0	4
18CMBA23	Human Resources Management	4	0	0	4
18CMBA24	Marketing Management	4	0	0	4
18CMBA25	Operations Management	4	0	0	4
18CMBA26	Research Methodology	4	0	0	4
18CMBA27	Corporate Social Responsibility &	4	0	0	4



	Sustainability				
18PMBA21	Community Development Project / MOOC / Outbound Experiential Learning Programme	0	0	2	1
18IMBA21	Internship	0	0	12	6
		<b>28</b>	<b>0</b>	<b>2</b>	<b>35</b>

### SEMESTER III

Code	Course	Hour / Week			Credits
		Lecture	Tutorial	Practical	
18EMBA....	Elective I	3	0	0	3
18EMBA....	Elective II	3	0	0	3
18EMBA....	Elective III	3	0	0	3
18EMBA....	Elective IV	3	0	0	3
18EMBA....	Elective V	3	0	0	3
18EMBA....	Elective VI	3	0	0	3
18EMBA....	Elective VII	3	0	0	3
18EMBA....	Elective VIII	3	0	0	3
18EMBA....	Elective IX	3	0	0	3
18PMBA31	Community Development Project / MOOC / Outbound Experiential Learning Programme	0	0	2	1
		<b>27</b>	<b>0</b>	<b>2</b>	<b>28</b>

### SEMESTER IV

Code	Course	Hour / Week			Credits
		Lecture	Tutorial	Practical	
18RMBA41	Project	0	0	20	10
		<b>0</b>	<b>0</b>	<b>20</b>	<b>10</b>

**TOTAL CREDITS: 102**

Internship: The students have to undergo an Internship for thirty days in between second and third semester. The maximum marks for Internship will be 100. The Internship will be evaluated through Viva voce Exam by the guide and an External expert.

Project: The students will do a Project work for Four months in the Fourth Semester. The Maximum marks for Project Work will be 300. The project Work will be evaluated through Viva voce Exam by the guide and an External expert. The components of Project Work will be 100 marks for Dissertation and 200marks for Viva voce.

**List of Electives**

<b>FUNCTIONAL AREA</b>	<b>ELECTIVE COURSES</b>
Finance	18EMBA01 - Investment Analysis and Portfolio Management
	18EMBA02 - Managing Banks and Financial Institutions
	18EMBA03 - Project Appraisal and Finance
	18EMBA04 - Business Valuation
	18EMBA05 - Financial Markets and Services
	18EMBA06 - Mergers, Acquisitions and Corporate Restructuring
	18EMBA07 - Financial Derivatives
	18EMBA08 - International Finance
	18EMBA09 - Behavioural Finance
	18EMBA10 - Taxation
Marketing Management	18EMBA11 - Consumer Behaviour
	18EMBA12 - B2B Marketing
	18EMBA13 - Retail Management
	18EMBA14 - Sales and distribution Management
	18EMBA15 - Marketing to the base of Pyramid Consumers
	18EMBA16 - Integrated Marketing Communications/ Promotion Strategy
	18EMBA17 - Digital and Social Media Marketing
	18EMBA18 - Product and Brand Management
	18EMBA19 - Services Marketing
	18EMBA20 - International Marketing
Operations Management	18EMBA21 - Supply chain and Logistics Management
	18EMBA22 - Quality Toolkit for Managers
	18EMBA23 - Pricing and Revenue Management
	18EMBA24 - Operations Strategy
	18EMBA25 - Sales and Operations Planning

<b>FUNCTIONAL AREA</b>	<b>ELECTIVE COURSES</b>
	18EMBA26 - Behavioural Operations Management
	18EMBA27 - Operations Research Applications
	18EMBA28 - Management of Manufacturing Systems
	18EMBA29 - Sourcing Management
	18EMBA30 - Supply chain Analytics
Human Resources Management	18EMBA31 - Manpower Planning, Recruitment, and Selection
	18EMBA32 - Employee relations
	18EMBA33 - Human Resources Metrics and Analytics
	18EMBA34 – Compensation and Benefits Management
	18EMBA35 - Performance Management Systems
	18EMBA36 - Team Dynamics at Work
	18EMBA37 - Strategic HRM
	18EMBA38 - International HRM
	18EMBA39 - Cross Cultural Management
Organizational Behavior	18EMBA41 - Organizational Change and Development
	18EMBA42 - Leadership
Strategy	18EMBA43 - Strategic Management of Services
	18EMBA44 - Competing in Global Markets
	18EMBA45 - Dynamics of Framing and Executing Strategy
	18EMBA46 - Entrepreneurship in Practice
	18EMBA47 - Foundations of Strategy Consulting
	18EMBA48 - Strategic Leadership
	18EMBA49 - Designing and Configuring Business Models
	18EMBA50 - Corporate Governance
Management Information System	18EMBA51 - Indian Ethos and Business Development
	18EMBA52 - Data Mining for Business decisions
	18EMBA53 - Managing Software Projects
	18EMBA54 - Managing Digital Innovation and Transformation
Entrepreneurship	18EMBA55 - Enterprise Resource Planning
	18EMBA56 - Technology Appreciation and Intellectual Property Rights
	18EMBA57 - Innovation Technology Management
	18EMBA58 - Indian Models in Entrepreneurship
	18EMBA59 - Social Entrepreneurship
	18EMBA60 - Venture Valuation and accounting

<b>FUNCTIONAL AREA</b>	<b>ELECTIVE COURSES</b>
	18EMBA61 - Entrepreneurial Marketing
	18EMBA62 - Entrepreneurship Lab

#### **4. REQUIREMENTS FOR PROCEEDING TO SUBSEQUENT SEMESTER:**

- i. Candidates shall register their names for the First Semester Examination after the admission in PG Courses.
- ii. Candidates shall be permitted to proceed from, the First Semester up to Final Semester irrespective of their failure in any of the Semester Examination subject to the condition that the candidates should register for all the arrears subjects of earlier semester along with current (subsequent) Semester subjects.
- iii. Students appearing for the University examinations must have a minimum of 75% attendance, failing which will not be permitted to write the examinations.
- iv. However, the University may condone the attendance shortage of 10% after collecting a condonation fee from the students who have secured 65 to 74% of attendance.
- v. The students who have secured less than 65% attendance are not eligible to write the respective semester examination. He / She has to rejoin and re-do the respective semester course in the next academic year by paying the prescribed tuition fee.
- vi. Condonation for deficiency of attendance will not be granted as a matter of routine.

#### **5. EXAMINATIONS:**

There shall be four examinations, first semester examination will be held in Nov/Dec of the first year and the second semester examination at April/May of the first year. Similarly the third and fourth semester examinations will be held during Nov/Dec and April/May of the second year respectively. Max. no. of attempts is 8.

#### **6. PASSING MINIMUM:**

- (1) A candidate who secures not less than 50 percent marks in the External Written Examination and the aggregate (i.e. Written Examination Marks and the Internal Assessment Marks put

together) respectively of each paper shall be declared to have passed the examination in that subject.

- (ii) (a) A candidate shall be declared to have passed Project Work and Viva-Voce, respectively, if he/she secures a minimum 50 percent marks in the Project Work Evaluation and the Viva Voce respectively.
- (b) A candidate failing in any subject will be permitted to appear for the examinations again on a subsequent occasion without putting in any additional attendance.
- (c) A candidate who fails in either Project Work or Viva-Voce shall be permitted to redo the Project Work for evaluation and reappear for the Viva-Voce on a subsequent occasion, if so recommended by the Examiners.
- (iii) A Candidate who successfully completes the course and passes the examinations of all the FOUR Semesters prescribed as per Scheme of Examinations earning prescribed CREDITS shall be declared to have qualified for the Degree, provided the whole course has been completed within a maximum of 4 YEARS from the date of initially joining the course in the case of a FULL-TIME candidates.

#### **7. CLASSIFICATION OF SUCCESSFUL CANDIDATES:**

Successful candidates securing not less than 60 percent in the aggregate of the marks prescribed for the Course shall be declared to have qualified for the Degree in First Class, provided they have passed the Project Work and the Viva-Voce at the FIRST appearance and the Examination of all the other subjects within TWO YEARS after their admission in the case of FULL-TIME students.

Successful candidates securing not less than 75 percent in the aggregate of the marks prescribed for the Course shall be declared to have qualified for the Degree in First Class with Distinction provided they pass all the examinations prescribed for the course at the First Appearance / instance. All other successful candidates shall be declared to have passed reexamination in the Second Class.

#### **8. GRADING SYSTEM**

The following table gives the marks, grade points, letter grades and classification to indicate the performance of the candidate.

**Conversion of Marks to Grade Points and Letter Grade (Performance in a Paper  
/Course)**

<b>Marks</b>	<b>Grade Points</b>	<b>Grade</b>	<b>Description</b>
90-100	10	O	OUTSTANDING
85-89	9	A+	EXCELLENT
80-84	8	A	VERY GOOD
75-79	7.5	B+	GOOD
70-74	7	B	ABOVE AVERAGE
60-69	6	C	AVERAGE
50-59	5	D	MINIMUM FOR PASS
00 – 49	0	RA	REAPPEAR
-		AAA	ABSENT

**Calculation of GPA & CGPA**

$$\text{GPA} = \frac{\sum (C \times \text{GP})}{\sum (C)}$$

$$\text{CGPA} = \frac{\sum_{i=1}^n (C_i \times \text{GP}_i)}{\sum_{i=1}^n (C_i)}$$

n = Number of subjects

C = Credit for the academic courses successfully completed

GP = Grade point for the courses successfully completed

GPA = Grade point average for all the courses successfully completed in the current semester examination

CGPA = Cumulative grade point average

**Overall Performance:**

<b>CGPA</b>	<b>Grade</b>	<b>Class</b>
5.00 - 5.99	D	Second Class
6.00 - 6.99	C	First Class
7.00 - 7.49	B	
7.50 - 7.99	B+	First Class with Distinction
8.00 - 8.49	A	
8.50 - 8.99	A+	

9.00 - 10.0	O	First Class - Outstanding
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\*The candidates who have passed in the first appearance and within the prescribed semester of the PG Programme (Core, Elective, Non-major Electives and Extra-Disciplinary courses alone) are eligible.

### 9. RANKING:

Candidates who pass all the examinations prescribed for the Course in the FIRST APPEARANCE ITSELF ALONE are eligible for Ranking/Distinction provided in the case of Candidates who pass all the examinations prescribed for the Course with a break in the First Appearance due to the reasons as furnished in the Regulations under REQUIREMENTS FOR PROCEEDING TO SUBSEQUENT SEMESTER are only eligible for Classification.

### 9. QUESTION PAPER PATTERN

Total Marks for each subject 100 Marks

University Exam 60 Marks

Internal Assessment 40 Marks

**Duration: 3 Hours Max. Marks: 100**

Part A : 8 out of 10 questions ( 8 X 5 = 40 )

Part B : 4 out of 6 questions ( 4 X 10 = 40 )

Part C : 1 Case Study or Problem is Compulsory ( 1 X 20 = 20 )

## MBA - GENERAL

### SEMESTER I

Code	Course	Hour / Week			Credits
		Lecture	Tutorial	Practical	
18CMBA11	Management Principles & Organisational Behaviour	4	0	0	4
18CMBA12	Business Statistics	4	0	0	4
18CMBA13	Managerial Economics	4	0	0	4
18CMBA14	Financial Reporting , Statements & Analysis	3	1	0	4
18CMBA15	Legal & Business Environment	4	0	0	4
18CMBA16	Business Communication	4	0	0	4
18CMBA17	Computer Applications for Business	4	0	0	4
18PMBA11	Community Development Project / MOOC / Outbound Experiential Learning Programme	0	0	2	1
		<b>27</b>	<b>1</b>	<b>2</b>	<b>29</b>

### SEMESTER II

Code	Course	Hour / Week			Credits
		Lecture	Tutorial	Practical	
18CMBA21	Quantitative Techniques	4	0	0	4
18CMBA22	Financial Management	4	0	0	4
18CMBA23	Human Resources Management	4	0	0	4
18CMBA24	Marketing Management	4	0	0	4
18CMBA25	Operations Management	4	0	0	4
18CMBA26	Research Methodology	4	0	0	4
18CMBA27	Corporate Social Responsibility & Sustainability	4	0	0	4
18PMBA21	Community Development Project / MOOC / Outbound Experiential Learning Programme	0	0	2	1
18IMBA21	Internship	0	0	12	6
		<b>28</b>	<b>0</b>	<b>2</b>	<b>35</b>



**SEMESTER III**

Code	Course	Hour / Week			Credits
		Lecture	Tutorial	Practical	
18EMBA....	Elective I	3	0	0	3
18EMBA....	Elective II	3	0	0	3
18EMBA....	Elective III	3	0	0	3
18EMBA....	Elective IV	3	0	0	3
18EMBA....	Elective V	3	0	0	3
18EMBA....	Elective VI	3	0	0	3
18EMBA....	Elective VII	3	0	0	3
18EMBA....	Elective VIII	3	0	0	3
18EMBA....	Elective IX	3	0	0	3
18PMBA31	Community Development Project / MOOC / Outbound Experiential Learning Programme	0	0	2	1
		<b>27</b>	<b>0</b>	<b>2</b>	<b>28</b>

**SEMESTER IV**

Code	Course	Hour / Week			Credits
		Lecture	Tutorial	Practical	
18RMBA41	Project	0	0	20	10
		<b>0</b>	<b>0</b>	<b>20</b>	<b>10</b>

**TOTAL CREDITS: 102**

## ELECTIVE COURSES

FUNCTIONAL AREA	ELECTIVE COURSES
Finance	18EMBA01 - Investment Analysis and Portfolio Management
	18EMBA02 - Managing Banks and Financial Institutions
	18EMBA03 - Project Appraisal and Finance
	18EMBA04 - Business Valuation
	18EMBA05 - Financial Markets and Services
	18EMBA06 - Mergers, Acquisitions and Corporate Restructuring
	18EMBA07 - Financial Derivatives
	18EMBA08 - International Finance
	18EMBA09 - Behavioural Finance
	18EMBA10 - Taxation
Marketing Management	18EMBA11 - Consumer Behaviour
	18EMBA12 - B2B Marketing
	18EMBA13 - Retail Management
	18EMBA14 - Sales and distribution Management
	18EMBA15 - Marketing to the base of Pyramid Consumers
	18EMBA16 - Integrated Marketing Communications/ Promotion Strategy
	18EMBA17 - Digital and Social Media Marketing
	18EMBA18 - Product and Brand Management
	18EMBA19 - Services Marketing
	18EMBA20 - International Marketing
Operations Management	18EMBA21 - Supply chain and Logistics Management
	18EMBA22 - Quality Toolkit for Managers
	18EMBA23 - Pricing and Revenue Management
	18EMBA24 - Operations Strategy
	18EMBA25 - Sales and Operations Planning
	18EMBA26 - Behavioural Operations Management
	18EMBA27 - Operations Research Applications
	18EMBA28 - Management of Manufacturing Systems
	18EMBA29 - Sourcing Management

<b>FUNCTIONAL AREA</b>	<b>ELECTIVE COURSES</b>
	18EMBA30 - Supply chain Analytics
Human Resources Management	18EMBA31 - Manpower Planning, Recruitment, and Selection
	18EMBA32 - Employee relations
	18EMBA33 - Human Resources Metrics and Analytics
	18EMBA34 – Compensation and Benefits Management
	18EMBA35 - Performance Management Systems
	18EMBA36 - Team Dynamics at Work
	18EMBA37 - Strategic HRM
	18EMBA38 - International HRM
	18EMBA39 - Cross Cultural Management
	18EMBA40 - Understanding Self: Indian Perspective
Organizational Behavior	18EMBA41 - Organizational Change and Development
	18EMBA42 - Leadership
Strategy	18EMBA43 - Strategic Management of Services
	18EMBA44 - Competing in Global Markets
	18EMBA45 - Dynamics of Framing and Executing Strategy
	18EMBA46 - Entrepreneurship in Practice
	18EMBA47 - Foundations of Strategy Consulting
	18EMBA48 - Strategic Leadership
	18EMBA49 - Designing and Configuring Business Models
	18EMBA50 - Corporate Governance
Management Information System	18EMBA51 - Indian Ethos and Business Development
	18EMBA52 - Data Mining for Business decisions
	18EMBA53 - Managing Software Projects
	18EMBA54 - Managing Digital Innovation and Transformation
Entrepreneurship	18EMBA55 - Enterprise Resource Planning
	18EMBA56 - Technology Appreciation and Intellectual Property Rights
	18EMBA57 - Innovation Technology Management
	18EMBA58 - Indian Models in Entrepreneurship
	18EMBA59 - Social Entrepreneurship
	18EMBA60 - Venture Valuation and accounting
	18EMBA61 - Entrepreneurial Marketing
18EMBA62 - Entrepreneurship Lab	

# **SEMESTER I**

**MANAGEMENT PRINCIPLES & ORGANISATIONAL BEHAVIOUR**

**COURSE OBJECTIVES:**

- To describe the fundamentals of Management, significance, scope of management, levels of manager, functions of a manger and basics of organizational behavior.
- To discuss the development of management thought
- To examine and analyze the behavior of individuals and groups in organizations by understanding the concepts of learning, attitudes & perceptions.
- To understand about the organizational structure, its types, decentralization and delegation of the authority.
- To identify the communication process, theories of motivation and types of leadership.

**COURSE OUTCOMES:**

At the end of the course the student should be able to:

CO – 1: Discuss about the management and observe the historical development of management thought.

CO – 2: Assess the fundamentals of organizational behavior and OB Model.

CO – 3: Analyze the behavior of individuals and groups in organizations

CO – 4: Summarize the perceptions, learning, attitudes, and motivation in organizations.

CO – 5: Analyze the teams and organizations, evaluating transaction analysis.

CO – 6: Compare and contrast power and influence of leadership

CO – 7: Assess the knowledge about the organization structure and its types

CO – 8: Describe about the line and staff authority.

CO – 9: Demonstrate the dynamics of organizational change.

CO – 10: Identify the major issues in business ethics and corporate social responsibility.

**UNIT I INTRODUCTION TO MANAGEMENT & ORGANISATIONAL BEHAVIOR**

Introduction to Management and Organizational Behavior: Concept of Management, Applying Management theory in practice, Evolution of management thought, Management process and Functions – Managerial Roles – OB Model – Contributing disciplines of OB – MBO

**UNIT II INDIVIDUAL PROCESS IN ORGANIZATIONS 12**

Individual Processes in Organizations: Foundations for Individual Behavior – Learning - Attitudes and Job satisfaction – Personality and values – Perception - Motivation and Organizational performance. Contemporary theories of motivation.

**UNIT II INTERPERSONAL PROCESS IN ORGANIZATIONS 12**

Interpersonal process in Organizations: -Communication Process -Methods – Barriers - Grapevine. Transactional Analysis. Group Dynamics: Typology of Groups -Conflicts in groups - Leadership Models and Concepts – leadership theories – Decision making and negotiation - Power and Politics.

**UNIT IV ORGANISATIONAL PROCESS 12**

Organizational Process and Characteristics: Dimensions of Organization structure – Authority, Responsibility, and Accountability – Delegation – Centralization, Decentralization – Line and Staff Relationship.

**UNIT V ORGANIZATIONAL DEVELOPMENT 12**

Organizational Development: Resistance to Change - Organizational change - Organizational development – Stress management – Business ethics and corporate social Responsibility.

**Total 60 hrs**

**TEXT BOOK:**

1. Harold Koontz & Heinz Weihrich, “Essentials of Management”, TMH, 10<sup>th</sup> Edition, 2007.

**REFERENCE:**

2. Michael A. Hitt, J. Stewart Black, and Lyman W. Porter, Management, Pearson, 11th Edition, 2011.

3. Koontz & Weirich, Essentials of Management, Tata McGraw Hill Publishing Company, New Delhi. Stoner, Freeman & Gilbert, Management, PHI, 6th Edition.
4. Robbins.S.P. Fundamentals of Management, Pearson, 2003. Robbins.S. Organisational Behaviour, X edn., Prentice-Hall, India.

**18CMBA12**

**BUSINESS STATISTICS**

**4 0 0 4**

**COURSE OBJECTIVES:**

- The basic aim of this course is to impart knowledge of basic statistical tools & techniques with emphasis on their application in Business decision process and Management.
- As such, the focus will be more practical than theoretical.
- Because statistical analysis informs the judgment of the ultimate decision-maker—rather than replaces it—some key conceptual underpinnings of statistical analysis will be covered to insure the understandability of its proper usage.

**COURSE OUTCOMES:**

**At the end of the course the students will be able to:**

- CO – 1: Facilitate Objective Solutions in Business Decision Making under Subjective conditions.
- CO – 2: Enhance Knowledge in Probability Theory
- CO – 3: Describe Normality and its Distribution Concepts.
- CO – 4: Stress The Need For Collection Of Data and its Dispersion Techniques.
- CO – 5: Apply Time Series Analysis in Market Prediction Rates.
- CO – 6: Draw Conclusions over the Hypothetical Situations.
- CO – 7: Determine the relationship between Dependent and Independent Variables.
- CO – 8: Measure the trend setting factors for projection of Sales and Demand Curves.
- CO – 9: Extract the variance among the factors of study concerned.
- CO – 10: Classify the distribution of Data Spread.

**UNIT I INTRODUCTION****12**

Introduction to Statistics - Collection of Data - Measures of Central Tendency & Dispersion in Frequency Distribution

**UNIT II PROBABILITY THEORY****12**

Probability Theory– Addition, Multiplication & Baye’s Theorem, Test for Normality.

**UNIT III CORRELATION****12**

Correlation-Karl Pearson’s and Rank Correlation, Regression (linear)

**UNIT IV HYPOTHESIS TESTING****12**

Hypothesis Testing –Test for Single Mean& Two Mean– Chi-Square test, F test – ANOVA.

**UNIT V TESTS****12**

Index Nos - Unweighted and Weighted-Test of Consistency, Time Series Analysis- Measurement of Secular Trend-Seasonal Variations

**Total 60 hrs****TEXT BOOKS:**

1. R.S.N. Pillai, V. Bagavathi,” Statistics”, S.Chand Limited, 7th Ed,2008
2. N.D. Vohra, “Business Statistics”, Tata McGraw-Hill Education, 2nd Ed,2013
3. G.V.Shenoy, Uma K. Srivastava, S. C. Sharma,” Business Statistics”, New Age International,2nd Ed, 2005
4. Beri, ”Business Statistics” Tata McGraw Hill,2nd Ed,2009

**REFERENCES:**

1. Keller. G,”Statistics for Management”, Cengage Learning, 1st Ed, 2009.
2. J. K Sharma, “Business Statistics”, Pearson, 2nd Ed, 2010.
3. Arora PN &others,” Complete Statistical Methods”, S. Chand, 3rd Ed, 2010



**COURSE OBJECTIVES:**

- The study the concept of Managerial Economics by applying a series of basic economics principles.
- To gain knowledge on issues related to optimal pricing strategies, demand forecasting, and optimal financing, appropriate hiring decisions, and investment decisions, among others, can be successfully tackled with managerial economics tools.
- To analyse how to incorporate a global perspective to their managerial economics box of tools.

**COURSE OUTCOMES:**

At the end of the course the students will be able to:

CO – 1: Define the basic elements of managerial economics aspects of the firm.

CO – 2: Study the life cycle of a product

CO – 3: Forecast demand for a product and decide on the demand decisions.

CO – 4: Know what to produce, where to, when to, how to, for whom to.

CO – 5: Frame policy for production to minimize the cost and maximum the profit.

CO – 6: Construct the cost function.

CO – 7: Reorganise the basics of market structures and their environment.

CO – 8: Decide on the input and output decisions.

CO – 9: Know the basic theories related to business practices.

CO – 10: Enable them to take a decision with given business situation

**UNIT I INTRODUCTION****12**

Introduction to Managerial Economics – Nature and scope of macroeconomics -Incremental principle – equimarginal principle – some decision rules – The risk and uncertainty theory – optimization techniques – Baumol’s sales maximization – least-cost combination.

**UNIT II DEMAND DECISIONS****12**

Demand Decisions – Demand analysis – elasticity of demand – demand overcasting –types & methods of demand forecasting – trend projection method – least square method of demand forecasting limitations & uses

**UNIT III INPUT- OUTPUT DECISIONS****12**

Input-Output Decisions - Production function – Cost and managerial decision making –Cobb-Douglas production functions – Law of variable proportion – short run cost output– long run cost output – economies and dimensions of scale of production.

**UNIT IV PRICE-OUTPUT DECISIONS****12**

Price-Output Decisions - Market Environment of Price Output Decisions by the Firm and the Industry – Pricing under perfect competition – duopoly pricing strategies and tactics– pricing – pricing in life-cycle of a product -Profit-Maximization & Competitive Markets-Price-Searchers, Cartels, Oligopoly-Advanced Pricing and Auctions.

**UNIT V ECONOMIC THEORY****12**

The Firm in Theory and Practice - Economic Theory of the Firm – The Behavioral Theory of the Firm - Managerial Theories of the Firm – Profit concepts & analysis –Game Theory and Asymmetric Information.

**Total 60 hrs****TEXT BOOKS:**

1. Dean Joel, Managerial Economics, PHI, New Delhi, 1976, First Edition

2. Douglas Evan J, Managerial Economics, Theory, Practice & Problems; PHF, New Delhi;1983, First Edition

#### **REFERENCES:**

1. K.K. Seo, Managerial Economics, Richard D. Irwin Inc. 1988
2. I.C. Dhingra, Essentials of Managerial Economics - Theory, Applications and Cases Sultan Chand, New Delhi, 2003

**18CMBA14 FINANCIAL REPORTING, STATEMENTS AND ANALYSIS 3 1 0 4**

#### **COURSE OBJECTIVES:**

- The course encourages to think in a new and more creative way when analyzing or forecasting financial information.
- Introduce new tools common to financial statement analysis and how to use them in practical applications.
- Understand how financial statement information can help solve business problems and increase the ability to read and understand financial statements and related information.

#### **COURSE OUTCOMES:**

At the end of the course students will be able to:

CO – 1: State the importance of common accounting standards

CO – 2: Outline the accounting process

CO – 3: Prepare financial statements through ratio analysis.

CO– 4: Analyze financial reports of financial instruments, mutual funds,

CO – 5: Prepare cash flow and fund flow statement

CO – 6: Analyze cash flow and fund flow statement

CO – 7: Calculate cost of capital – Debt, Equity, Preference Capital.

CO – 8: Identify various sources of Finance

CO – 9: Estimate work capital of an organization.

CO – 10: Estimate components of work capital.



**Text Books:**

R.S.N.Pillai & Bagavathi – Management Accounting, Chand & Co. Ltd., New Delhi, 6<sup>TH</sup> edition 2002.

T.S.Reddy & Y.Hari Prasad Reddy – Financial and Management Accounting, Margham publications, 12<sup>TH</sup> edition 2004.

**References:**

M.Y.Khan & P.K.Jain – Management Accounting, Tata McGraw Hill publishing company Ltd., 10th edition 2004.

R.Narayanaswamy – Financial accounting – A Managerial Perspective, Prentice Hall India Ltd., New Delhi 5th edition, 2014.

Paresh Shah Basic Financial Accounting for Management, Oxford Publications, 3rd edition, 2007

**COURSE OBJECTIVES:**

- To create the knowledge of Legal perspective and its practices to improvise the business.
- To describe the nature and classes of contracts.
- To identify the elements needed to create a contract.
- To read, interpret the various act related to business, property and business.
- To identify the rights related to copyrights and patents.

**COURSE OUTCOMES:**

At the end of the course the students will be able to:

CO – 1: Draft a simple employment contract

CO – 2: Arrange the basics elements of contracts, classifications of contract and how to breach and get remedies of the contract

CO –3: Help the Graduates to improve their awareness sand knowledge about functioning of local and global business environment and society.

CO – 5: Recognize the functioning of businesses, identifying potential business opportunities.

CO – 6: Gather knowledge on evolvment of business enterprises

CO–7: Enhance knowledge on bailment and pledge

CO – 8: Encourage learners to differentiate between guarantee and indemnity

CO – 9: Proper knowledge on copyrights and trademarks.

CO – 10: Gain wisdom on various business protection laws.

**UNIT I INTRODUCTION 12**

Legal Aspect of Business: Introduction to Business Laws- Business Management and Jurisprudence; structure of the Indian Legal Systems: sources of Law; Manager and Legal System

**UNIT II LEGAL ASPECTS 12**

Fundamentals of contract laws-Formation of Contracts;- Principles of Contract Laws-Legality of Object Consideration; Performance of contract-Discharge of contract- breach of contract-Quasi contracts.

**UNIT III CONTRACT MANAGEMENT 12**

Contract Management-Special Contracts-Laws of Agency; Principal-Agent Problem-Bailment, Pledge, Guarantee and Indemnity-Sales of Goods- Principles of Sales of Goods.

**UNIT IV TRANSFER OF OWNERSHIP& PROPERTY 12**

Transfer of Ownership& Property-Performance of contract-Consumer Protection Laws-Law relating to Business Organizations-Partnership Trusts- Company form of organization.

**UNIT V COPYRIGHTS & TRADEMARKS 12**

Protecting the property of Business-Copyright, Trademark, secret, Geographical Indications- Alternate Dispute resolutions.

**Total 60 hrs**

**TEXT BOOK:**

1. N.D.Kapoor, Elements of Mercantile Law, S.Chand& Sons, 2013

**REFERENCES:**

2. P.P.S.Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2008.
3. Dr.Vinod, K.Singhania, Direct Taxes Planning and Management, 2008.
4. Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 2008.

5. Balachandran V., Legal Aspects of Business, Tata McGraw Hill, 20
6. Daniel Albuquerque, Legal Aspect of Business, Oxford, 20
7. Ravinder Kumar– Legal Aspect of Business. – Cengage Learning, 2nd Edition-2011.

**18CMBA16**

**BUSINESS COMMUNICATION**

**4 0 0**

**4**

**COURSE OBJECTIVES:**

- To study the communication skills
- To apply it in practical business situations, written exercises & e-mails and letters: Re-writing and re-framing of sentences are being delivered.

**COURSE OUTCOMES:**

At the end of the course the student should be able to:

- CO – 1: Recall the basics of communication and its process, elements and importance.
- CO – 2: Communicate in an effective manner.
- CO – 3: Shine as a better leader and guide the team with effective communication skills.
- CO – 4: Application of oral and written communication.
- CO – 5: Evaluate the effectiveness of revising and checking the messages.
- CO – 6: Use of appropriate technology (business presentations, digital communication, social network platforms
- CO – 7: Write E-mails in a structured pattern.
- CO – 8: Well versed with the skills of writing an email - Introduction, Body and Conclusion,
- CO – 9: Employ the art of report preparation and writing various types of letters.
- CO – 10: Develop the skills of oral presentation.



**UNIT – I INTRODUCTION****12**

Fundamentals of Communication, Business Communication, The Communication Model, Communicating in teams, Overcoming the Barriers to Communication. Just-A-Minute Presentation Workshop-Jam Feedback and overcoming Glossophobia-Presentation-1 (Planning & Preparing)

**UNIT – II OVERVIEW****12**

Non-verbal communication, Introducing the 7 Cs of business writing – Candid, Clarity, Complete, Concise, Concrete, Correct and Courteous, Writing business messages, The Stages in writing, Pre writing, Writing and Post writing.

**UNIT – III REVISING AND CHECKING MESSAGES****12**

Revising to improve the content and sentence structure, Avoiding redundant phrases and words, Proof-reading to correct grammar, spelling, punctuation, format, and mechanics, Evaluating whether the message achieves its purpose.

**UNIT – IV EMAIL WRITING****12**

The Process of Writing E Mails, Breaking it Down – The PAIBO Technique, Structuring an E Mail – The 3 T's – Introduction, Body and Conclusion, Effective Subject lines, Salutation and Signing off. Presentation-3 (Delivery)-Graded Team Presentations-Group 1-Graded Team Presentations-Group 2-Reading, listening & Questioning.

**UNIT – V REPORTS AND PRESENTATIONS****12**

Writing Business Communication basics-Writing Reports, Proposals Business reports and Proposals, Format, visual aids and contents, Oral Business presentations. Individual Presentations- Group 1- Graded Individual Presentations- Group 2-Presentation feedback, Bios and Resumes, Presentation-Visual Aids.

**Total 60 hrs****TEXT BOOKS:**

1. Sanjay Kumar & Pushpalatha, Communication Skills, Oxford University Press, 2011.

2. Kaul & Asha, Effective Business Communication, PHI 2<sup>nd</sup> Edition, 2006.

**REFERENCES:**

1. Lesikar R.V & Flatly M V, Basic Communication Skills for empowering the internet generation, Tata-McGraw Hill, 2009.
2. Sharma R C & Mohan K, Business Correspondence & Report Writing, TMH, 2009.

**18CMBA17      COMPUTER APPLICATIONS FOR BUSINESS      4 0 0 4**

**COURSE OBJECTIVES:**

- To introduce the essential concepts necessary to make effective use of the computer.
- To understand what a computer can do, how it works, and how it can be used to create documents using word processing and spreadsheet applications for personal and business use.

**COURSE OUTCOMES:**

At the end of the course the student should be able to:

CO – 1: Evaluate the fundamentals of internet with regard to its safety.

CO – 2: Explain the basics of hardware and software.

CO – 3: Identify different components of hardware systems, cables & assemblies.

CO – 4: Discuss about the file management, word processing.

CO– 5: Demonstrate working with Graphics & DTP, Document Commands, Mail Merge, Spreadsheets.

CO – 6: Demonstrate the ease to work with MS Word.

CO – 7: Explain the fundamentals of MS EXCEL and manipulate various functions and commands.

CO – 8: Demonstrate the working of MS Excel using filters, templates, preparations of charts & presentations.

CO – 9: Elucidate the need of MS PowerPoint, design & templates

CO – 10: Manipulate records, creating records and web designing using MS Ppt.

**UNIT I INTRODUCTION TO BASICS 12**

Internet Basics, Internet Safety, Hardware/Software Basics.

**UNIT II IDENTIFY COMPONENTS OF A HARDWARE SYSTEM 12**

Identify Components of a Hardware System, Cables and Assembly. Application vs. Operating Software, File Management Word Processing.

**UNIT III MICROSOFT WORD 12**

Microsoft Word, Terminology , Word Basics , Editing , Helpful Word ,Features , Formatting Literacy at the keyboard Word Processing – Microsoft Word – Continued, Formatting , Document Commands, Mail Merge , Spreadsheets .

**UNIT IV MICROSOFT EXCEL 12**

Microsoft Excel , Terminology Excel Basics , Formatting Worksheets , Organizing the Worksheet ,Formulas/Functions Spreadsheets – Microsoft Excel – Continued , Formulas/Functions, Continued , Sorting, Filters, and Templates , Charts , Presentations .

**UNIT V MICROSOFT POWERPOINT 12**

Microsoft PowerPoint , Terminology , Design Guidelines , PowerPoint Basics , Design Templates/Fonts, Presentations – Continued ,Group & Individual PowerPoint Projects , Databases – Microsoft Access Terminology , Access Basics , Creating/Modifying Forms , Finding/Ordering Data (Queries & Filters) , Creating Reports.

**Total 60 hrs**

**TEXT BOOKS:**

1. Turban Rainer and Potter – Introduction to Information Technology, John Wiley & Sons, 2005.

**REFERENCE BOOKS:**

2. Richard D Gitlin, Jeremiah F Hayes, Stephen B Weinstein, Data Communications Principles, Springer, 1992
3. William Stallings, Data and Computer Communications, Prentice Hall, 2007
4. Behrouz A. Forouzan, DeAnza College, Data Communications and Networking, McGraw-Hills, 2007
5. N.D.Birrell, M.A.Ould, A Practical Handbook for Software Development, Cambridge University Press, 1988
6. Sanjay Saxena, A first course in computers, Vikas Publishing House Pt. Ltd. 2000

## **SEMESTER II**

**18CMBA21**

**QUANTITATIVE TECHNIQUES**

**4 0 0 4**

**COURSE OBJECTIVES:**

- To acquaint the student with the applications of Operations Research to business and industry
- To help them to grasp the significance of analytical techniques in decision making.
- To test on the application of Operations Research to business related problems.

**COURSE OUTCOMES:**

At the end of the course the student should be able to:

CO – 1: Formulation a Linear programming problem.

CO – 2: Solve the formulation of Linear programming

CO – 3: Evaluate the initial solution for Transportation Model.

CO – 4: Evaluate the solution for Assignment Problem

CO – 5: Minimize the waiting hours of simultaneous projects undertaken.

CO – 6: Explain the different network models

CO – 7: Evaluate the solution for game theory

CO – 8: Solve the game theory using dominance.



## **REFERENCES:**

3. S.R.Yadav, A.K. Malik, Operations Research, Oxford University Press; First edition, 2014.
4. G.V.Shenoy, U.K.Srivastava, S.C.Sharma, Operations Research for Management, New Age International, Revised 2nd Ed, 2005.

**18CMBA22**

**FINANCIAL MANAGEMENT**

**4 0 0 4**

### **COURSE OBJECTIVE:**

- To familiarize the students with the various sources of Finance which a business house can mobilize.
- To develop the ability to measure the risk and return of various the portfolios.
- To develop the skills to analyze the impact of various financing alternatives on the wealth maximization and valuation of the firm.

### **COURSE OUTCOME:**

**At the end of the course the students will be able to:**

CO – 1: Describe about various financial management concepts

CO – 2: Apply the concept of time value of money.

CO – 3: Categorize and analyze different capital budgeting techniques

CO – 4: Appraise different project proposals for decision making.

CO – 5: Estimate cost of capital for long term source of finance

CO – 6: Outline various capital structure theories and dividend theories

CO – 7: Calculate financial, operating and combined leverage

CO – 8: Defend working capital requirements

CO –9: Intervene working capital management techniques to maximize the shareholders' value

**UNIT I INTRODUCTION 12**

Financial environment – markets – exchanges – Financial statements - Financial Management - An overview, Scope of Financial Management, Agency problem, Organization of finance function - Financial decisions, emerging role of Finance Managers in India- Time Value of Money – Financial planning

**UNIT II INVESTMENT DECISION 12**

Capital Budgeting: Principles and techniques, Nature of capital budgeting — Procedure, Advantages and Limitations- Evaluation Techniques, Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index– Capital rationing – Risk analysis in capital budgeting – Capital budgeting practices in India

**UNIT III SOURCES OF FINANCE 12**

Long term sources of finance -Cost of Capital – Meaning and Significance – Components – Cost of Equity, Cost of Debt, Cost of Preferred capital, Cost of retained earnings and weighted average cost of capital

**UNIT IV FINANCING AND DIVIDEND DECISIONS 12**

Capital Structure Theories-Net Income , Net Operating Income Approaches and MM hypothesis-Optimal Capital Structure-Factors Affecting Capital Structure- EBIT/EPS -Capital Structure Policies in Practice -Financial, Operating and



Combined Leverages Dividend decision – Dividend policy - Dividend theories – Walter -Gordon and MM theory - forms of dividend – forms of dividend policy – Share split – Buyback of shares – Financing and Dividend decision practices in India

## **UNIT V LIQUIDITY DECISIONS**

12

Working capital – Concepts – Types – Determinants – Estimation of working capital requirement - Managing the components of working capital – Receivables management and factoring – Inventory management – Cash management – Working capital finance – Liquidity decision practices in India.

**Total 60 hrs**

### **Text Books:**

1. I.M.Pandey, Financial Management, Vikas publishing house Ltd., 9<sup>th</sup> edition, 2007.
2. M.Y.Khan and P.K.Jain, Financial Management, Tata McGraw Hill, 4<sup>th</sup> Edition, 2004.

### **References:**

1. James C.Vanhorne, Financial Management and Policy, Pearson Education Asia,1998
2. Brigham & Houston – Fundamentals of Financial Mgmt., Thomson Cengage Learning, 13<sup>th</sup> Edition, 2014
3. Prasanna Chandra, Financial Management Theory and Practice, Tata McGraw Hill, 7<sup>th</sup> Edition, 2008.

**COURSE OBJECTIVE:**

- To teach relevant, practical and applicable human resource management skills to equip the student with the foundation competencies for working as HR practitioners in business.
- To highlight the important challenges facing managers and employees in today's business climate.
- To introduce contemporary theory and practice in modern human resource management and the range of tools and methods available to address HR challenges and problems.

**COURSE OUTCOME:****At the end of the course the students will be able to:**

CO - 1: Discuss the History and evolution of HRM.

CO-2: Explain the importance of HRM in the organizations through their Roles and responsibilities, challenges etc.

CO - 3: Assess the major HRM functions and processes of HRM planning, job analysis and design, recruitment, selection, training and development, compensation and benefits, and performance appraisal

CO- 4: Identify strategic HR planning and the HRM process to the organization's strategic management and decision making process.

CO - 5: To explain how training helps to improve the employee performance.

CO - 6: Debate the concept of career development and various career stages

CO - 7: Compare the difference between coaching and mentoring

CO -8: Analyze the emerging trends, opportunities and challenges in performance appraisal.

CO - 9: Apply the Concept of job application and how it is practically applied in the org.

CO -10: Restate various recent techniques related to HRM.

<b>UNIT I</b>	<b>HUMAN RESOURCE MANAGEMENT</b>	<b>12</b>
	Meaning, Scope & Objectives of HRM, Evolution of HRM, Difference between PM & HRM, HRM function's, HR Policy & procedures. Competitive challenges influencing HRM Qualities & qualification of HR Manager, Line & Staff Roles and Responsibilities of HR Manager/Departments, HR as a factor of Competitive Advantage	
<b>UNIT II</b>	<b>HUMAN RESOURCE PROCESS</b>	<b>12</b>
	Human Resource Planning – Job Analysis and Design -Recruitment - Selection and placement process – Types of interviews, Placement, Orientation & Induction, Determining training needs analysis, Delivery Methodology, Evaluation, and Capacity Building.	
<b>UNIT III</b>	<b>MANAGING CAREERS</b>	<b>12</b>
	Career Planning & Development vs. Employee development. Career stages – Career Choices and Preferences, Mentoring and Coaching, Time Management. Employee Separations, Downsizing & Outplacement, HRIS, Fundamentals of Industrial Relations and Fundamentals of Labour Laws	
<b>UNIT IV</b>	<b>PERFORMANCE MANAGEMENT</b>	<b>12</b>
	Purposes of Performance Management, Performance Appraisal Methods, limitations and problems, Punishment and Promotion, Job evaluation. Wage & Salary fixation, incentives, bonus, ESOPs. Insurance, Fringe Benefits.	
<b>UNIT V</b>	<b>CONTEMPORARY ISSUES IN HRM</b>	<b>12</b>
	Talent Management, Competency Mapping, Industrial Relations – Health & Safety issues, grievance handling, D Work Life Balance, Quality of Work Life, HRD in India, International HRM	

Total 60 hrs

**TEXT BOOKS:**

1. Aswathappa.K, Human Resource Management, Text and Cases, Tata McGraw Hill, New Delhi. 2014
2. Gupta. S.C, Advanced Human Resource Management, Strategic Perspective, ANE Books Pvt. Ltd, New Delhi.2009.

**REFERENCES:**

1. Angela Baron and Michael Armstrong, Human Capital Management (Achieving Added Value through People), Kogan Page Limited, United States. 2007
2. Anuradha Sharma and Aradhana Khandekar Strategic Human Resource Management. Response Books, New Delhi. 2006
3. Beer et al, Managing Human Assets, The Free Press: Maxwell Mac Millan Inc., New York. 1984
4. Dreher Dougherty, Human Resource Strategy: A behavioral perspective for the General Manager, McGraw – Hill Higher Education, Singapore. 2001.
5. Eugene McKenna Nic Beech, the Essence of Human Resource Management, Prentice Hall, New Delhi, India. 1997

**COURSE OBJECTIVE:**

- To understand the basics of market, marketing, marketing environment and business environment and its domain knowledge.
- To understand the core concepts in marketing concepts, critical thinking, problem solving an analysis.

**COURSE OUTCOME:**

At the end of the course the students will be able to:

CO – 1: Relate the corporate function of marketing.

CO – 2: Outline the macro and micro environment in moulding the company marketing function.

CO – 3: Differentiate the consumer and institutional buyer behaviour.

CO – 4: Compare and contrast goods and services.

CO – 5: Define the target segments for the products.

CO – 6: Employ the positioning strategies used by the companies for their products.

CO – 7: Label the importance of products, branding and new product development.

CO – 8: Classify the importance of integrated marketing communications.

CO – 9: Dramatise the importance of marketing research in decision making.

CO – 10: Choose plan for the future demand based on prediction.

**UNIT I INTRODUCTION****12**

Understanding the term Marketing-Importance of Marketing-Scope of Marketing-Core Concepts-Company Orientation toward marketplace-Marketing and Customer Value-Marketing Environment-Micro and Macro Environment.

**UNIT II CONSUMER MARKETS****12**

Consumer Markets: Model of Consumer Behavior, Seven OS Structure, Factors Affecting Consumer Behavior, Stages in the Adoption Process, Industrial Markets -

Characteristics, Industrial Buyer Behavior, Service Marketing-Characteristics-Marketing Strategy.

**UNIT III MARKET SEGMENTATION 12**

Market Segmentation: Levels and Bases for Segmentation, Segmenting Consumer Markets, Business Markets, Market Targeting -Evaluating Market Segments - Product Positioning for competitive advantage, Positioning Strategies.

**UNIT IV MARKETING PROGRAMME 12**

Marketing Programme: Decisions Involved in Product, Branding, Packaging, Product Extension Strategies - Product Line and Product Mix Decisions, New Product Development, Product Life Cycle. Pricing Products, Strategies, Distribution - Channels, Channel Management Decisions, Promotion Mix - Advertising, Sales Promotion, Public Relations, Personal Selling, Promotion Decisions, Place.

**UNIT V MARKETING RESEARCH 12**

Marketing Research and Control: Marketing Research – Course Objectives: & Scope – Research designs – research procedure – data types & sources, sampling techniques, analysis & reporting. Demand Measurement and Sales Forecasting Methods, Estimating Current and Future Demand. Annual Plan Control, Efficiency Control, Profitability Control and Strategic Control, Marketing Audit, Online Marketing. Ethics in marketing.

**Case study:**

Marketing strategy Implementation.

Market Segmentation / Targeting / Positioning.

Product Levels, Pricing

**Total 60 hrs**

**TEXT BOOK:**

1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 14th Edition, 20 2. KS Chandrasekar, “Marketing management-Text and Cases”, Tata McGraw Hill-Vijay Nicole, First edition, 2010.

2. Lamb, Hair and McDaniel, Marketing, 8th Edition, Thomson Learning, 2005, Rajan Saxena, Marketing management, TMH, 2006.
3. Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press, 2nd Edition, 2011

**REFERENCES:**

1. Keith Blois, Marketing, Oxford University Press, 2005.
2. Ramaswamy V.S. Namakumari S, Marketing Management - The Indian Context, Macmillan India Ltd, 2006.
3. Perreault, Basic Marketing, TMH, 2005

**COURSE OBJECTIVES**

- This course introduces students to the concepts underlying effective operation and control of manufacturing and service businesses.
- Approaches to production control, inventory policy, facilities planning, methods improvement and technological assessment are studied.
- Understand major functions of POM include Managing purchases, Inventory control, Quality control, Storage, Logistics and Evaluations.

**COURSE OUTCOMES**

CO-1: Identify and articulate how operations management contributes to the achievement of an organization's strategic objectives.

CO-2: Differentiate manufacturing and service operations

CO-3: Critically evaluate the operations function in manufacturing and service production settings.

CO-4: Appraise and apply forecasting methods as the basis of management's planning and control activity.

CO-5: List and outline various production processes and identify the layout suitable for each production process

CO-6: Assess and formulate decision making strategies to address operating issues that have short, intermediate or long lead times.

CO-7: Evaluate approaches to problem solving and process improvement in production settings.

CO-8: Determine the economic order quantity which would lower the overall costs



Production & Operations Management – An Overview, History and Definition, Production Cycle. differences between services and goods; manufacturing and service operations, a system perspective, functions, challenges, recent trends; Operations Strategy – Strategic fit , trade-off, framework.

UNIT II FORECASTING, CAPACITY AND FACILITY DESIGN 12

Forecasting as a planning tool, Forecasting types and methods, Measurement of errors, Monitoring and Controlling forecasting models, Facility Location – Theories, Steps in Selection, Location Models. Types of Production Processes- Product process matrix-Process analysis -Layout Planning. Capacity planning – Long range, Types, Developing capacity alternatives.

UNIT III PRODUCTION PLANNING, LOGISTICS 12

Production Planning techniques, Routing Decisions, Line of Balance, Scheduling types & principles, Aggregate Production planning, Master production schedule. Logistics Management: Logistics as part of SCM, Logistics costs, different models, logistics sub-system, inbound and outbound logistics. Distribution and warehousing management.

UNIT-IV INVENTORY MANAGEMENT 12

Inventory Management – Objectives, Factors, Process, Deterministic demand model– EOQ- Continuous and Periodic review Inventory models Inventory control techniques- ABC, VED, EOQ, SED,FSN analysis.

UNIT V PROJECT AND QUALITY MANAGEMENT 12

Project Management – Scheduling Techniques, PERT, CPM; Basic concepts of quality, Juran’s quality trilogy, Deming’s 14 principles, PDCA cycle, Quality circles, Quality improvement and cost reduction- QC tools , ISO , Six Sigma, Total Productive Maintenance (TPM).

Total 60 hrs

**TEXT BOOKS**

1. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 2002
2. Pannerselvam R, Production and Operations Management, Prentice Hall India, Second Edition, 2008.

**REFERENCE BOOKS**

1. Aswathappa.K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.
2. Mahadevan B, Operations Management Theory and practice, Pearson Education, 2007.
3. William J Stevenson, Operations Management, Tata McGraw Hill, 9th Edition, 2009.
4. Russel and Taylor, Operations Management, Wiley, Fifth Edition, 2006.

**18CMBA26**

**RESEARCH METHODOLOGY**

**4 0 0**

**4**

**COURSE OBJECTIVES:**

- To develop a research orientation among the students and acquaint them with fundamentals of research methods.
- To have a knowledge about research and how research is conducted.
- To understand the data collection methods the sampling methods and the data analysis method.
- To create awareness about the importance of research in all fields.

**COURSE OUTCOMES:**

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

CO-1: Obtain knowledge on various kinds of research questions and research design

CO-2: Describe qualitative, quantitative and mixed methods research, as well as relevant

ethical and philosophical consideration

CO-3: Design a good quantitative purpose statement and good quantitative research questions and hypotheses

CO-4: Describe the good practices in conducting a qualitative interview and observation.

CO-5: Describe how distinguish between a population and a sample and determine the sample

size

CO-6: Explain the various types of quantitative sampling techniques and conditions use.

CO-7: Describe the various steps involved in coding qualitative data.

CO-8: Apply the various statistical tools to test the hypothesis & drawing inferences

CO-9: Obtain knowledge on writing different types of report

CO-10: Develop independent thinking for critically analyzing research reports

## **UNIT I INTRODUCTION**

**12**

Introduction to Research – Business & Management Research – Research Characteristics – Research Approaches – Types of Research - Significance – Research process – characteristics of good research – Types of Research – Problems in research – identifying research Problem-Theoretical-Framework / 'Literature Survey- Exploratory Descriptive Studies – Cross Sectional & longitudinal studies.

## **UNIT II RESEARCH DESIGN AND MEASUREMENT**

**12**

Research design – Definition – types of research design – Exploratory, Descriptive, Causal, and Formulation of hypothesis – different types of experimental design-. Scaling techniques meaning, types of scales–Hypothesis testing Statistical significance, statistical test procedure.

## **UNIT III SAMPLING AND DATA COLLECTION**

**12**

Sampling Techniques – Probability and Non-probability sampling methods- Data Collection – Types of data –Primary and Secondary data – Methods of primary data collection –Observation, Interview, Questionnaire and Schedule – Construction of questionnaire – pilot study – case study

## **UNIT IV DATA PREPARATION AND ANALYSIS**

**12**

Data Preparation – editing – Coding –Data entry-Test of significance – Assumptions about Parametric and nonparametric tests. Parametric tests -Introduction ANOVA- Application of Statistical software for data analysis.

## **UNIT V REPORT DESIGN AND WRITING**

**12**

Introduction - Research Report - Research Proposal – Different types – Contents of report – Important Parts – Title, Table of Contents – Synopsis, bibliography - Introductory Section –

Research Design - Result Section – Recommendation & Implementation Section

**Total 60 hrs**

**TEXT BOOK:**

1. Kothari, C.R., Research Methodology”, Methods and Techniques, New Age International, 6th Edition, 2010.

**REFERENCE**

1. Panneerselvam, R., “Research Methodology”, Prentice-Hall of India, New Delhi, 7Th Edition, 2004.
2. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata McGraw Hill, New Delhi, 20 .

## **18CMBA27 CORPORATE SOCIAL RESPONSIBILITY & SUSTAINABILITY 4004**

### **COURSE OBJECTIVE:**

- To introduce the concept of Corporate Social Responsibility
- To create awareness about the third sector and its role towards development of society.
- To instil interest towards Societal Responsibilities of Corporations

### **COURSE OUTCOME:**

At the end of the course the students will be able to

CO-1: Outline and discuss the key legal, political and economic features of the major CSR systems found around the world

CO-2: Discuss the evolution of CSR

CO-3: Equip with knowledge on stakeholders of CSR

CO-4: Clarity on moral and social responsibility dimensions of CSR

CO-5: Describe how CSR can expand its dimensions to business

CO-6: Enumerate CSR legislations across the globe

CO-7: Understand the global strategies for CSR

CO-8 : Highlight the provisions of Section 135 of Indian Companies Act related to CSR

CO-9: Relate and compare the CSR practices in various countries.

### **UNIT I INTRODUCTION**

**12**

Introduction to CSR: Meaning & Definition of CSR, History & evolution of CSR. Concept of Charity, Corporate philanthropy, Corporate Citizenship, CSR-an overlapping concept. Concept of sustainability & Stakeholder Management. CSR through triple bottom line and Sustainable

Business; relation between CSR and Corporate governance; environmental aspect of CSR; Chronological evolution of CSR in India; models of CSR in India, Carroll's model; drivers of CSR; major codes on CSR; Initiatives in India.

## **UNIT II FRAMEWORK FOR CSR**

**12**

International framework for corporate social Responsibility, Millennium Development goals, Sustainable development goals, Relationship between CSR and MDGs. United Nations (UN) Global Compact 2011. UN guiding principles on business and human rights. OECD CSR policy tool, ILO tri-partite declaration of principles on multinational enterprises and social policy.

## **UNIT III CSR LEGISLATIONS**

**12**

CSR-Legislation In India & the world. Section 135 of Companies Act 2013.Scope for CSR Activities under Schedule VII, Appointment of Independent Directors on the Board, and Computation of Net Profit's Implementing Process in India.

## **UNIT IV REGULATORY ENVIRONMENT**

**12**

The Drivers of CSR in India, Market based pressure and incentives civil society pressure, the regulatory environment in India Counter trends. Performance in major business and programs. Voluntarism Judicial activism.

## **UNIT V STAKEHOLDERS OF CSR**

**12**

Identifying key stakeholders of CSR & their roles. Role of Public Sector in Corporate, government programs that encourage voluntary responsible action of corporations. Role of Non-profit & Local Self Governance in implementing CSR; Contemporary issues in CSR & MDGs. Global Compact Self-Assessment Tool, National Voluntary Guidelines by Govt. of India. Understanding roles and responsibilities of corporate foundations.

**Total 60 hrs**

### **TEXT BOOKS:**

1. Corporate Social Responsibility: An Ethical Approach - Mark S. Schwartz
2. The World Guide to CSR - Wayne Visser and Nick Tolhurst

3. Innovative CSR by Lelouche, Idowu and Filho
4. Corporate Social Responsibility in India - Sanjay K Agarwal
5. Handbook on Corporate Social Responsibility in India, CII.

**REFERENCE BOOKS:**

6. Handbook of Corporate Sustainability: Frameworks, Strategies and Tools - M. A. Quaddus, Muhammed Abu B. Siddique
7. Growth, Sustainability, and India's Economic Reforms – Srinivasan
8. Corporate Social Responsibility: Concepts and Cases: The Indian - C. V. Baxi, Ajit Prasad
9. Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi.
10. Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press.
11. Francesco Perrini, Stefano, and Antonio Tencati, Developing Corporate Social Responsibility-A European Perspective, Edward Elgar. University of Delhi.
12. Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi.
13. Sharma, J.P., Corporate Governance and Social Responsibility of Business, Ane Books Pvt Ltd, New Delhi.



## **18EMBA01 INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT 3 0 0 3**

### **Course Objective:**

- Analyze and evaluate financial markets, how securities are traded, mutual funds, investment companies, and investor behavior.
- Construct optimal portfolios and illustrate the theory and empirical applications of asset pricing models.
- Explain macro and industry analysis, equity valuation, financial statement analysis and technical analysis.
- Analyze bond prices and yields and fixed-income portfolios.

### **Course Outcome:**

At the end of the course the students will be able to

CO – 1: Identify the concepts of various portfolios.

CO – 2: Design the investment management and planning.

CO – 3: Assess wide knowledge on equity valuation.

CO – 3: Differentiate elements standard deviation and beta concepts as to securities.

CO – 4: Calculate the Capital Assets pricing models and its applicability.

CO – 5: Evaluate the securities and the various concepts involved within it.

CO – 6: Compare the various investment, liquidity and growth of securities.

CO – 7: Identify various kinds' risks as to investments.



**Text Books:**

1. Donald E.Fischer& Ronald J.Jordan, “Security Analysis and Portfolio Management”, PHI Learning, 8<sup>th</sup> Edition, 2011.
- 2.Prasannachandra, “Investment Analysis and Portfolio Management”, Tata McGraw Hill, 4<sup>th</sup> Edition, 2012.
- 3.S.Kevin, “Securities Analysis and Portfolio Management”, PHI Learning, 13<sup>th</sup> Edition, 2015.

**References:**

- 1.Reilly & Brow, “Investment Analysis and Portfolio Management”, Cengage Learning, 9<sup>th</sup> Edition, 2011.
- 2.V.A.Avadhan, “Securities Analysis and Portfolio Management”, Himalaya Publishing House, 2011.
- 3.V.K.Bhalla, “Investment Management “, S.Chand&Company Ltd., 2012

**18EMBA02**

**3 0 0 3**

### **MANAGING BANKS AND FINANCIAL INSTITUTIONS**

#### **Course Objective:**

- This course is designed to develop an understanding of financial institutions and financial markets and their relationship to public policies and management policies.
- It includes studies of market structure, profit strategies, relationship of commercial banks and other financial institutions, problems of asset and liability management.

#### **Course Outcome:**

At the end of the course the students will be able to:

CO – 1: Well versed professional bankers who provide a comprehensive body of industry knowledge

CO – 2: Understand and explain the workings of banks and other financial institutions with regard to profitability, liquidity and solvency.

CO – 3: Assess the practical methods to continuously test knowledge, which can enhance the banking operations.

CO – 4: Develop appropriate values such as respect/politeness to clients.

CO – 5: Understand the importance of lending or credit.

CO – 6: Design the customer relationship management and banking industry.

CO – 7: Explain on contribution of banking industry to the economic growth of the



Non-performing assets – impact of NPA – early indicators of NPA – factors responsible – techniques for managing NPA – Banking regulations in India – NABARD roles and functions – banking sector reforms in India

**Total 45 hrs**

**Text Book:**

1. Joel Bessis, “Risk Management in Banking”, John Wiley & Sons, 4<sup>th</sup> Edition, 2015.
2. Singh, Bhattacharya, Banking Sector Management, Discovery Publishing House.

**References:**

1. Sethi Jyotsna, “Elements of Banking and Insurance”, PHI Learning, 2012.
2. Scott Harrington, Gregory Niehaus, “Risk Management and Insurance”, McGraw Hill, 2<sup>nd</sup> Edition, 2003.
3. Philippe Jorion, “Financial Risk Manager Handbook”, Wiley, 6<sup>th</sup> Edition, 2011.
4. Parameswaran R, Natarajan S, Kandasami K P, Banking Law and Practice, S.Chand Publications
5. Meir Kohn, Financial Institutions and Markets, Tata McGraw-Hill, New Delhi, 2003.
6. Pathak : Indian Financial Systems – Pearson Education

**Course Objective:**

- To understand the techniques used for appraising a project.
- To understand the various modes of financing a project
- To assess the various types and measures of risk.
- To understand the nuances involved in assessing working capital requirement.

**Course Outcome:**

At the end of the course the students will be able to:

CO - 1: Describe the methods for generation and screening of Project ideas

CO - 2: Comprehend a detailed project feasibility report.

CO - 3: Describe the various techniques of appraising projects, including socio-cost benefit analysis.

CO - 4: Comprehend the types and measures of risk relating to a project.

CO - 5: Recognise the nuances involved in costing the capital raised for the project.

CO - 6: Comprehend the dynamism of the factors influencing the working capital needs of a project.

CO -7: Comprehend the dynamics involved in working capital management.

CO - 8: Clarify the significance of adequate working capital.

CO -9: Describe the various traditional sources of financing a project.

CO -10: Comprehend the various unconventional sources of financing a project.

**Unit I: PROJECT FORMULATION****9**

Project – Concepts –Types of projects - Generation and Screening of Project Ideas – Project identification – Preliminary Analysis, Market, Technical, Financial, Economic and Ecological – Pre-Feasibility Report and its Clearance, Project Estimates and Techno-Economic Feasibility Report, Detailed Project Report.

**Unit II: PROJECT APPRAISAL****9**

Techniques of appraising projects. DCF and non-DCF methods – NPV, PI, IRR and MIRR, Payback Period and Discounted Payback Period, Accounting Rate of Return – Socio-Cost Benefit Analysis – Types and various measures of risk - Problems involving decision making.

**Unit III: COST OF CAPITAL****9**

Meaning and significance – Factors influencing cost of capital - Calculation of cost of Capital - CAPM, Weighted Average Cost of Capital – Meaning - Book Value & Market Proportions - Problems involving decision making.

**Unit IV: ASSESSING WORKING CAPITAL REQUIREMENTS** **9**

Concept of Working Capital – Significance – Types of Working Capital - Various factors influencing working capital requirements – Computation of Working Capital – Operating Cycle – Dangers of excess and inadequate working capital – Sources of working capital finance - Approaches to working capital management.

**Unit V: PROJECT FINANCE** **9**

Traditional sources of financing - Equity shares, preference shares, Debentures/bonds, loan from financial institutions - Alternative sources of financing -Foreign Issues, FDI & FII, Private Equity, Securitization, Venture Capital - Public Private Partnerships

**Total 45 hrs**

**Text Book:**

1. Chandra Prasanna : Projects Planning, Analysis, Financing, Implementation, and Review : 7th Edition, Tata McGraw Hill, 2017

**References:**

1. Choudhary S., Project Management, Third Edition Mc-Grawhill, 2016
2. Desai, Vasant, Project Management, Fourth Edition, Himalaya Publishing House, 2016
3. N. Janardhan Rao & Amit Singh Sisodiya, Public Private Partnership Model in India : Concepts, Issues and Outlook, Icfai University Press, 2017.
4. Nagarajan K, Project Management, Second Edition, New Age International (P) Ltd., 2017.



**18EMBA04**

**BUSINESS VALUATION**

**3 0 0 3**

**Course Objective:**

- The objective of the course is to provide students with hands on experience in financial statements valuation.
- Students will be exposed to general tools of financial analysis, theoretical concepts, and practical valuation issues.
- Students should be comfortable with using firm's financial statements to develop understanding of their performance and to establish basis for making reasonable evaluation estimates.

**Course Outcomes:**

- CO1 - Describes and apply the basic techniques of valuation of financial statement analysis
- CO2 - Explain the relationship between strategic business analysis, accounting analysis and financial analysis;
- CO3 - Identify and utilize value-relevant information contained within financial statements;
- CO4 - Recognize and explain the fundamental role of accounting numbers in the valuation of entities and the key financial claims on these entities assets (equity and debt securities);
- CO5 - Understand the impact of financial reporting choices on the usefulness of reported earnings to predict future performance;
- CO6 - Prepare a written analysis of a listed company, which incorporates and synthesizes the strategic, accounting and financing techniques covered in the course;

- CO7 - Conduct applied business research (including locating, critically interpreting and evaluating firm-specific financial information);
- CO8 – Analyze the ratios for M & A and restructuring.
- CO9 – Forecast the future trend through time series analysis
- CO10 – Apply the concept of PEG and other valuation models

**UNIT 1: Introduction to financial analysis 9**

Finance and accounting – meaning –Types of companies - Financial statement analysis – on the basis of materials used – on the basis of modus operandi – Comparing financial and non-financial listed companies performance through annual as a bench marking against competitor and industry.

**UNIT 2: Financial analysis through ratios 9**

Accounting analysis – Factors influencing accounting quality – Steps in accounting analysis – Drivers of firms profitability and growth – Measuring overall profitability – Decomposing profitability – Measuring earnings - Evaluating Investment management – Liquidity analysis and net trade cycle - Evaluating financial management& leverage analysis – Assessing sustainable growth rate of companies – Assessing historical pattern of key ratios among financial (CAMEL analysis) and non-financial firms – Analysis of cash flow

**UNIT 3: Prospective and Credit analysis 9**

Prospective analysis – Techniques - Elements of detailed forecast – Sensitivity analysis -- Decision tress analysis of capital budgeting - Credit analysis – Market for credit –Credit analysis process –Factors driving debt rating – Kalpan – Urwitz model of debt rating – Prediction of distress and turnaround – MDA, PCA and RPA

**UNIT 4: M & A and Equity analysis 9**

Mergers and acquisition – Motivations for M & A – Valuation of M & A - Valuation of equity and debt – Primary and secondary market analysis - Assessing market value of equity with book value and index, P/B analysis, Price earnings ratio – PEG analysis – F Score –

**UNIT 5: Equity Valuation 9**

Risk and return of equity – Dividend pattern analysis – Valuation of Options & Futures – BS model, Binomial model - Hedging

**Total 45 hrs**

**REFERENCES**

- Aswath Damodharan, “ Valuation”, Wiley finance,
- Palepu Healy and Bernard, : Business analysis & valuation, South western college publication, 2<sup>nd</sup> edition
- Raghu Palat, “ Fundamental analysis for investors” ,

**18EMBA05**

**FINANCIAL MARKETS & SERVICES**

**3 0 0 3**

**Course Objective:**

- Understand the role, scope and growing contribution of financial services in the service sector of the economy.
- Comprehend the role of depository system, dematerialization and re-materialization of the securities. Study the role, types of mutual funds and computation of NAV.
- Role of intermediaries and its regulating bodies.
- Know the impact and role of Credit rating in the corporate world.

**Course Outcome:**

At the end of the course the students will be able to:

- CO – 1: Prepare the concepts of financial services.
- CO – 2: Apply different procedures as to merchant banking activities.
- CO – 3: Utilize the guidelines provided by various legal and regulatory framework.
- CO – 3: Analyze the different elements as to venture capital.
- CO – 4: Clarify the concepts as to mutual fund industry.
- CO – 5: Describe the legal aspects of mutual fund.
- CO – 6: Identify various kinds of financial services.
- CO – 7: Recognize the concepts of online trading activities.

CO – 8: Employ knowledge on mutual funds.

CO – 9: Understand the laws pertaining to non-banking financial corporations.

CO –10: Construct the current challenges and scenario.

**UNIT I FINANCIAL SERVICES 9**

Concept and meaning. Classification – Traditional and Modern activities; Fund-based and non-fund based activities. Financial Engineering – Need for financial innovation; new financial products and services. Current scenario and challenges to the financial services sector in India.

**UNIT II MERCHANT BANKING 9**

Concept and evolution of merchant banking (MB) in India. SEBI (MB) Regulations, 1992. Functions of MBs – MBs’ activities and SEBI guidelines related to issue management. Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Banking - Legal and Regulatory Frameworks – SERA- SEBI guidelines- Merchant banking in India – NBFCs Types of activities – Regulation of NBFC in India.

**UNIT III VENTURE CAPITAL 9**

Venture capital: growth of venture capital in India- financing pattern – legal aspects and guidelines for venture capital – leasing- types of leases – leasing vs borrowing – credit rating: CRISIL, ICRA & care – factoring, forfeiting- bill discounting – types of factoring arrangements – factoring in Indian context.

**UNIT IV MUTUAL FUND 9**

Mutual funds: concepts and objectives – functions and portfolio classification- guidelines for mutual funds – working of public and private mutual funds in India – performance measure of a mutual fund – Regulation – SEBI guidelines for mutual funds.

**UNIT V OTHER FINANCIAL SERVICES 9**

Factoring and bill discounting concept process and forms. Functions of a factor.

Legal aspects of factoring and bill discounting. Factoring scenario in India. - Credit rating concept and utility. Credit rating agencies in India and their performance. Financial dimensions of crediting rating methodology. Types of ratings and symbols. Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – Recent Developments in Factoring and Forfeiting. Personal Financial Services: Debit Card - Credit Card - On Line Stock Trading – Housing Loans – Other Personal Loans.

**Total 45 hrs**

**Text Books:**

1. C Rama Gopal, “Management of Financial Services”, Vikas Publishing House, 1<sup>st</sup> Edition, 2014.
2. M.Y.Khan, “Financial Services”, Tata McGraw Hill, 12<sup>th</sup> Edition, 2012.
3. Machiraju, “Indian Financial System”, Vikas Publishing House, 2<sup>nd</sup> Edition, 2010.

**References:**

1. Rajesh Kothari, “Financial Services in India – Concepts and Application”, Sage India. 2010.
2. J.C.Verma, “A Manual of Merchant Banking”, Bharath Publishing House, New Delhi, 2001.
3. B.S Bhatia, G.S.Batra, “Management of Financial Services”, Deep and Deep Publications, 1996.

**18EMBA06**

**3003**

## **MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING**

### **Course Objectives:**

- To deal with the most current subject in depth and inter-link the subject of finance with the major strategic decisions of a proactive firm.

### **Course Outcome:**

At the end of the course the students will be able to

CO-1: Describe the process and economic rationale for M&As.

CO-2: Illustrate the characteristics and types of mergers

CO-3: Distinguish between hostile versus friendly acquisition.

CO-4: Apply the valuation techniques to M&A assessment and decision making.

CO-5: Acquire analytical skills in analyzing real-world cases in M&As.

CO-6: Develop skills in group work, including communication, collaboration, and presentation.

CO-7: Utilize appropriate negotiation and persuasion techniques for a given negotiation situation to achieve desired outcomes.

CO-8: Report the legalities and ethical issues related to M & A

CO-9: Calculate the share exchange ratio

CO-10: Explain various theories of merger and issues related to merger

### **UNIT I BUSINESS ALLIANCES**

**9**

Introduction - Various Forms of Business Alliances – types of mergers - Strategic Choice of Type of Business Alliance - Who should go for Merger and

Acquisition and Take-over - Defining and Selecting Target - Pricing of Mergers  
(Pricing the Competitive Bid for Take-over)

**UNIT II      MERGERS      9**

Characteristics of Merger, Divestitures, sell off, spin off, Equity carveout, Going private, demergers and Leveraged buyouts. Calculating share exchange ratio -

**UNIT III      ACQUISITIONS      9**

Negotiation/Approach for Merger, Acquisition and Take-over - Contracting - Implementation of Merger and Acquisition - Managing Post-Merger Issues - Legalities Involved in Merger, Acquisition and Take-over - Ethical Issues of Merger and Take-over – Defensive tactics for mergers.

**UNIT IV      ISSUES      9**

Reasons for Mergers - Accounting for Mergers - Financing the Mergers and Takeovers - Corporate Restructuring - Divestment and Abandonment

**UNIT V      THEORIES      9**

Theories of Merger – tax aspects in mergers & acquisitions – Different approaches in the valuation of mergers and acquisitions – Cross border mergers – Funding options for mergers – Case studies in M & A.

**Total 45 hrs**

**Text Books:**

1. Patrick A.Gaughan, “Mergers and Acquisitions Corporate Restructuring”, Wiley Publishers, 6<sup>th</sup> Edition, 2015.
2. Rabi Narayan Kar/Minakshi, Mergers Acquisitions & Corporate Restructuring - Strategies & Practices Paperback – , TAXMANN, 2017
3. Donald M. DePamphilis, “Mergers, Acquisitions, and Other Restructuring Activities: An Integrated Approach to Process, Tools, Cases, and Solutions”, Academic Press, 6<sup>th</sup> Edition, 2011.

**References:**

1. Karn Gupta, “Global Corporate Restructuring & Mergers & Acquisitions in India: Corporate Restructuring: Global Analytics & Indian Position”, Lap Lambert Academic Publishing, 2013.

2. Donald M. DePamphilis, “Mergers, Acquisitions, and Other Restructuring Activities”, Academic Press, 5<sup>th</sup> Edition, 2010.
3. Sheeba Kapil (Author), Kanwal N. Kapil (Author), Mergers and Acquisitions: Valuation, Leveraged Buyouts and Financing (WIND) Paperback WILEY, 2015

**18EMBA07**

**FINANCIAL DERIVATIVES**

**3 0 0 3**

**Course Objective:**

- To understand the role of financial risk management as well as the techniques available for its measurement in financial and non-financial corporations.
- To review the set of financial instruments available in modern financial markets as well as the strategies that a firm can use to optimize the management of the risks the company is faced to, and.
- To build a framework that will help integrate financial risk management into the overall corporate strategy of the firm.

Course Outcomes:

At the end of the course, the students will be able to

- CO1 – Obtain basics of Forward, Futures, Options and Swaps.
- CO 2 – Describe the motives, reasons and explanations for corporate hedging activity.
- CO3 – Apply knowledge of key financial building blocks used in constructing complex derivative instruments (Eg. Futures, Forwards, Options and Swap)
- CO4 – Analyze the payoffs and strategies involved in trading derivative instruments and combination of derivatives.
- CO5 – Apply and analyze the pricing of individual and combination of derivative securities.
- CO6 – Define the use and benefits of derivatives in a portfolio context.
- CO7 - Compute the theoretical price of option contracts on a range of financial and real commodities using no-arbitrage arguments and the techniques of risk neutral valuation







**Course Objectives:**

- To provide basic understanding of the fundamentals of international finance and familiarize students with international financial transactions and operational aspects of foreign exchange markets. It focuses on forex market participants, exchange rates determination, international arbitrage, foreign exchange risks and its management.
- It enables students to understand the crux of international financial market.

**Course Outcomes:**

CO –1: State and explain international capital and foreign exchange market.

CO –2: Identify risk related to exchange rate fluctuations and develop strategies to deal with them.

CO –3: State and describe the accounting components of Balance of Payments.

CO –4: Outline various foreign exchange rate regime and each of its advantages and drawbacks.

CO –5: Identify factors affecting International Trade flows.

CO –6: Identify the documents required for completing export and import transactions.

CO –7: List financing methods for Export and Import.

CO –8: Describe the organization and mechanism of Foreign Exchange Market

CO –9: Illustrate the determination of foreign exchange rate and forecasting.

CO –10: Identify and analyze various foreign exchange management exposure.

Global Economy – Evolution, financial Globalization, rewards and risks, Openness of Indian Economy - International Monetary system, Multilateral financial institution – Overview, Importance and role in developing economies, Balance of Payments (BOP) – Fundamentals, Principles and its various components, The Current Account Deficit and Surplus

**UNIT II                      FOREIGN EXCHANGE MARKET                      9**

Evolution of foreign exchange market -International Monetary System -Introduction- Forex Market participants- Foreign Exchange Rate regime-Fixed and Floating- Advantages and Disadvantages, Foreign Exchange Contracts - Spot and Forward Contracts – Swap and options, Forex Dealers/market makers and brokers-Forex Trading and SWIFT- Forex market in India-FERA Vs. FEMA

**UNIT III                      EXCHANGE RATE DETERMINATION                      9**

Exchange Rate Determination - Exchange rate movements - Factors that influence exchange rates – Forward Rate and Cross Rate - Concepts of International arbitrage - Interest rate parity - Purchasing power parity - International Fisher effect.

**UNIT IV                      INTERNATIONAL FINANCIAL MARKETS                      9**

International Financial Markets - basic concepts of the International Money Market – International Equity and Bond Market

Foreign Trade Finance - Concept of foreign trade finance, Import licensing, Financing methods for import of capital goods, Export trade documents - Payment terms – Letter of credit, Pre shipment and post shipment finance, factoring, forfeiting and Countertrade.

**UNIT V                      FOREIGN EXCHANGE EXPOSURE                      9**

Foreign Exchange Exposure- Translation Exposure – Definition and Types - Measurement, Management of Translation Exposure - Risk Associated with International Trade.

**Total 45**

**TEXTBOOKS:**

1. Apte P.G., International Financial Management, Tata McGraw Hill, 2011.
2. Eun, Cheol S., Bruce G. Resnick, International Financial Management, McGraw-Hill, 6th edition, 2012, ISBN-13: 978-0-07-803465-7.
3. Jeff Madura, International Corporate Finance, Cengage Learning, 9th Edition, 2011.
4. Eiteman, David K., Arthus I. Stonehill, and Michael H. Moffett, Multinational Business Finance, Prentice Hall, 12th edition, 2009.

5. Alan C. Shapiro, Multinational Financial Management, PHI Learning, 10th Edition, 2013.
6. Levich, Richard, International Financial Markets, McGraw-Hill/Irwin, 2<sup>nd</sup> Edition, 2001.

**18EMBA09**

**BEHAVIOURAL FINANCE**

**3 0 0 3**

### **Course Objectives**

- To help students identify persistent or systematic behavioral factors that influence investment behavior
- To provide the student with sufficient knowledge to understand difference between the classical financial theory and behavioural finance.
- To help students appreciate the limitations of ‘rational’ models of investment decision making
- The course is also focused on the specific features of decision-making process in a market that is not strongly efficient

### **Course Outcomes**

CO – 1: Differentiate and Describe about the rational and irrational investors taking into perspective the behavioral biases.

CO – 2: Describe the alternate framework for understanding price discovery in the markets

CO – 3: Explain and demonstrate using empirical data the challenges to the efficient market hypothesis;

CO – 4: Explain the nature and forecast the consequences of key behavioral biases of investors;

CO – 5: Describe the process of behavioral biases contribution to the asset prices models;

CO – 6: Describe how behavioral biases of managers affect the decision-making process in a corporation

### **UNIT I**

### **BEHAVIORAL FINANCE: INTRODUCTION**

**9**

Basics of Securities, Stock market - Psychology and market people. Investors, portfolio managers, analysts: are they rational? Bounded rationality in real market conditions. Decision-making process and behavioral biases. Simple experiments on anchoring.



**18EMBA10**

**TAXATION**

**3 0 0 3**

**COURSE OBJECTIVE:**

- To compare and contrast sole proprietorships, partnerships, and corporations to advise clients in organizing a new business
- To describe how choice of entity relates to the type of records to keep, noting issues related to substantiation and documentation.
- To outline the available accounting periods and methods and the methods for identifying and valuing inventory items.

**COURSE OUTCOMES:**

CO – 1: Describe the tax system prevailing in India

CO – 2: List and state various taxes available in India

CO – 3: Explain the concept of income tax act 1961

CO – 4: Demonstrate the procedure for income tax assessment

CO – 5: Explain the concept of excise duty and customs duty

CO – 6: Demonstrate the understanding of concept of service tax

CO – 7: Calculate VAT Liability including input Tax Credits.

CO – 8: Describe the procedure of tax audit.

CO – 9: List the tax incentives and exports promotions

**UNIT I Concept of taxation** **9**

Objectives of taxation-canons of taxation-tax systems in India-Direct and Indirect taxes-meaning and types

**UNIT II Introduction To Tax** **9**

Income tax act 1961-Basic concepts and definitions-income, Assesse person, previous year Assessment year. Income Tax authorities-Return of Income-Procedure for assessment-Types of assessment-Appeals-Deduction of Tax at Source-Advance payment of Tax-Interest and penalties-Prosecution-Refund of Tax

**UNIT III Concepts of duty** **9**

Excise duty-customs duty-Advalorem duty and specific duties-Entry tax-service tax

**UNIT IV Net Wealth** **9**

Definitions-Net Wealth-Deemed Wealth-Exempted wealth valuation of asset-Assessment penalties .Service tax – concepts and general principles - Charge of service tax and taxable services -Valuation of taxable services -Payment of service tax and filing of returns - VAT – concepts and general principles -. Calculation of VAT Liability including input Tax Credits -. Small Dealers and Composition Scheme - VAT Procedures.

**UNIT V An overview of tax audit** **9**

An overview of tax audit- tax incentives and exports promotions deductions and exemptions

**Total 45 hrs**

**TEXT BOOK:**

1. Bhatia H L - Public Finance, Vikas Publishing, 1999, 20th Ed.

**REFERENCE BOOKS:**

1. Lakhotia R N - How to Save Wealth Tax ,Vision Book 2001, 9th Ed.



2. Prasad Bhagwati - Income Tax Law & Practice ,Vishwa Prakashan
3. Singhanian V K - Direct Taxes, Law & Practice ,Taxmann, 40th Ed

**COURSE OBJECTIVE:**

- Explains the historical background and concepts vital for understanding Consumer Behavior.
- Identify the role of various variables that determines Consumer Behavior in cross cultural domain and the innovative ethical practices adopted by organizations to enhance the Consumer Behavior.
- Study various techniques of communication adopted by the organization to reach and enhance consumer base and to infer recent developments in the field of Consumer Behavior.

**COURSE OUTCOMES:**

CO – 1: Recognize the effect of use of digital technologies in formulating brand marketing strategies on consumer behaviour.

CO – 2: Report the social psychological concepts in understanding the consumer decision making process.

CO – 3: Infer various methods to do consumer research process.

CO – 4: Interpret the various segments in the markets for products and services.

CO – 5: Creates the components that affect the purchaser as a person.

CO – 6: State how the personality, Learning, Attitude, and Communication have an impact on individual consumer behavior.

CO – 7: Innovates the different ideas in social brain research to comprehend the conduct of customers.

CO – 8: Perceive how new contrasts among the populace.

CO – 9: Demonstrate the concept of consumerism.

CO – 10: Sketch various research methods in consumer survey

**UNIT I****9**

Introduction of Consumer Behaviour- Introduction to the study of Consumer Behaviour: Meaning & Definition of CB, Difference between consumer & Customer, Nature & Characteristics of Indian Consumers, Consumer segmentation-bases of segmentation. Its origin, strategic application, relationship of consumer Behaviour to strategy.

**UNIT II****9**

Behaviour Change - Beliefs, Attitudes, and Behaviour Change: Persuasion, Personality and Consumer behaviour, Social class, Group dynamics, Households and Families, Cultural and Subculture. [Consumer motivation, personality, perception and learning]

**UNIT III****9**

Consumer Decision Making Process - Consumer Decision Making Process- High and Low Involvement, Pre-purchase Processes, Purchase, Post Purchase processes, Consumption and evaluation, Communication and Consumer Behavior - Components of communications process Brand Loyalty and Repeat Purchase Behavior. Opinion leadership dynamics of opinion leadership, the situational environment of opinion leadership.

#### UNIT IV

9

Consumer modeling - Consumer modelling-Economic model-psychoanalytical model – sociological Model- Howard Seth model-Nicosia model-Engel Blackwell model, VALS2 Stanford model.

#### UNIT V

9

Consumer Rights - Consumer Movement and Consumer Rights, Marketing Ethics and Social Responsibility, Consumer Movement in India, Rights of the Consumer, Responsibilities of consumers in India, Benefits of consumerism Consumer research-Primary and secondary methods-tools used-survey, focus groups, personal interviews, projective techniques.

**Total 45 hrs**

#### **TEXT BOOKS:**

1. Hawkins, Best, Coney, Consumer Behaviour, 8/e, TMH, New Delhi, 2002.
2. Kumar: Conceptual Issues in Consumer Behavior: The Indian Context, Pearson Education, New Delhi, 2003
3. Jay D Lindquist and M Joseph Sirgy, Shopper, Buyer and Consumer Behaviour, Second Edition, Biztantra, New Delhi, 2003.

#### **REFERENCE BOOKS:**

1. David L Loudon and Albert J Della Bitta, Consumer Behaviour, 4/e, TMH, New Delhi, 2002.
2. Schiffman, L.G and Kanuk L.L Consumer Behaviour, 8/e, Pearson Education, New Delhi, 2003.
3. Michael R. Solomon, Consumer Behavior: Buying, Having, and Being, Pearson Education, New Delhi, 2017.

**COURSE OBJECTIVE**

- Explains how B2B markets are often characterized by the fact that a limited number of counterparts make up for a large portion of a company's business.
- Identify the conscious choices of models of analysis and other theoretical tools designed for the challenges that companies in B2B markets face.
- Studies the basic examination firm explicit issues in B2B markets.

**COURSE OUTCOMES:**

CO – 1: Recognize the use of technologies and strategies in the market.

CO – 2: Report the social psychological concepts in understanding the business decision making process.

CO – 3: Infer various strategic methods in business research process.

CO – 4: Interpret the various segments in the markets for products and services.

CO – 5: Deliver out the elements that affect the business.

CO – 6: State how the personality, Learning, Attitude, and Communication have an impact on individual consumer behavior towards the brand awareness for successful business.

CO – 7: Different aspects and procedures to comprehend the B2B.

CO – 8: Ascertain how new contrasts among the corporates.

CO – 9: Demonstrate the concept of B2B.

CO – 10: Sketch various research methods used in business2business survey

**UNIT 1****9**

Fundamentals of inter-organizational marketing: B2B Direct Marketing- the Basics; Tasks, Forms. Review of inter-organizational markets, Demand on inter-organizational markets, Hands-on inter-organizational markets, Classification commercial practices, Classification of markets, B2B and e-commerce.

**UNIT 2****9**

The behavior of customers at the B2B markets: purchasing process, purchasing role, the development of needs at the organizations. Research on B2B markets, Marketing Information System, Research facilities, Analysis of competition - Benchmarking.

**UNIT 3****9**

Strategic marketing planning: Segmentation of the market, Methods and devices of strategic marketing planning. Product Policy of established products-Classification of the product types, the life cycle of the product, Management products, Strategies for established products. Product policy of new product development: Strategies for the development of new products - Marketing systems, marketing of engineering services.

**UNIT 4****9**

Pricing: Price; Pricing; Pricing strategies, the pricing policy, Price on the Internet, Financial marketing. The policy of distribution- direct sales, indirect sales, Management of conflicts on the way, Internet as a distribution channel, Multi-channel distribution. Vertical

specialization- Choosing industry, specialization, expanding to other verticals in the industry.

#### UNIT 5

9

Selling: Sales department, keeping the sales department, Customer relationship management. Strategies of communication- The communication process in B2B, Public relations, Advertising, Trade fairs and exhibitions.

**Total 45 hrs**

#### **TEXT BOOKS:**

1. William Leake, B2B online Marketing, Sybex 2017.
2. Christopher Ryan, Winning B2B marketing, Fusion Marketing Press, 2014.
3. John COE, Fundamentals of Business2Business Sales and Marketing, McGraw-Hill Education, 2017.

#### **REFERENCE BOOKS:**

1. Sharma Dheeraj,, B2B Marketing, Cengage Publications, 2014.
2. James C. Anderson, Business Market Management (B2B), Pearson Education, 2016

**Course objective:**

1. To bring out the importance of traditional retailing-brick and Motor stores.
2. To create awareness on various retailers strategies.

**Course outcome:**

At the end of the course the students will be able to:

CO1 – Illustrate the various types of retailing formats.

CO2 – Sketch the growth of retail sector in India.

CO3 – Depict the retail industry in India –a complete region wise analysis.

CO4 – Demonstrate the career growth prospects in retail industry.

CO5 - Emphasize the importance of retail location.

CO6 - Educate them with the importance of retailers and manufacturers brands.

CO7 - Enumerate the importance of store interiors and maintenance of SKU's i.e retail mix.

CO8 - Decide and invest on retail communication.

CO9 - Learn the retailer strategy to improve on the loyalty to the stores.

CO10 – Update the latest technological intervention in retailing.

**UNIT I RETAILING****9**

Retailing – Definition & Importance –retail Environment-The wheel of Retailing-Retail Formats-store and non- store Retailing, Factors affecting retailing in India.Indian vs Global Scenario – Types of Retailing – Store Retailing – Non Store Retailing –Types of retail formats – franchising in retailing

**UNIT II MARKETING MIX****9**

Retail Marketing mix - Retail consumer buying behaviour – types – factors influencing - buying behavior – Segmentation –Retail organization structure – Major functional areas – careers in retailing - Retail strategy- Region wise analysis of Indian Retailing

**UNIT III RETAIL LOCATION****9**

Retail Location – Factors affecting retail location decision – Site selection – Factors affecting site selection – Steps in selecting site – Location based retail strategies, issues of location, Retail store layout, Types of layouts – Factors affecting store layout Merchandising, Category management, Role of private label

**UNIT IV DESIGN****9**

Store design – Interiors & exteriors - Retailing image mix – Store Façade, Retail Marketing Mix Strategies: Retail Product Category, Pricing,Retail Communication mix – Sales promotion – Advertising - Public relation – Personal Selling – Steps in planning retail communication Promotion and advertising in retail marketing- Retail Operations- Customer service management in Retail.

**UNIT V STRATEGIES****9**

Retail Strategies – Differentiation strategies – Growth strategies – Expansion Strategies, Store image and display, purchasing, negotiating purchases, consumerism and moral values in

retailing. Patronage and generating loyalty, Role of IT in retailing - Electronic data exchange – bar coding – RFID – Electronic payment systems

**Total 45 hrs**

**Text Books:**

1. Gibson G. Vedamani, Retail Management, Jaico Publishing House, 2003
2. Dunne, Retailing, South Western Learning, 2011

**References:**

1. Suja Nair, Retail Management, TMH, 2004.
2. David Gilberth, Retail Marketing Management, Jain, 2002.
3. Michael Levy, Barton A. Weitz, Retailing Management, COBS Publishing, 2011

**Course Objective:**

- To comprehend sales forecasting techniques, sales managers functions and responsibilities.
- To describe the procedures and criteria used for recruiting, training, motivating and compensating the sales force.
- To outline the techniques used for measuring the performance of sales force.
- To clarify the various forms of physical distribution and the activities involved in it.

**Course Outcome:**

At the end of the course the students will be able to:

CO - 1: Clarify evolution, nature and importance of sales management

CO - 2: State objectives, strategies and tactics of sales management

CO - 3: Discern emerging trends in sales management

CO - 4: Distinguish the linkage between sales and distribution management

CO - 5: Recognise and demonstrate the significant responsibilities of sales person as a key individual.

CO - 6: Describe and formulate strategies to effectively manage company's sales operations.

CO -7: Evaluate the role of sales manager and his/ her responsibilities in recruiting, motivating, managing and leading sales team.

CO - 8: Illustrate the fundamentals of distribution channels, logistics and supply chain management.

CO -9: Explicate the concepts, attitudes, techniques and approaches required for effective decision making in the areas of sales and distribution.

CO -10: Demonstrate skills acquired, critical for designing, evaluating and selecting sales and distribution strategies in practical settings.

**UNIT I INTRODUCTION****9**

Sales Management : Definition and meaning, Objectives, Sales Research, Sales Forecasting, Sales Forecasting methods, Sales Planning and control: Goal setting, Performance measurement, diagnosis and corrective actions.

**UNIT II SALES ORGANISATION****9**

Sales Organization: Need for Sales Organizations, their structure, Sales Managers Functions and responsibilities, planning for major customers and sales Budget, Specific Characteristics of a successful salesman.

**UNIT III SALES FORCE DEVELOPMENT****9**



Developing the Sales Force for Industrial Customers and Consumer products: - Recruiting, Selection and Training of Sales force: Procedures and criteria extensively used as selection tools for recruiting and testing sales ability. - Areas of sales Training: Company Specific Knowledge, product knowledge Industry and Market Trend Knowledge, and Customer education. - Motivating the Sales Team: Motivation Programs - Sales Meetings, Sales Contests, Sales Compensation, (Monetary compensation, incentive programs as motivators, Non-Monetary compensation – fine tuning of compensation package, Supervising

#### **UNIT IV SALES FORCE PERFORMANCE**

**9**

Evaluating Sales Force Performance and Controlling Sales activities (Sales Records and Reporting Systems ), Improving Sales Productivity Personal Selling: Basics, Salesmanship- definition- prospecting, resistance selling process and skills for effective salesmanship, Sales leads, Sales presentations, Types of calls, effective selling techniques, role of relationship marketing in personal selling, tools for personal selling.

#### **UNIT V PHYSICAL DISTRIBUTION**

**9**

Physical distribution - Definition, Importance – participants in physical distribution process Marketing Channels – Definition & Importance - Different forms of channels - Functions of Marketing Channels, Unconventional channels - Channels for Consumer goods, Industrial Goods & Services – Integrated Marketing Channels – Horizontal, Vertical, Multi-channel marketing Systems - International Marketing Channels, Supply Chain Management – concept – significance – components– Material Handling – Transportation – Warehousing – Inventory Management – Reverse Logistics - Channel Selection Process & criteria.

**Total 45 hrs**

#### **Text Book:**

**1.** Gini Graham & Scott, Building a Winning Sales Team, Probus Publishing, 2016

#### **References:**

**2.** Mr.S.L.Guptha-S & DM-Third Edition-XL Books, 2016.

**3.** Mr.Pingail Gopal-S &DM-Sage publication, 2017.

**18EMBA15            MARKETING TO THE BASE OF PYRAMID CONSUMERS            3 0 0 3**

**Course Objective:**

- Outline the principal challenges and opportunities in serving BOP markets.
- Illustrate the business models that satisfy the requirement of lower segment.

**Course Outcomes:**

- The students will be able to provide a theoretical and practical basis for assessing service performance using company examples.
- The students will be able to explain the nature and scope of services marketing.
- Identify business opportunities in nation and global wide.
- Justify the product & services for BOP.
- To classify the different market and product positioning.
- Analyze how eco systems are developing the country.
- Build governance capabilities among the poor.
- To break the barriers to communication.
- Recount the knowledge about BOP customers.
- To create social compact in business.

<b>Unit –I            BOP Market</b>	<b>9</b>
Nature - Market Development imperative - Business opportunities –National & Global, Business and the New Social Compact.	
<b>Unit-II            Product &amp; Services for BOP</b>	<b>9</b>
Philosophy for developing products & services- Principles of Innovation- Mass market – Niche market differentiation & product positioning.	
<b>Unit-III            The Eco system for Wealth Creation</b>	<b>9</b>
Market oriented ecosystem- ecosystem for developing country- learning the sanctity of contracts- reducing inequities in contracts- Building governance capabilities among the poor.	
<b>Unit-IV            Reducing Corruption</b>	<b>9</b>
Transaction Governance Capacity- building TGC- Andhra Pradesh e-Governance Story- eSeva - Center for Good Governance- Lessons from the Andhra Pradesh Experiment.	
<b>Unit- V            Social Transformation</b>	<b>9</b>
Development as social transformation- Breaking down Barriers to communication- BOP consumer upgrade- Gaining access to knowledge -identity for the individuals & Women- Evolving checks & Balances.	

**Total 45 hrs**

**Text Book:**

1. The fortune at the Bottom of Pyramid: Eradicating poverty through profits, C K Prahalad, Pearson education.Inc, 2005.

**Reference books:**

1. Entrepreneurship at the Bottom of the Pyramid, by Carol Dalglish & Marcello Tonelli, Routledge; 1 edition, 2016.
2. Marketing to the Bottom of the Pyramid: Text and Cases, by Ramendra Singh, Business expert press, 2014
3. Next Generation Business Strategies for the Base of the Pyramid: New Approaches for Building Mutual Value by Ted London & Stuart Hart, Pearson education. Inc, 3 rd print, 2010.
4. The Customer Loyalty Pyramid by Michael W. Lowenstein, Praeger Publishers Inc, 1997

**COURSE OBJECTIVE**

- To understand the basic concepts of Integrated Marketing Communication
- To discuss the basic concepts of advertising and sales promotion and how business organizations and other institutions carry out such activities.

**COURSE OUTCOMES**

- CO – 1: Discuss about the basic concepts of IMC marketing process.
- CO – 2: Determine the advertising objectives and advertising strategies
- CO – 3 Describe the Media Evaluation & strategy
- CO –4: Examine the elements of creative strategies
- CO – 5 Discuss the direct marketing concepts
- CO – 6: Describe the Media Plan strategies
- CO – 7: Intervene of advertising and sales promotion, campaigns planning and objective setting in relation to consumer decision making processes.
- CO – 8: Examine the features of Media and its evaluation, types of media.
- CO – 9: Discuss about the direct marketing concepts
- CO – 10: Understand publicity and public relations.

**UNIT 1****9**

Role of IMC in marketing process, IMC planning model, Marketing and promotion process model. Communication process, steps involved in developing IMC programme, Effectiveness of marketing communications Purpose, Role, Functions, Types, Advertising Vs Marketing mix, Advertising appeal in various stages of PLC

**UNIT 2****9**

Advertising Agency: Type of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation

**UNIT 3****9**

Advertising objectives and Budgeting: Goal setting – DAGMAR approach, various budgeting methods used.

**UNIT 4****9**

Media planning: Developing Media plan, Problems encountered, Media Evaluation-Print, Broadcast media, Support media in advertising. Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.

## **UNIT 5**

**9**

Direct Marketing: Features, Functions, Growth, Advantages/Disadvantages, And Direct Marketing Strategies. Promotion: Meaning, Importance, tools used, conventional/unconventional, drawbacks, pushpull strategies, Co-operative advertising, Integration with advertising and publicity Public relation/ Publicity:- Meaning, Objectives, tools of public relations, Public relation strategies, Goals of publicity, Corporate Advertising – Role, Types, Limitations, PR Vs Publicity.

**Total 45 hrs**

## **TEXTBOOKS**

1. Integrated Marketing Communication: Advertising and Promotion in a Digital World, Jerome M. Juska, Routledge; 1 edition 2017.
2. The Handbook of Strategic Public Relations and Integrated Marketing Communications, Clarke Caywood, McGraw Hill Education; 2 edition 2012

## **REFERENCES**

1. George E Belch and Michel A Belch, Advertising & Promotion, Tata McGraw Hill, 11th edition, 2011
2. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education 7 th Edition, 2007.

**COURSE OBJECTIVES**

- Explain the conceptual foundations of Digital Marketing Management as a functional area of business.
- Study the application of digital and social media marketing concepts in making strategic decisions.

**COURSE OUTCOMES**

- CO1 – Illustrate the various types of digital & social marketing formats.  
 CO2 – Sketch the growth of digital sector in India.  
 CO3 – Depict the social media industry in India –a complete region wise analysis.  
 CO4 – Demonstrate the career growth prospects in media industry.  
 CO5 - Emphasize the importance of retail location.  
 CO6 - Instruct them with the significance of social promoting brands.  
 CO7 - Enumerate the importance of store maintenance of digital marketing.  
 CO8 - Decide and invest on digital and social media marketing.  
 CO9 - Get familiar with the system to enhance the steadfastness to computerized clients.  
 CO10 – Revise and update the latest technological intervention in marketing.

UNIT - I:	<b>9</b>
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:	<b>9</b>
Channels of Digital Marketing: Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels.	
UNIT - III:	<b>9</b>
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:	<b>9</b>
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 - V:	<b>9</b>

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.

**Total 45 hrs**

**TEXT BOOKS:**

- Michael Miller, B2B Digital Marketing, 1e, Pearson, 2014.
- Vandana Ahuja, Digital marketing, Oxford University Press 2015
- Michael R Solomon, Tracy Tuten, Social Media Marketing, Pearson, 1e, 2015.

**REFERENCES:**

- Judy Strauss & Raymond Frost, E-Marketing, Pearson, 2016
- Richard Gay, Alan Charles worth and Rita Esen, Online marketing – A customer led approach Oxford University Press 2007.
- Arup Varma, Pawan S. Budhwar, Angelo S. De Nisi, Digital Marketing, Wiley, 2016.

**COURSE OBJECTIVES:**

- To understand the changing business environment.
- To identify the indicators of management thoughts and practices.
- To understand fundamental premise underlying market driven strategies.

**COURSE OUTCOMES**

CO 1: Understand the fundamental concepts of product management

CO 2: Examine basic concept of product mix, product decisions and product line

CO 3 : State the roles of product management

CO 4: State concepts of branding

CO 5 : Evaluate branding relationship

CO 6 : State the importance of brand extensions

CO 7 : Identify brand equity and brand identity

CO 8: Examine to select brand name.

CO 9: Restate branding in current scenario

CO 10: Analyse the concept of brand association

**UNIT I PRODUCT MANAGEMENT****9**

Product- Meaning, Classification of Products, Levels of Products- Product Hierarchy- Product Development Strategies- Product Line Strategies - Product Mix Strategies - Packaging and Labelling - New Product Development.

**UNIT II : ROLES OF PRODUCT STRATEGY****9**

Product management roles and responsibilities Product strategy, roadmaps, and portfolio planning- Product development processes - Product life cycle management in manufacturing sector - Failures of product management in the organisation – roles of product manager

**UNITIII: INTRODUCTION TO BRAND MANAGEMENT****9**

Concept of Brand and Branding, Evolution of Brand, Brand Hierarchy, Branding in different sectors – customers, industrial, retail, and service brands, Brand Power, Brand-Product Relationships, Brand-Customer Relationships, Brand Loyalty. Brand Extension: Need for Extension, Types of Extensions, Brand Creation, Managing Brands

**UNIT-IV: BRAND EQUITY & BRAND IDENTITY****9**

Brand Equity: Concept and Definitions, Measurement- Cost based Methods, Price based Methods, Customer based Methods, Value Addition from Branding, Brand Identity: Concepts, Perspectives, Levels, Prism, Brand Image and Brand Personality: Concepts and Dimensions, Building Brand Image and Personality, Managing Brand Image and Personality, Assessments of Brand Image and Personality.

**UNIT-V: BRAND ASSOCIATION****9**

Brand Over time – Forces affecting Brands, Challenges facing Brands, Maintaining Desired Brand Association, Brand Revitalization, Brand Elimination. Brand Positioning and



Repositioning Concepts – Types and Strategic Implications, Market Segmentation and Brand Positioning

**Total 45 hrs**

**TEXT BOOKS**

1. Product Policy and Brand Management Text and Cases, A. K. Chitale, PHI Learning, 3rd Revised edition 2016.
2. Product and Brand Management, Daniel Slone, Arcler Education Inc 2017.

**REFERENCE**

1. Designing Brand Identity: An Essential Guide for the Whole Branding Team, Alina Wheeler John Wiley & Sons, 5<sup>th</sup> Edition 2017.
2. Product and Brand Management, Tapan K. Panda, Oxford University Press, First edition, 2016.

**COURSE OBJECTIVE:**

- Develop understanding among students about various concepts and importance of Services Marketing.
- Understand the contribution of service sector in solving marketing problems.
- Identify the role and impact of services on the customers and employees.
- Understand the communication strategies adopted by the organizations at Global front.
- Enhance knowledge about emerging issues in the service sector.

**COURSE OUTCOMES:**

CO – 1: Differentiate between product and service characteristics, understand service quality management as the basis for developing customer satisfaction and develop skills in service quality problem diagnosis and service improvement.

CO – 2: Develop an understanding of the links between the service providers (people), the procedures (processes), and the physical evidence of the service offering

CO – 3: Classify the application of customer service philosophy, fundamentals of customer satisfaction

CO – 4 : Understand the importance of customer retention, service recovery, relationship development, and the role of internal marketing.

CO – 5: Accumulate the effect of administration item, benefit life cycle and new administration advancement.

CO – 6: Discuss the roles of channel selection, service process and distribution, communication mix.

CO – 7: Formulate the strategies pertaining to health, hospitality, tourism sector.

CO – 8: Formulate the strategies pertaining to educational, entertainment, public utility services.

CO –9: Explain the framework of service scopes & its types of service scopes,

CO –10: Clarify the direction of physical proof.

**UNIT I Introduction to Services Marketing 9**

Services economy – evolution and growth of service sector – nature and scope of services – characteristics – classification – service market potential – expanded marketing mix for services – service quality – introduction to GAPS model.

**UNIT II Focus On Customers 9**

Creating the Right Service Philosophy – Fundamental of Customer satisfaction, Understanding Customer Service – Monitor & Measuring Customer satisfaction, Service Recovery.

**UNIT III Marketing Mix In Service Marketing 9**

Level of service product – service life cycle – new service development – service blueprinting – physical evidence – People in services – service process and distribution – channel functions, channel selection – designing communication mix for promoting services.

**UNIT IV Marketing Strategies for Different Services 9**

Formulating service marketing strategies for health, Hostel and hospitality, tourism, logistics, financial, information technology, educational, entertainment and public utility services.

**UNIT V Service productivity 9**

Efficiency vs. effectiveness, Elements of service quality, Service quality gaps , Physical evidence in services: Types of service scopes, Role of service scapes, Frame work for understand service scapes & its effect on behaviour, Guidance for physical evidence strategies

**Total 45 hrs**

**TEXT BOOKS:**

1. Valarie A.Zeithaml & Mary Jo-Bitner: Services Marketing-Integrating Customer Focus Across the Firm, 3/e, TMH, 2003.

2. Thomas J. DeLong & Asish Nanda: *Managing Professional Services-Text and Cases*, McGraw-Hill International, 2002.
3. Christopher Lovelock: *Services Marketing People, Technology, Strategy*, Fourth Edition, Pearson Education, 2002.
4. Roland T. Rust and P.K. Kannan, *e-Service New Directions in Theory and Practice*, Prentice-Hall of India Pvt. Ltd., 2002.
5. James A. Fitzsimmons, *Services Management-Operations, Strategy and Information Technology*, 3/e, McGraw-Hill International, 2003.
6. Helen Woodroffe, "Service Marketing", Macmillan Publishing Co, New Delhi, 2003.
7. Christopher H. Lovelock, Jochen Wirtz, "Services Marketing", Pearson Education, New Delhi, 2004.
8. Nimit Chowdhary and Monika Choudhary, "Text book of marketing of services", The Indian experience, Macmillan publishing house, New Delhi, 2005.
9. Kenneth E. Clow, et. al. "Services Marketing Operation Management and Strategy" Biztantra, New Delhi, 2004.
10. Christian Gronroos, "Services Management and Marketing a 'CRM Approach'", John Wiley and sons England 2001.
11. Bhattacharjee, "Services Management, An Indian Perspective" Jaico publishing house, Chennai, 2005.

**COURSE OBJECTIVE:**

International marketing is important as the world becomes increasingly globalized. In an international context, marketing managers plan and conduct transactions across borders to create exchanges that satisfy the objectives of individuals and organizations. The fact that a transaction takes place “across national borders” highlights the difference between domestic and international marketing. The course considers the basic concepts of international marketing, the various activities necessary for international marketing planning, the beginning of international marketing activities to be conducted by a domestic firm, and relevant issues on strategy and marketing management relevant to expanded global operations.

**COURSE OUTCOMES:**

CO-1: Analyze the environmental variables that influence international marketing;

CO-2: Describe the strategies and tactics that can lead to successful international marketing given those environmental constraints;

CO-3: Discuss the more typical management decisions and problems faced, highlighting those peculiar to the international arena;

CO-4: Understand how managers perform the functional tasks that constitute international marketing such as marketing intelligence and “mix” adaptations;

CO-5: Analyze a real-world case study involving complicated international marketing issues and provide recommendations in both written form and in the form of a group presentation

CO-6: Produce a comprehensive international marketing plan

International Marketing Scope and Significance of International Marketing, the strategic importance of international marketing, Differences between international and domestic marketing. Need for international trade, trends in foreign trade.

**UNIT-2. 9**

International market environment: International environment, International Social & culture Environment, the political legal environment and regulatory environment of international marketing. Technological Environment, Business Customs in International Market.

**UNIT-3. 9**

Canalising and targeting international market opportunities: regional market Characteristics, Marketing in transitional economies and third world countries, international market segmentation and targeting.

**UNIT-4. 9**

International 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-5. 9**

International 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.

**Total 45 hrs**

**References**

1. Philip R. Cateora, John L. Graham, International Marketing 11/e, Tata McGraw-Hill Co. Ltd., 2002.

2. Sak Onkvisit, John J. Shaw, International Marketing Analysis and Strategy, 3/e, Prentice-Hall of India Pvt. Ltd., 2000.
3. Isobel Doole and Robin Lowe, International Marketing Strategy, 2/e, Thomson Learning, 2003.
4. Subhash C. Jain, International Marketing, 6/e, South-Western, 2001.
5. Vern Terpstra, Ravi Sarathy, International Marketing, 8/e, Harcourt Asia Pvt. Ltd., 2001.
6. Keegan: Global marketing Management 7/e Pearson Education, Delhi, 2003.

## **18EMBA21    SUPPLY CHAIN AND LOGISTICS MANAGEMENT    3 0 0 3**

### **Course Objective:**

- To learn different stages of supply chain
- To understand the sourcing activities, vendor management and drivers of the supply chain.
- To learn about the sourcing, location and inventory management.
- To learn about the latest trends in supply chain.

### **Course Outcome:**

CO – 1: Gain knowledge on Supply chain based on the participants.

CO – 2: Understand the implementation of Supply chain based on the drivers.

CO – 3: Gain knowledge on logistics

CO – 4: Understand the implementation of logistics based on the drivers.

CO – 5: Understand the implementation of supply chain network for logistics.

CO – 6: Understand the facility location methods.

CO – 7: Evaluate the demand forecasting.

CO – 8: Evaluate the selection of supplier for supply chain management.

CO – 9: Gain knowledge on the various methods of sourcing.

CO – 10: Understand the inventory models in supply chain.

## **UNIT I            SUPPLY CHAIN**

**9**

Introduction – Supply chain: Importance, Decision Phases, and Process View – Push/Pull View – Macro Process – Drivers of supply chain performance: Framework for Structuring drivers, Roles and Components



## **UNIT II LOGISTICS**

**9**

Introduction – Scope of logistics in Business – Logistics system: In-bound and Out-bound logistics – Components of Logistics Management – Logistics and Supply Chain Management – Logistics drivers: Location, Inventory and Transportation – Logistics costs – Integrated Logistics

## **UNIT III NETWORK & TRANSPORTATION**

**9**

Distribution Network Design – Role, Factors influencing – Design Options for Distribution Network Design – Logistics costs for a Supply Chain Network – Framework for Network Design – Models for facility location and capacity location – Transportation: Role – Mode of Transportation – Transportation Network Structure

## **UNIT IV PLANNING DEMAND AND SUPPLY**

**9**

Demand forecasting in the supply chain: Factors, Method, Error – Aggregate planning in the supply chain: Role, Aggregate planning problem, Strategies – Managing predictable variability – Managing Supply Chain – Managing Demand

## **UNIT V INVENTORY & SOURCING**

**9**

Planning and Managing Inventories – Lot Sizing: Single Product (Economic Order Quantity), Multiple Products or Customers – Multiechelon Cycle Inventory – Inventory costs – Safety inventory – Sourcing: Role, In-house and Outsourcing – Third- and Fourth-Party Logistics (3PL and 4PL) – Supplier Selection

Total 45 hrs

### **Text Books:**

1. Sunil Chopra and Peter Meindi, Supply Chain Management – Strategy Planning and Operation, Pearson Education, Third Indian Reprint, 2004.

2. Monczka et al., Purchasing and Supply Chain Management, Thomson Learning, Second edition, Second Reprint, 2002.

**References:**

1. Altekar Rahul V, Supply Chain Management – Concept and cases, Prentice Hall India, 2005.

**18EMBA22**

**QUALITY TOOLKIT FOR MANAGERS**

**3 0 0 3**

**Course Objective:**

- To explain the Quality concept, principles and its various tools.
- To explain the statistical process control for the implementation of quality management.
- To create an awareness about the ISO certification process and its need for the industries.

**Course Outcomes:**

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

CO – 1: Define the quality based on the quality gurus.

CO – 2: Analyze the implementation of quality management.

CO – 3: Record knowledge of the standards of ISO.

CO – 4: Explain the ISO system based on the implementation.

CO – 5: Explain the implementation of SPC tools.

CO – 6: Calculate the Process Capability.

CO – 7: Record knowledge on the various techniques of quality management.

CO – 8: Explain the implementation of PDCA cycle based on the problem solving method.

CO – 9: Explain the Six Sigma methodologies based on the implementation and tools.

CO – 10: Explain the implementation of SPC tools using Six Sigma methodologies



Edition, 2006.

3. Janakiraman, B. and Gopal, R.K., Total Quality Management – Text and Cases, Prentice Hall (India) Pvt. Ltd., 2006.
4. Pathak ,G., Total Quality Management, Macmillan publishers India Ltd., 2011.

**18EMBA23**

**PRICING AND REVENUE MANAGEMENT**

**3 0 0 3**

**Course Objective:**

- This course provides an introduction to both the theory and the practice of revenue management and pricing.
- Fundamentally, revenue management is an applied discipline; its value derives from the business results it achieves. At the same time, it has strong elements of an applied science and the technical elements of the subject deserve rigorous treatment.
- The plan of this course is to discuss both these practice and theory elements.

**Course outcomes;**

- CO1 - Understand strategic and tactic roles of pricing in relevant business contexts
- CO2 –Examine how to model real-world pricing decision making processes
- CO3 - Provide business insights using pricing and revenue management
- CO4 – Apply how to implement pricing solutions
- CO5 – Develop the measure of financial performance of pricing
- CO6 – Analyze what a successful business requires adequate revenues and a positive operational cash flow to generate profits
- CO7 - Pinpoint potential customer segments, anticipate needs and wants of customers, understand consumer behavior and their effect on business potential
- CO8 - Identify capacity bottlenecks and make adjustments to the business accordingly
- CO9 - Utilize e-commerce effectively to support sales and marketing

- CO10 - Organize resources and recognize the strategic impact of revenues on business,

**UNIT I Introduction: 9**

Introduction - The Revenue Management Process - Classification and introduction to the models, course plan The Theories of Pricing: Brief review of microeconomic and marketing theories on consumer behavior and pricing - Product design, bundling and demand segmentation - Dynamic pricing policies

**UNIT II Pricing policies and Revenue management model: 9**

Pricing Policies in Action: Markdown policies and liquidations - Pricing with supply constraints - Customized pricing and e-commerce An Operational Model of Revenue Management: Stochastic Inventory Management and the Newsvendor Model - Single resource Revenue Management, expected marginal value to control sales – Overbooking

**UNIT III Network Revenue Management: 9**

Network Revenue Management: Network revenue management, control mechanisms - Linear Programming approach to Revenue Management - Applying network Revenue Management to different industries. Implementing a Revenue Management System: Solving Revenue Management Problems - Computational methods in Revenue Management - Performance Measurement

**UNIT IV Demand Forecasting and Data Analysis: 9**

Demand Forecasting and Data Analysis: Data, sources, systems, automation - Time-series forecasting and perfect demand segmentation models - Estimation techniques - Unconstraining for unobservable no-purchases--concept and the EM technique Competitive Factors: Imperfect segmentation model: Discrete choice models - Customer management and strategic purchasing behavior - RM Process management (organizational issues)

**UNIT V Industry Applications: 9**

Industry Applications: Various case studies related to capacity management in airlines, hotels, car rentals, cruises. Industry implementations and practices New Directions in Revenue Management: Business Analytics - Applications in new

industries: Event sales, casinos, Display advertising - Bundling and Revenue Management

**Total 45 hrs**

**Text Books:**

- Robert L. Phillips., “Pricing and Revenue Optimization”, Stanford Business Book, 2005.
- *Paul Rouse, William Maquire and Julie Harrison, “Revenue Management in Service Organizations”, (2011)*

**References:**

1. K. Talluri and G. Van Ryzin., “The Theory and Practice of Revenue Management” , Kluwer Academic Publishers, 2004
2. STudor Bodea (Author), Mark Ferguson (Author), Segmentation, Revenue Management and Pricing Analytics Paperback, Routledge publications, 2014

**18EMBA24**

**OPERATIONS STRATEGY**

**3 0 0 3**

**Course Objective:**

- To provide foundational knowledge associated with the operations strategy
- To describe the various Performance Objectives for implementation of operations strategy
- To describe the decision areas for strategy

**Course Outcome:**

CO – 1: Explain the fundamental concepts of strategy.

CO – 2: Understand the process of operations strategy.

CO – 3: Explain the fundamental concepts of Performance Objectives.

CO – 4: Understand the Product/Service Life Cycle on Performance Objectives.

CO – 5: Explain how the Total Quality Management (TQM) fit into Operations Strategy.

CO – 6: Explain how the lean manufacturing fit into Operations Strategy.

CO – 7: Explain the decision areas of Capacity Strategy.

CO – 8: Explain the decision areas of Purchasing and Supply Strategy.

CO – 9: Explain the decision areas of Process Technology.

CO – 10: Explain the decision areas of Improvement Strategy.

**UNIT – I INTRODUCTION 9**

Introduction – Strategy: Definition, Levels – Operations and Strategy – Operations Management Vs. Operations Strategy – Four perspectives on Operations Strategy – Decision areas: Structural and Infrastructural – The Process of Operations Strategy

**UNIT – II PERFORMANCE OBJECTIVES 9**

Introduction – Quality: Hard, Soft – Speed: Time – Dependability: Time – Flexibility: Type – Internal and external benefits – The Operations Strategy Matrix – Performance Objectives and Competitive Factors – Product/Service Life Cycle on Performance Objectives

**UNIT – III NEW APPROACHES 9**

Total Quality Management (TQM): Fit into Operations Strategy – Lean Manufacturing: Fit into Operations Strategy – Business Process Reengineering (BPR): Fit into Operations Strategy – Six Sigma: Fit into Operations Strategy

**UNIT – IV DECISION AREAS – I 9**

Capacity Strategy: Levels of capacity decision, Factors influencing the overall level of capacity, Location of capacity – Purchasing and Supply Strategy: Supply Networks, Do (Make) or Buy? the vertical integration decision

**UNIT – V DECISION AREAS – II 9**

Process Technology Strategy: Classification, Three dimensions of process technology – Improvement Strategy: Breakthrough Improvement and Continuous Improvement, The Importance–Performance Matrix

**Total 45 hrs**

**TEXT BOOKS:**

1. Nigel Slack, Michael Lewis, Mohita Gangwar Sharma. Operations Strategy, Pearson Education Limited, England, 5th edition, 2018.



**REFERENCES:**

1. David Walters. Operations Strategy, Palgrave Macmillan Publisher, 2015.
2. JA Van Mieghem and Gad Allon. Operations Strategy: Practices and Principles, Dynamic Ideas LLC 2nd edition, 2015.

### **Course Objective:**

- To describe the various concepts of the sales and operations planning
- To describe the techniques of the sale forecasting
- To explain about the techniques employed in the operations planning

### **Course Outcomes:**

The students will be able to:

CO – 1: Design about sales and operations planning process.

CO – 2: Identify the concepts of operations planning.

CO – 3: Identify the difference between qualitative and quantitative forecasting method.

CO – 4: Analyze the demand based on the appropriate forecasting method.

CO – 5: Explain the Capacity Planning.

CO – 6: Develop the plan for Aggregate Production.

CO – 7: Explain the Master Production Scheduling (MPS)

CO – 8: Explain the Material Requirement Planning (MRP).

CO – 9: Explain the ERP.

CO – 10: Develop the Purchase Order (PO)

### **UNIT 1 SALES AND OPERATIONS PLANNING 9**

Introduction to Sales and operations planning – Objective of sales and operations plans –  
Need for Operations planning and control – Various Planning method

### **UNIT 2 DEMAND FORECASTING 9**

Introduction – Forecasting technique: Qualitative and Quantitative – Delphi Method –  
Regression Analysis – Time series analysis – Application

### **UNIT 3 OPERATIONS PLANNING – I 9**

Capacity Planning – Types of Capacity – Measurement of Capacity: Efficiency and Utilization  
– Capacity change: Expansion and Reduction – Make or Buy decision – Aggregate Production Planning  
(APP) : Chase and Level, Techniques

### **UNIT 4 OPERATIONS PLANNING – II 9**

Disaggregation: Master Production Scheduling (MPS) – Material Requirement Planning (MRP)  
– Production Planning and Control (PPC): Phase, Function

### **UNIT 5 ENTERPRISE RESOURCE PLANNING 9**

Manufacturing Resources Planning (MRP-II) – Evolution of ERP – Module – Material Management  
(MM) Module: Purchase Management, Purchasing or Procurement cycle, Purchase Order (PO)

**Total 45 hrs**

**TEXT BOOKS:**

1. Stevenson J. William, Operations Management, 9th Edition, TMH, 2007
2. Hanna, D.Mark & Rocky Newman, Integrated Operations Management-Adding value for Customers, PHI, 2001.
3. Aswathappa K. and Sridhara Bhat, Production and Operations Management, Himalaya Pub. House, 2003.

**REFERENCES:**

1. Lee J. krajewski and Larry P.Ritzman, 2007, Operations Management strategy and analysis, 9th Edition, Pearson Education / Prentice Hall of India, 2007.
2. Everett.Adam, Jr. and Ronald J. Elbert, Production and Operations Management Concepts, Models and Behaviour, 5th Edition, PHI. 2003.
3. Edward M. Knod and Richard J. Schonberger, 2001, Operations Management meeting customers' demands, Mc Graw hill international, 7th Edition, 2001.

**18EMBA26 BEHAVIOURAL OPERATIONS MANAGEMENT 3 0 0 3**

**Course Objective:**

- To understand the Behavioural concepts in Operations Management
- To learn about the Behavioural concepts in production and service context.

## **Course Outcomes:**

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

- CO – 1: Explain about the fundamental production in Behavioural concepts.
- CO – 2: Explain the Behavioural Operations
- CO – 3: Explain the Process Constraints and Variability
- CO – 4: Explain the Process and Perception.
- CO – 5: Explain the Group Behavior.
- CO – 6: Explain the Designed to Game.
- CO – 7: Explain the implementation of Supply Chain.
- CO – 8: Explain the various risk of Supply Chain.
- CO – 9: Evaluate the Dynamic Pricing.
- CO – 10: Evaluate the Impulsiveness and Emotions.

## **UNIT – I INTRODUCTION 9**

Behavioural Operations Management – Definition – The study of Behavioural Operations – History and the Contemporary Knowledge Base – Virtuous Cycles of Experimental Learning

## **UNIT – II PRODUCTION AND SERVICE CONTEXTS – I 9**

Synch and Swim: Managing and Mismanaging Process Constraints and Variability – Process and Perception: Kristen's Cookie Company from a Behavioral Point of View

## **UNIT – III PRODUCTION AND SERVICE CONTEXTS – II 9**

The Wait or Buy Game: How to Game the System That's Designed to Game You Back – Sharing the Load: Group Behavior and Insights into Simulating Real-World Dynamics

## **UNIT – IV SUPPLY CHAINS 9**

Sharing the Risk: Understanding Risk – Sharing Contracts from the Supplier's Perspective – Supply Chain Negotiator: A Game of Gains, Losses, and Equity

## **UNIT – V INTEGRATIVE/ENABLING TECHNOLOGY 9**

Dynamic Pricing in Revenue Management – Intertemporal choices in Project based organisations – Impulsiveness and Emotions – Behaviour Assessment Test on Conflict Management – Kicking the mean Habit – A chain of hands

**Total 45 hrs**

**TEXT BOOKS:**

Elliot Bendoly, Wout van Wezel, and Daniel G. Bachrach, The Handbook of Behavioral Operations Management, Oxford University Press, 2015

**REFERENCES:**

Christoph H. Loch, Yaozhong Wu, Behavioral Operations Management, Now Publishers Inc, 2007

**18EMBA27      OPERATIONS RESEARCH APPLICATIONS      3 0 0 3**

**Course Objective:**

- To acquaint the student with the applications of Operations Research to business and



**Total 45 hrs**

**TEXT BOOKS:**

5. Hamdy A. Taha, Operation Research, Pearson Prentice Hall, 2003.
6. Singh & Kumar, Operation Research, UDH Publisher, 2013.

**REFERENCES:**

7. S.R. Yadav, A.K. Malik, Operations Research, Oxford University Press; First edition, 2014.
8. G.V.Shenoy,U.K.Srivastava, S.C.Sharma, Operations Research for Management, New Age International,Revised 2nd Ed, 2005.

**Course Objective:**

- To explain for satisfaction of the customer who wants. Every commercial organization is to focus on making profit.
- To explain the world class manufacturing strategy within these enterprises because they make their products themselves.

**Course Outcomes:**

The students will be able to:

- CO – 1: Describe the types of Manufacturing syte,.
- CO – 2: Identify the Various methodologies
- CO – 3: Describe the Group Technology (GT).
- CO – 4: Explain the layout based on cellular manufacturing.
- CO – 5: Explain the principle and wastages of JIT
- CO – 6: Explain the Kanban system.
- CO – 7: Explain the Theory of Constraints.
- CO – 8: Explain the various principles of Synchronous Manufacturing.
- CO – 9: Describe the Flexible Manufacturing System (FMS)
- CO – 10: Describe the Flexibility

**UNIT – I INTRODUCTION****9**

Management of Manufacturing Systems: An Overview – Manufacturing Systems: Type – Challenges – Evolution of Manufacturing Systems – Nine laws in Manufacturing – Various methodologies

**UNIT – II CELLULAR MANUFACTURING SYSTEMS****9**



Principle – Group Technology (GT) – Cellular Manufacturing Systems – Layout – Cell Design: formation, operator allocation, sequencing and scheduling – Part Classification and Coding – Production flow analysis

**UNIT – III JUST-IN-TIME 9**

Evolution of Just-In-Time – Principle – Seven wastes – Just-In-Time (JIT) – Kanban or Pull System – CONWIP – Tools and Techniques

**UNIT – IV SYNCHRONOUS MANUFACTURING 9**

Synchronous Manufacturing or Theory of Constraints – Principle – Definition of Goal by Goldratt – Role of a constraint – Types of resources: bottlenecks and capacity constrained resource – Drum Buffer Rope System

**UNIT – V FLEXIBLE MANUFACTURING SYSTEMS (FMS) 9**

Concept of Flexible Manufacturing System (MS) – Flexibility – Types: Single machine cell, Flexible manufacturing cell, Flexible manufacturing system – Components – Applications – Benefits – Implementation issues

**Total 45 hrs**

**TEXT BOOKS:**

1. Mikell P. Groover, Automation, Production Systems and Computer-Integrated Manufacturing, Pearson Education; Fourth edition, 2016.
2. Richard J. Schonberger, World Class Manufacturing, Free Press Publication, 2008.
3. Feld, W. M., Lean Manufacturing Tools, Techniques and How Use Them, St. Lucie Press, Florida, 2000.

**REFERENCES:**

1. Richard J. Schonberger, World Class Manufacturing: The Next Decade: Building Power, Strength, and Value, Free Press Publication, 2013.
2. R.P.Mohanty & S.G.Deshmukh, Advanced operations management, Pearson education (Singapore) P.Ltd

**Course Objective:**

- To explain the strategic role of sourcing management in creating and enhancing a firm's competitive advantages
- To understand the sourcing activities, supplier management
- To learn about the global sourcing management.
- To learn about the latest trends in sourcing.

**Course Outcomes:**

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

CO – 1: Explain about the fundamental Sourcing concepts.

CO – 2: Evaluate the selection of supplier

CO – 3: Explain the Global Sourcing

CO – 4: Explain the various Performance Measurement and Evaluation.

CO – 5: Explain the Sourcing in Supply Chain.

CO – 6: Explain the Components of Sourcing.

CO – 7: Explain the Analytical Tools in Sourcing.

CO – 8: Explain the Pricing Analyses.

CO – 9: Explain the Sourcing Risk

CO – 10: Explain the new trends.

**UNIT – I INTRODUCTION 9**

Sourcing – Sourcing management: Concept, Functions, Application – Supplier Evaluation and Selection (Concepts): Supplier Rating – Rating criteria – Factors

**UNIT – II GLOBAL SOURCING 9**

Introduction to Global Sourcing – Trends in Global Sourcing – Global Sourcing – Negotiation – Performance Measurement and Evaluation (Concepts and Metalcraft Case)

**UNIT – III SUPPLY CHAIN 9**

Supply Chain: The Role of Sourcing – Components – Key Process – Outsource: Various Mechanism – Third-party logistics (3PL): Service

**UNIT – IV ANALYTICAL TOOLS 9**

Analytical Tools in Sourcing (Total Cost of Ownership (Wire Harness case), Pricing Analyses (Plastic Shield case)) – Analytical Tools in Sourcing (Foreign Exchange Currency Management, Learning Curve, Quantity Discount Models) – Integrative Pacific Systems Case (Supplier Scorecard, Sourcing Risk, Supplier Financial Analysis)

**UNIT – V RISKS & TRENDS 9**

Sourcing Risk Management (Concepts) – Electronic Sourcing – Sustainability and Sourcing (Green Sourcing; Walmart-China Case)

**Total 45 hrs**

**TEXT BOOKS:**

1. Sunil Chopra and Peter Meindi, Supply Chain Management – Strategy Planning and Operation, Pearson Education, Third Indian Reprint, 2004.
2. Monczka et al., Purchasing and Supply Chain Management, Thomson Learning, Second edition, Second Reprint, 2002.

**REFERENCES:**

4. Lee J. Krajewski and Larry P. Ritzman, 2007, Operations Management strategy and analysis, 9th Edition, Pearson Education / Prentice Hall of India, 2007.
5. Altekar Rahul V, Supply Chain Management – Concept and cases, Prentice Hall India, 2005.
6. Olivier Bruel, Strategic Sourcing Management: Structural and Operational Decision-making Kogan Page; 1 edition, 2016.

**Course Objective:**

- To provide foundational knowledge associated with the supply chain analytics
- To describe the various tools and techniques for implementation of analytics based on the supply chain drivers such as location, logistics and inventory
- To describe the various techniques for analytics based on the Multi Attribute Decision Making (MADM) and risk
- To provide the applications of analytics in supply chain

**Course outcome:**

CO – 1: Explain the fundamental concepts of Optimization.

CO – 2: Understand on the Operations Research Techniques for Analytics.

CO – 3: Explain the fundamental concepts of location and layout.

CO – 4: Understand on the implementation of analytics in location and layout.

CO – 4: Analyze the inventory using aggregate production model

CO – 5: Identify the different quality models.

CO – 6: To illustrate the quality problems for analytics.

CO – 7: Explain the different dimensions using Analytic Hierarchy Process.

CO – 8: Explain the different dimensions using Experimental design.

CO – 9: Identify the different types of analytics for operations and supply chain.

CO – 10: Explain the applications of analytics in operations and supply chain.

**UNIT – I INTRODUCTION****9**

Introduction – Overview on Supply Chain, Analytics and Supply Chain Analytics – Dashboards with relevant KPIs for Supply Chain – Optimization – Classification of optimization problems – Optimization for Analytics – Operations Research Techniques for Analytics

**UNIT – II LOCATION AND LAYOUT****9**

Plant/Warehousing Decisions – Location Methods – Location Models – Network Models – Layout Methods – Line Balancing: KPIs (Cycle time, Idle time) – Inventory Management

**UNIT – III TOTAL QUALITY MANAGEMENT 9**

Introduction – Statistical Quality Control (SQC) – Statistical Process Control (SPC) – Pareto Analysis – Histogram – Scatter Diagram – Control Charts – Process Capability Analysis: KPIs ( $C_p$  and  $C_{pk}$ )

**UNIT – IV PLANNING & MULTI ATTRIBUTE DECISION MAKING 9**

Capacity Planning – Measurement of Capacity: KPIs (Efficiency and Utilization) – Aggregate Production Planning (APP): Model, Techniques – Multi Attribute Decision Making (MADM) – Analytic Hierarchy Process

**UNIT – V SIMULATION & DOE 9**

Introduction to simulation – Type: Discrete and Continuous simulation – Simulation models – Steps in Simulation study – Simulation for Analytics – Experimental Designs (Taguchi, RSD, Mixture Design)

**Total 45 hrs**

**TEXT BOOKS:**

1. James R. Evans., Business Analytics – Methods, Models and Decisions, Pearson Publications, 1st Edition, 2012.
2. G.V.Shenoy,U.K.Srivastava,S.C.Sharma, Operations Research for Management, New Age International,Revised 2nd Ed, 2005.

**REFERENCES:**

3. Gerad Feigin, Supply Chain planning and analytics – The right product in the right place at the right time, Business Expert Press, 2011
4. Peter Bolstorff, Robert G. Rosenbaum, Supply Chain Excellence: A Handbook for Dramatic Improvement Using the SCOR Model, AMACOM Div American Mgmt Assn, 2007
5. Robert Penn Burrows, Lora Cecere, Gregory P. Hackett, The Market-Driven Supply Chain: A Revolutionary Model for Sales and Operations Planning in the New On-Demand Economy, AMACOM Div American Mgmt Assn, 2011

**COURSE OBJECTIVE:**

- The objective of this course is to provide student with a sound knowledge on the concepts, dimensions and approaches of human resources development and manpower planning.
- To understand the purpose, process and applications of Manpower planning in the context of different organizational strategies.
- To create a critical appreciation and knowledge of understanding the determinants of human resource requirements.
- To create practical awareness about the current trends in human resource planning of global companies.

**COURSE OUTCOMES:**

Co-1: To define the importance of human resources development and manpower planning for both social and economic planning

Co-2: To make use of different types of human resources and strategies of human resources development and manpower planning in rural and urban sector

Co-3: Techniques for forecasting HR requirements and measuring and responding to over and undersupply of critical human resources

Co-4: Analyze and assess tactical and strategic human resource needs in organizations.

**UNIT-I**

**9**

Manpower Planning and Resourcing: Factors Affecting Manpower Planning, Need for Manpower Planning, Five Steps in Manpower Planning, Importance of Manpower Planning, Obstacles in Manpower Planning, Advantages of Manpower Planning, Successful Manpower Planning, Consolidated Demand Forecast Development, Effective Decision Making, Gaining Senior Management Support, Meeting the Organization's Goals and Objectives

**UNIT-II**

**9**

Manpower Forecasting: Introduction, Forecasting, Necessity for forecasting, Steps in forecasting, Demand and supply forecasting, Demand Forecasting techniques, Forecasting accuracy, Benefits of forecasting

**UNIT-III****9**

Role of Human Resource in Manpower Planning: Introduction, Inputs provided by HR for manpower planning, Key human resource elements, Strategic Human Resources Planning-HR Planning Linkage of HR Planning with Other HR Functions Influencing Factors in Manpower Planning

**UNIT-IV****9**

Resourcing Strategy: Introduction, Components of Resourcing Strategy, Business Scenario Planning, Estimating Future Human Resource Requirements, Labor Turnover, Action Planning, Role of HR in Developing Resource Capability, Resourcing Strategy

**UNIT-V****9**

Career planning and succession management: definitions, concepts, stages of career development process and organizational HR Policies, carrier Anchors – Stages of growth and career, career processes Succession management process and Management development programmes, objectives of MDP's, Job rotation, Auditing MDP's management development methods, challenges of succession management, Replacement analysis.

**Total 45 hrs****TEXT BOOKS:**

- Sharma D K (2012), Manpower Planning, Centrum Press.
- Deepak Kumar Bhattacharya (2016), Human Resources Planning, 3rd edition, Excel Book Publishers.

**REFERENCES**

- Ross Sparkman(2018), Strategic workforce planning- Developing Optimised talent Strategies for future growth, Kogan page.

**COURSE OBJECTIVE**

- This course will help the student to get exposure on Employee Relations.
- To understand the relations ship between the employee, employer, union and government.

**COURSE OUTCOMES:**

CO – 1: Demonstrate conceptual understanding of industrial relations and to learn Industrial relations concepts, approaches and conflict.

CO – 2: To impart basic knowledge of the Indian Industrial Relations System and its distinctive features in comparison to other countries

CO – 3: Demonstrate awareness regarding government machinery to settlements of industrial dispute

CO – 4: Critically analyze the causes of grievance and procedure to handle the situation.

CO – 5: Conversant with the various techniques of Industrial Relations and futuristic issues in era of dynamic technological changes.

CO – 6: To enable the students to interpret and apply these laws.

CO – 7: Comprehend the workers participation in management.

CO – 8: Identify all the essential factor in the productivity of workers which contribute to industrial progress.

CO – 9: Discuss techniques to eliminate or minimize the number of strikes, lockouts and gheraos.

CO – 10: Demonstrate understanding on labour problems and remedial measures in the country

**UNIT I EMPLOYEE RELATIONS**

9

Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct



**UNIT II INDUSTRIAL CONFLICTS** **9**

Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.

**UNIT III LABOUR WELFARE** **9**

Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes.

**UNIT IV INDUSTRIAL SAFETY** **9**

Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions.

**UNIT V WELFARE OF SPECIAL CATEGORIES OF LABOUR** **9**

Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour – BPO & KPO Labour - Social Assistance – Social Security – Implications.

**Total 45 hrs**

**TEXT BOOKS:**

1. Dynamics of Industrial Relations, Mamoria, Mamoria & Gankar (2008), Himalaya Publishing House
2. Industrial Relations in India, Ratan Sen (2010) MacMillan

**REFERENCE BOOKS:**

1. Industrial Relations Emerging Paradigms, B.D.Singh (2010), Excel Books

**COURSE OBJECTIVE:**

- The course introduces students to the fundamental logic, metrics, analysis, and interpretation that is central to HR analytics.
- The course introduces techniques to link HR measures and outcomes of business strategy and organizational performance through the applied research in organizations
- This course is designed to teach critical thinking about analytics by applying basic statistics principles to HR-related data
- Students should be capable of integrating, analyzing and interpreting data to make more informed decisions about managing human resources.

**COURSE OUTCOMES:**

CO-1: Relate the importance of using data-based reasoning to support HR decisions

CO-2: Describe the strategic role of HRM

CO-3: Formulate decisions about human resource initiatives using data-based reasoning and analysis.

CO-4: Identify the quantitative analyses suitable for the analysis of employee data.

CO-5: Interpret statistical output involving HR data.

**UNIT-I****9**

Definition, Significance, Concepts & Objectives - Historical evolution of HR metrics- Defining Metrics - Describe the components of metrics - Understand the different measures in metrics - explain the HR measurement model

**UNIT-II****9**

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. - Creating levels of metrics measures:

**UNIT-III****9**

Building HR functions metrics - Workforce Planning Metrics - Recruitment Metrics- Training & Development Metrics - Compensation & Benefits Metrics - Employee relations & Retention Metrics

**UNIT-IV****9**

The HR Scorecard and Related Metrics - Describe the HR Scoreboard - Understand the HR value chain measurements - Describe the key elements of the HR scoreboard - Describe the difference between HRM and HCM.

**UNIT-V****9**

HR Metrics and KPIs - Define metrics from strategy to KPI - explain the performance matrix in HR - Understand several key metrics for your business.

**Total 45 hrs****TEXT BOOKS:**

- Cascio, W. & Boudreau (2011). Investing in People: Financial Impact of Human Resource Initiatives, 2nd Edition, Upper Saddle Ridge, NJ: Pearson Education.

**REFERENCE BOOKS:**

- Barry Wolfe (2015), HR Metrics , The Expressive Press
- Bernard Marr (2018), Data-Driven HR: How to Use Analytics and Metrics to Drive Performance, 1st Edition, Kogan page

**COURSE OBJECTIVE:**

- The course examines how compensation and benefits programs are changing.
- The course looks at how the total rewards system is becoming more popular and assesses how organizations need to revisit their compensation and benefits program to better fit their strategic goals and objectives.

**COURSE OUTCOMES:**

CO – 1: Illustrate management approach as an art and science of compensation practice and its role in promoting a company's competitive advantage.

CO – 2: State basic compensation concepts and the context of compensation practice

CO – 3: Illustrate different ways to strengthen the pay-for-performance link.

CO – 4: Outline the concepts of payment and employee benefits issues for contingent workers.

CO – 5: State the legally required employee benefits.

CO – 6: Analyze the implications for strategic compensation and possible employer approaches to managing legally required benefits

CO – 7: Demonstrate how the component parts of reward strategy fit together

CO – 8: Explore issues surrounding the effective management of the human resource

CO – 9: Describe why staff are the most expensive resource of the organization

CO – 10: Evaluate new practices that might benefit their organization

**UNIT I Introduction****9**

Introduction: Compensation meaning, objectives, nature of compensation, types of compensations, compensation- base to pay, individual Vs team rewards, Perceptions of pay Fairness, legal constraints on pay systems.

**UNIT II Compensation Structure and Differentials****9**

Managing Employee Benefits: Benefits- meaning, nature and types of benefits, Employee benefits programs- security benefits, retirement security benefits, health care benefits, Theories of wages - wage structure - wage fixation - wage payment - salary administration.

**UNIT III Reward System, Incentives and Pay Restructuring 9**

Design of Performance-linked Reward System, Incentives for Blue and White Collars, Allowances and Benefits, Bonus, Profit Sharing, Downsizing and Voluntary Retirement Scheme

**UNIT IV Legal Framework of Wage And Salary Administration 9**

Law relating to Payment of Wages, Salary and Bonus, Regulation of Minimum Wages and Equal Remuneration, Law Relating to Retrial Benefits

**UNIT V Emerging Issues and Trends 9**

Tax Planning, Overview of Future Trends in Compensation Management – International compensation – Expatriate compensation.

**Total 45 hrs**

**TEXTBOOKS:**

1. Performance Management , Herman Aguinis, Prentice Hall, 3<sup>rd</sup> Edition, 2013

**REFERENCEBOOKS**

1. Compensation & Reward Management, BD Singh, Excel Books, 2012
2. Compensation, Milkovich & Newman, McGraw-Hill Education, 10<sup>th</sup> edition, 2010
3. Strategic Compensation: A Human Resource Management Approach, Joe Martocchio, Prentice Hall, 6th Edition
4. Compensation Management in a Knowledge-Based World, Richard I Henderson, Prentice Hall, 10th Edition.

**Course Objective:**

- The course aims to impart the understanding about the performance management system and strategies adopted by the organizations to manage employees' performance.
- The course intends to give insights on ways to identify, integrate, and retain talent in an organization to deliver high performance.
- To examine the importance of an effective performance management system in helping organizations define and achieve long term and short term goals vital to its overall success.

Course Outcome

At the end of the course the students will be able to:

CO – 1: Design an organizations performance management process that is compliant with law and supports organizational mission and strategy.

CO – 2: Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems.

CO – 3: Employ job-related performance standards and performance indicators that reflect the employee's range of responsibilities.

CO – 4: Assess how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual development.

CO – 5: Clarify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses.

CO – 6: Identify some common myths associated with workplace conflicts, common reasons that conflicts arise, and types of workplace conflict

CO – 7: Distinguish between conflict management and conflict resolution

CO – 8: Identify conflict resolution styles, resolve workplace conflicts, including team conflicts, and identify the communication skills required

CO –9: Incorporate evidence based outcomes in performance management

CO – 10: Arrange the appropriate behavioral targets as well as other more quantifiable targets.

## **UNIT I INTRODUCTION**

Definition, concerns and scope - Historical developments in Performance Management - aims and role of PM systems, characteristics of an ideal PM systems, performance management process, Performance appraisal Vs performance management

## **UNIT II PERFORMANCE APPRAISAL SYSTEM IMPLEMENTATION**

Setting objectives - Organizational and individual performance plans - determinants of performance - Components of Managing performance and development plan - setting mutual expectations and performance criteria. Approaches to measuring performance, diagnosing the causes of poor performance.

## **UNIT III PERFORMANCE MANAGEMENT & EMPLOYEE DEVELOPMENT**

Purpose of Appraising - Methods of appraisal, objectives, and skill required, the role of the appraiser, Appraisal methods, raters errors, Personal Development plans, 360 degree feedback as a developmental tool performance management & reward systems.

## **UNIT IV COMPETENCY BASED PERFORMANCE MANAGEMENT SYSTEM**

Introduction, management skills and competencies, types of competencies, steps of a competency identification process, Competency mapping in performance management, performance based compensation performance - Based career planning & promotion policy

.

## **UNIT V CURRENT TRENDS IN PERFORMANCE MANAGEMENT SYSTEM**

Performance Consulting, concept, organizing performance improvement department, Potential appraisal use of technology, issues and concern in performance management. Building and leading High performing teams - team oriented organizations - developing and leading high performing teams.

**Total 45 hrs**

**Text Books:**

1. T.V. Rao: 'Performance Management and Appraisal Systems'; Response Books; 2011.
2. Chadha, Performance Management: It's About Performing – Not Just Appraising, McMillan India Ltd, 2003.

**References:**

1. Herman Aguinis, Performance Management, Pearson Education, 2012.
2. Dixit Varsha, Performance Management, Vrinda Publications Ltd, 2009
3. Michael, Armstrong , Performance Management, Kogan Page, 2003



**COURSE OBJECTIVES**

- To focus on high performance goals in the organization
- To understand the stages of team development & its importance
- To analyze how to manage conflict and teams at work place

**COURSE OUTCOMES**

CO – 1: State the stages of Team development

CO – 2: Identify the drives & situational needs of the team at work

CO – 3: Apply critical thinking skills to evaluate group dynamics and team processes.

CO – 4: Recognize and understand the characteristics of teams, the processes of teamwork, and how teams function within organizations.

CO – 5: Identify, demonstrate, analyze, manage, and evaluate team skills within the context of the class project.

CO – 6: Recognize, interpret, and analyze the issues facing teams including conflict, power and social influence and leadership.

CO – 7: Comprehend the team communications

CO – 8: Understand the team and its dynamics at work

CO – 9: Analyze the skills for understanding group dynamics and working effectively in groups.

CO – 10: Apply the principles of team processes by serving on a class project team.

**UNIT I: INTRODUCTION TO TEAM MANAGEMENT****9**

Understanding teams – define the team success – importance & scope of Team – Team process – Team Organization – Evolution of team in industry –Process of Team work – Team work for individuals at work

**UNIT II: TEAM BUILDING AT WORK****9**

Team Building and Interpersonal Process: Process Consultation - Team building -Team building activities-Making of Effective Team - Types of team building - role in team building- the results of team building- Concept of Group dynamics - Group development Stages.

**UNIT III: MANAGING CONFLICT & DESIGNING EFFECTIVE TEAMS****9**

Team Effectiveness - High performing teams - Team Roles - cross functional and self-directed teams - Teams and Team Building (Interpersonal Effectiveness) Basics of Team and Team Building - Conflict in teams : Conflict Resolution : Negotiation.

**UNIT IV: TEAM COMMUNICATION****9**

Setting up teams–Team communication at work - choosing team leaders Training teams for process improvements -

**UNIT V: GROUP BEHAVIOR AND GROUP DYNAMICS WORK GROUPS****9**

Group Behavior and Group Dynamics Work groups' formal and informal groups and stages of group development- Concepts of Group Dynamics - group conflicts and group decision making. Team Effectiveness - High performing teams - Team Roles - cross functional and self-directed teams

**Total 45 hrs****TEXT BOOKS**

- Daniel Levi, Group dynamics for teams, 5<sup>th</sup> Edition, Sage Publication,2019, ISBN-13: 978-1483378343,ISBN-10: 1483378349.
- Leigh Thompson, Making the Team: A Guide for Managers 6th Edition, Kindle Edition,2017, ISBN-13: 978-0134484204 ,ISBN-10: 0134484207

**REFERENCE**

- Bolman, L. G., and Deal, T. E., Reframing Organizations: Artistry, Choice,and Leadership. San Francisco: Jossey-Bass, 2003
- T.A. Harris, I'm O.K. –You're O.K., London, Pan Books Ltd.

**Course Objective:**

To develop an understanding and appreciation of the role strategic human resource management in a firm's success, along with knowledge of the basic functions of human resource management, current practices, and issues.

To demonstrate an understanding of strategic human resource practices and how to design and implement them strategically in organizations to influence organizational effectiveness.

To identify and analyze human resource management problems in organizations and develop strategic solutions to these problems.

**COURSE OUTCOME**

At the end of the course the students will be able to:

**Co 1:** Define strategic HR planning and the HRM process to the organization's strategic management and decision making process.

**Co 2:** Explain, illustrate and reason with the key human resource management concepts;

**Co 3:** Compare the linkages between HRM functions and operations, and organisational strategies, structures and culture;

**Co 4:** Exhibit behaviour and performance that demonstrates enhanced competence in decision making, group leadership, oral and written communication, critical thinking, problem-solving, planning and team work.

**Co 5:** Apply the concept of HR Audit.

**Co 6:** Analyze how training helps to improve the employee performance.

**Co 7:** Discuss the concept of career development and various career stages.

**Co 8:** List training and development processes as well as future trends in Global HRM

**Co 9:** Appreciate the Concept of Competency mapping and potential assessment centre.

**Co 10:** Develop an understanding of how human resource decisions contribute to organizational effectiveness and also to firm's competitive advantage

**UNIT I HUMAN RESOURCE DEVELOPMENT 9**

Meaning – Strategic Framework for HRD – Vision, Mission and Values – Importance – Challenges to Organizations – HRD Functions – Roles of HRD Professionals – HRD Needs Assessment – HRD Practices – Measures of HRD Performance – Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent Trends – Strategic Capability.

**UNIT II TRAINING AND DEVELOPMENT 9**

Training – Types of training - Formulation and statement of training and development policies – Job Analysis and Job Design -Performance appraisal methods – technical personnel and workers – management development methods – Evaluation of training and development programmes – e-training – Cross culture.

**UNIT III CAREER & COMPETENCY DEVELOPMENT 9**

Career Concepts – Roles – Career stages – Career planning – career development – Competencies and career management - Managing Career Plateaus – Designing Effective Career Development Systems – competency mapping model - Equity and Competency based Compensation– succession planning – potential appraisal assessment centre.

**UNIT IV COMPENSATION AND INCENTIVES 9**

The Motivational Role of Pay and Rewards: A Psychological Framework - Content Perspectives Compensation and Incentives - Pay Structures - Types of Pay - Linking Compensation to the HRM Process - HR Laws Governing Compensation - Opportunities, Challenges, and Recent Trends in Compensation. The Strategic Importance of Benefits - Types of Benefits - Communication and Monitoring Costs - Linking Benefits to the HRM Process- Opportunities, Challenges, and Recent Developments in Benefits and Benefit Administration.

**UNIT V HRD IN ACTION 9**

HRD approaches for coping with major organizational changes and case studies of HRD in Indian organization – current developments, Future Trends in Human Capital and Talent Management– employee health and welfare programs work stress – Employee coaching and counselling.

**Total 45 hrs**

**TEXT BOOKS:**

- Ekta Sharma (2018), “Strategic Human Resource Management and Development”  
Publisher: Pearson Education; First edition.
- Dessler/Varkkey, (2015), ‘ ‘ Human Resource Management’’, Pearson Education India;  
14 edition

**REFERENCES:**

1. Jeffrey A Mello, 'Strategic Human Resource Management', Publisher: Cengage; 3  
edition, 2012.
2. Rosemary Harrison, 'Employee Development' – University Press, India Ltd, New Delhi,  
2003.
3. Werner & Desimone, Human Resource Development, Cengage Learning, 2006  
Uday Kumar Halder, Human Resource Development, Oxford University Press, 2009.
4. P. Subb Rao (2015), “International Human Resource Management”, Himalaya Publishing  
House; Second Edition edition
5. Ghanekar Anjali (2014), “Essentials of Strategic Human Resource Management” 2nd  
edition, Everest Publishing House

**COURSE OBJECTIVE:**

- The purpose of this course is to provide the students with knowledge and understanding of IHRM as well as the ability and skills to analyse IHRM in contemporary firms.
- To discuss the the growth of international business operations and the development of multinational firms with their formal and informal approaches.
- To describe the HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks

**COURSE OUTCOME:**

CO-1: Define, explain and compare perspectives and theories related to IHRM

CO-2: Make use of an in-depth understanding of research in IHRM to critically analyse theories, perspectives, and practical problems facing contemporary firms

CO-3: Systematically illustrate, define, categorize, and analyse a broad range of issues and problems facing MNCs in their IHRM activities

CO-4: Use concepts and tools for explaining and developing theories and methods which can be integrated into practical applications of IHRM

CO-5: Present, both in speech and writing, the impact of IHRM in MNCs

CO-6: Discuss, critically reflect upon and evaluate ethical matters related to IHRM.

**UNIT-1:****9**

Introduction to IHRM Definition- The drivers of internationalization of business- different setting of International Human Resource Management. Development of IHRM- Difference between IHRM and Domestic HRM- Models of IHRM- Socio-cultural context, Organizational dynamics and IHRM- Role of culture in International HRM- Country and Regional Cultures, Country Culture versus MNE Culture- impact of Country culture on IHRM.

**UNIT –II****9**

International Workforce planning and staffing- International labour market International Recruitment function- cross-national advertising, e-recruitment; International staffing choice- different approaches to multinational staffing decisions, Types of international assignments, Selection criteria and techniques- use of selection tests- interviews for international selection, Successful expatriation, role of an expatriate, female expatriation, repatriation, re-entry and career issues.

**UNIT-III****9**

Developing Global Mindset: Global Leadership- Cross cultural context and international assignees - Current scenario in international training and development- training & development of international staff- types of expatriate training-sensitivity training- Career Development- repatriate training -developing international staff and multinational teams- knowledge transfer in multinational companies.

**UNIT-IV****9**

Performance Management-Performance Management and MNE- Constraints in goal attainment, performance management cycle- Performance Management of International Assignees, third and host country employees- issues and challenges in international performance management- country specific performance management practices.

**UNIT-V****9**

International Workforce and International HRIS-Working with multicultural and ethnic groups, Health and safety and International Assignees- Crisis Management-Global HR Shared Services, Managing HR in virtual organization-HRIS: Meaning, Role of IT in HR- Designing of HRIS, Applications of HRIS in Employee Management- Limitation of HRIS

**Total 45 hrs****TEXT BOOKS:**

- Srinivas R.Kandula(2018) ," International Human Resources Management", Sage Publication.
- Peter.J.Dowling, Marion Festing, Allen.D.,Engle (2017), "International Human Resources Management",7<sup>th</sup> Edition, Cengage Learning.

**REFERENCE BOOKS:**

- Christopher Brewster, Elizabeth Houldsworth , Paul Sparrow and Guy Vernon(2016), "International Human Resources Management", 4<sup>th</sup> Edition, Kogan page

**COURSE OBJECTIVE:**

- To provide conceptual framework of global business environment
- To understand the cross culture and its effects on organizations
- To highlight the culture-communication link
- To understand negotiation styles and manage negotiation
- To learn about developing international and global strategies
- To understand the nuances of staffing for global operations and building global management teams.

**COURSE OUTCOMES:**

CO – 1: Explain the values of tradition in spheres of culture.

CO – 2: Develop cross cultural competencies required for managers to work in MNC'S.

CO – 3: Adjust with new cultural settings in a cross cultural work environment.

CO – 4: Adapt with various culture at the work place.

CO – 5: Effectively handle negotiations among various cultural groups.

CO – 6: Provide cross cultural training to expatriates while taking overseas assignments.

CO – 7: Create awareness about linguistic differences prevailing in cross cultural environment.

CO – 8: Demonstrate acceleration in adaptability skills to new culture.

CO – 9: Inculcate behavioral dynamics to enhance organizational performance.

CO – 10: Manage the cross cultural teams to achieve the goal of the organization.

**UNIT I Cross Cultural Management****9**

Cross cultural management – meaning, definition – Scope,– anthropology – Cultural Synergy – National culture – cross culture and philosophy - tradition and its values – interdisciplinary orientation.



**UNIT II Culture and Behaviour****9**

Culture and behaviour - An effect of culture on behavior, Adjusting to the New Culture, Cultural relativity of management Theory, Competencies for Global Manager - Cultural competence – job dissatisfaction.

**Unit III Organisational cross culture****9**

Organisational cross culture – International culture - Leadership - Motivation – behavioural dynamics – Inter-culture exposure – religion – caste & sub-caste methods – superstitious procedures.

**Unit IV Linguistics and related issues****9**

Linguistics and related issues – communication barriers – misunderstanding – difference in practices, attitude, perception, communication – working modes and styles.

**Unit V Psychological solutions****9**

Psychological solutions – mal adaptive behaviour – translation - counselling, training and development - psychological disorders and illness formed from cultural negative adaptability and affecting personal and organisational performance.

**Total 45 hrs****TEXT BOOK:**

1. Harold Koontz and Heinz Weihrich, Essentials of n,7<sup>th</sup> Edition 2007.

**REFERENCE BOOKS:**

1. Mary Ellen Guffey, Kathy Rhodes, Patricia Rogin. "Communicating Across Cultures." Mary
2. Ellen Guffey, Kathy Rhodes, Patricia Rogin. Business Communication Process and Production. Nelson Education Ltd., 2010. 68-89.

3. Michael A. Hitt, J. Stewart Black, and Lyman W. Porter, Management, Pearson , 2006.
4. Bill Curtis, William E. Hefley, Sally A Miller, , The People Capability Maturity Model - Pearson 2006.

**18EMBA40 UNDERSTANDING SELF: INDIAN PERSPECTIVE 3003**

**COURSE OBJECTIVE:**

- To understand and learn the personality, attitudes and values
- To familiarized to adjust better in organizational settings (by developing an understanding of how and why others behave in a particular manner).
- To improve the organizational performance through understanding emotions and managing stress.

**COURSE OUTCOMES:**

CO – 1: Apply management concept in practice.

CO – 2: Explain about self-knowledge and self-esteem

CO – 3: Clarify upon the personality theories

CO – 4: Apply motivational theories to resolve problems related to organizational performance

CO – 5: Analyze the effectiveness of communication systems in a pluralistic, multicultural workforce.

CO – 6: Evaluate the behavior of individual for their self-development and ways to face the challenges in their workplace

CO – 7: Comprehend the ways to resolve conflict in an organisation

CO – 8: Identify to facilitate the exploration of the issue and concerns regarding self and identity to arrive at a better understanding of one

CO – 9: Assess the potential factors like power, politics. Culture, climate and change on.

CO – 10: Identify and logically articulate the ethical issues and social responsibility involved in business situations.

Personality – Definition and Determinants, Personality Traits, Personality Attributes, Importance and factors influencing perception, perception and making judgement about others.

**UNIT 2 – Individual behavior 9**

Learning and its application, Learning Theories, Motivation – Importance – Types - Contemporary theories in motivation -

**Unit 3 – Attitude and values 9**

Attitude - Characteristics – Components – Formation – changing Attitudes - Values - Power – Politics – Ethics of power and politics - Conflict - Negotiation - situational factors favouring negotiation - Negotiation and conflict resolution

**Unit 4 – Understanding self 9**

Misbehaviour – Types – Emotions – Emotional Labour – Emotional Intelligence – Theories - Self Esteem – Self Knowledge

**Unit 5 – Stress 9**

Stress – The stress experience – Work stress model – Stressors – Sources of stressors - Ways to overcome stress - Stress management – Individual strategies – Stress and performance

**Total 45 hrs**

**TEXT BOOKS:**

1. Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education, 15th edition, 2016
2. Fred Luthans, Organisational Behavior, McGraw Hill, 12th Edition, 2005.

**REFERENCE BOOKS:**

1. Schermerhorn, Hunt and Osborn, Organisational behavior, John Wiley, 12th Edition, 2011.
2. Udai Pareek, Understanding Organisational Behaviour, 2nd Edition, Oxford Higher Education, 2008.
3. Mc Shane & Von Glinov, Organisational Behaviour, 6th Edition, Tata Mc Graw Hill, 2012.
4. Hellrigan, Slocum and Woodman, Organisational Behavior, Cengage Learning, 2010.
5. Ivancevich, Konopaske & Maheson, Organisational Behaviour & Management, 14th edition, Tata McGraw Hill, 2011.

## **18EMBA41 ORGANIZATIONAL CHANGE AND DEVELOPMENT 3 0 0 3**

### **Course objective:**

- To learn the concepts of organization development and different approaches for organization change and development.
- To have an in depth knowledge in process consultation, individual and team interventions.
- To gain knowledge about interventions used in different sectors of the business.

### **Course Outcome:**

At the end of the course the students will be able to

CO – 1: Gain knowledge on organizational changes and development, Organizational life cycle.

CO – 2: Clearly appreciate the basic components and strategies involved in OD.

CO – 3: Recognize about the concepts of team building, career planning and transactional analysis.

CO – 4: Explore the significance of meeting and feedback system in management

CO – 5: Converse with MBO, QWL, Socio - Technical Systems, Physical setting, conditions for OD, Re-engineering and Internal Resource Persons (IRP).

CO – 6: Analyse the behaviour of individuals and groups in organizations in terms of the key factors that influence organisational behaviour.

CO – 7: Learn how to manage the organizational changes and way to over comes the resistance to change.

CO – 8: Describe the basic change process and the issues that require attention at various stages of change.

CO – 9: Explain the environmental forces that motivate organizational change and describe the factors that organizations can change.



Problems in OD Interventions, Resistance – individual & organizational, Research in OD.

**UNIT IV      CHANGE AGENTS      9**

Managers as change agents, Internal and external change agents, Organizational Change and its management in manufacturing and service sectors - Power sector Reforms in Orissa. Organizational Change: Concept, forces and types of organizational change - External and Internal, Recognizing the need for change, problem diagnosis, The Six Box organizational Model, The 7 S framework, Identifying alternate change techniques , Resistance to change, Managing resistance To change, The process of organizational change.

**UNIT V      CHANGE MANAGEMENT      9**

Incremental Change Vs Disruptive Change. Managing Change : Managing Change: Planning, Creating the support system, Internal Resource Persons (IRP) and External agent, managing the transition, organization restructuring, reorganizing Work activities, strategies, process oriented strategies, competitor and customer Oriented strategies.

**Total 45 hrs**

**Text Book:**

1. Managing Organizational Change-A Multiple Perspectives Approach, Palmer Dunford Akin, McGraw-Hill Education; 2nd edition 2008

**References:**

1. Management of Organizational Change: Leveraging Transformation, V. Harigopal, Sage Response; Second edition, 2006
2. Organization Change & Development, Kavita Singh, Excel Books, 2005
3. Organization Development: The Process of Leading Organizational Change, 1 David Anderson, Sage South Asia; Second edition, 2013
4. Organization Development: Behavioral Science Interventions for Organization Improvement, Wendell L. French, Cecil H Bell, Prentice Hall, 1998

**COURSE OBJECTIVES:**

- This course helps to enhance leadership – to improve individuals’ ability to lead with purpose, to communicate effectively, and to work well with others.
- The course is aimed at equipping the students with necessary concepts and techniques to develop effective leadership.
- The course also explores leadership challenges and opportunities in relation to individual and team performance.

**COURSE OUTCOMES:**

CO-1: Analyze the numerous approaches of leadership development and critically evaluate how they may be applied in practice.

CO-2: To understand how the most successful leaders are able to influence followers through effective communication of well-reasoned ideas, proposals and values.

CO-3: Systematically train and improve one’s leadership effectiveness.

CO-4: Describe key leadership theories and models

CO-5: To understand core competencies of effective leadership

CO-6: Apply concepts of leadership and effective communication to individuals, groups, and organization.

CO-7: Improve one’s self leadership skills through effective emotion regulation and emotional intelligence

**UNIT I Basics of Leadership****9**

Leadership – Meaning, Concepts and Myths about Leadership, Components of Leadership- Leader, Followers and situation.

**UNIT II Leadership Skills****9**

Leadership Skills – Basic Leadership Skills, Building Technical Competency, Advanced Leadership Skills, Team Building for Work Teams, Building High Performance Teams.

**UNIT III Leadership Theories****9**

Leadership – concepts -Approaches to defining leaders and leadership: Trait, Behavioural Approach, Skills approach- Contingency Theories Path Goal Theory, Leader-member exchange theory- creating effective leaders.

**UNIT IV Leadership and Body Language****9**

Importance of non-verbal messages for the leader, positive-negative impressions a leader can form with subtle messages perceived by people- Persuasion including body language, posture, facial expressions, gestures and their interpretation.

**UNIT V Leadership and Effective communication****9**

Principles of effective communication: authenticity, clarity, credibility, and empathy - - Effective feedback (vs. criticism) - Communication in various settings (face to face, team, audience) - Creating a personal relationship (message-audience-speaker) - Impact speech: effective and

convincing lines of argument - Changing behavior in critical situations - Effective communication in meetings

**Total 45 hrs**

**TEXT BOOKS:**

- Peter G.Northouse (2016), " Leadership: Theory and Practice", 7th Edition, Sage Publication.
- Andrew J. DuBrin (2017), "Principles of Leadership with Course Mate", 7<sup>th</sup> Edition, Cengage Publication.

**REFERENCE BOOKS:**

- James M.Kouzes & Barry Z.Posner(2014), " The Student Leadership Challenge", 2nd Edition, Jossey- Bass Limited.



**COURSE OBJECTIVE:**

- Investigating the primary auxiliary highlights of an industry and create methodologies that position the firm most positively in connection to rivalry and impact industry structure to upgrade industry engaging quality.
- Perceive the distinctive phases of industry development and prescribe systems proper to each stage.
- Assess the assets and capacities of the firm as far as their capacity to give feasible upper hand and detail techniques that use an association's center capabilities.
- Recognize the two essential kinds of upper hand: cost and separation and plan procedures to make an expense or potentially a separation advantage.

**COURSE OUTCOMES:**

CO – 1: Dissect the principle basic highlights of an industry and create systems that position the firm most positively in connection to rivalry.

CO – 2: Discovers the diverse phases of industry development and prescribe systems proper to each stage.

CO – 3: Assess the assets and capacities of the firm as far as their capacity to give manageable upper hand. – repeat of course objectives

CO – 4: Demonstrate understanding of the concept of competitive advantage and its sources and the ability to recognize it in real-world scenarios.

CO – 5: Distinguish the primary competitive advantage of cost and differentiation and formulation strategies.

CO – 6: Analyze dynamics in competitive rivalry including competitive action and response, and first-mover advantage.

CO – 7: Formulate strategies for exploiting international business opportunities including foreign entry strategies and international location of production.

CO – 8: Explain how to formulate strategies that leverage a firm's core competencies.

CO – 9: Demonstrate the ability to think critically in relation to a particular problem, situation or strategic decision through real-world scenarios.

CO – 10: Recognize strategic decisions that present ethical challenges and make appropriate recommendations for ethical decision-making.

**UNIT 1:****9**

Strategic management – definition, need, dimensions – strategic planning – strategic decision making process – benefit and risks of strategic management – ethics and social responsibility.

**UNIT-II:****9**

Strategic management process – vision of the company – business vision models – objectives and goals. Business policies and strategies.

**UNIT-III:****9**

Environmental scanning and analysis – types: international, external, internal – characteristics – SWOT – approaches of the environmental scanning.

**UNIT-IV:****9**

Generic competitive strategies – integration strategies – outsourcing strategies – offensive and defensive strategies – strategic alliances and collaborative partnerships – merger and acquisition – diversifications – tailoring strategies to fit specific industry and company situations.

**UNIT-V:****9**

Building resource strengths and organizational capabilities – frame work for executing strategy – strategy execution process – organizational structure – managing internal operations corporate culture of leadership – designing strategic control system, key success factors – monitoring success and evaluating deviation.

**Total 45 hrs****TEXT BOOKS:**

1. Crafting and Executing Strategy – Arthur A.Thomson, A.J. Strick land III, John E. Cambel
2. Business Policy

**REFERENCES:**

1. Business policy and strategic management concept and application – Vipin Gupta, Kamala Gollakota, R. Srinivasan. 2015
2. Strategic Management An integrated approach – Charles W.L..Hill, Gareth R.Jones. Business policy and Strategic Management – Sukul Lomesh, P.K.P.K. Mishra. 2017

**COURSE OBJECTIVES**

- The primary goal of the course is to introduce present day ideas of worldwide administration to the understudies.
- To develop skills in analysis of global business both in terms of its internal functioning and interaction with the different types of environment.
- The reason for order – to familiarize understudies with standards of universal administration. – Comparable.
- To demonstrate the use of management tools in the international markets and decision-making in this field.

## **COURSE OUTCOMES**

CO – 1: Describe the basics of global marketing and core concepts.

CO – 2: Organize the evolution of global marketing philosophies

CO – 3: Importance of macro and micro environment in molding the company marketing function.

CO – 4: State and differentiate the consumer and institutional buyer behaviour.

CO – 5: Framework of advertising will have the capacity to characterize the objective portions for the items.

CO – 6: State the positioning strategies used by the companies for their products.

CO – 7: Appreciate the importance of products, branding and new product development.

CO – 8: Inspect the importance of integrated marketing communications.

CO – 9: Infer the importance of marketing research in decision making.

CO – 10: Reflect about how global business face responsibility for more than just the policies and practices that occur within its own walls.

9

**UNIT 1 - INTRODUCTION TO THE GLOBAL BUSINESS:** Internationalization of the economy and the globalization of business, Features, purposes and objectives of the international business.

9

**UNIT 2 - INTERNATIONAL BUSINESS ENVIRONMENT -** Features of the international business environment, Economic factors of international business environment, Political factors and principles of state regulation, Legal international environment, Socio-cultural environment of international business

9

**UNIT 3 - INTERNATIONAL BUSINESS STRATEGY:** Methods of obtaining and processing information in international business, Attractiveness of international markets and organizational capacity, Entry penetration strategies, Creation of subsidiaries abroad.

9

**UNIT 4 - INTERNATIONAL BUSINESS MANAGEMENT:** Organizing international business, International dimensions of human resources management, Motivation and compensation in international management, Global sourcing of production and services.

9

**UNIT 5 – INTERNATIONAL GLOBAL BRANDING—**Branding services sector, Brand rejuvenation, Role of Brand Manage, Branding in industrial and consumer Products.

**Total 45 hrs**

## **TEXT BOOKS**

1. Peng, M. and K. Meyer International business. London: Cengage Learning, 2011.
2. Willcocks, L. Global business management foundations. Stratford: Steve Brookes Publishing, 2013
3. Hill, C. International business: competing in the global marketplace. New York: McGraw Hill, 2017.

## **REFERENCES**

1. Dunning, J., Lundan S. Multinational enterprises and the global economy. Cheltenham: Edward Elgar Publishing, 2008.
2. Mintzberg, H. Managing. London: Financial Times/Prentice Hall, 2017.

**18EMBA45 DYNAMICS OF FRAMING AND EXECUTING STRATEGY 3 0 0 3**

**Course Objective:**

- To understand strategy process dynamics
- To understand the dynamics involved in framing strategies
- To comprehend the dynamics of framing and implementing in MNCs.
- To understand the nuances involved in strategic management in new internet economy.

**Course Outcome:**

At the end of the course the students will be able to:

CO - 1: Describe the Dynamic Strategy Formation Process

CO -2: Develop appropriate strategies within a changing context to meet stakeholder Interests

CO - 3: Comprehend the various dynamic strategic alternatives.

CO - 4: Describe the steps involved strategic analysis and choice.

CO - 5: Comprehend the dynamism involved in implementing strategy.

CO - 6: Identify the reasons for Strategy failure and methods to overcome.

CO -7: Comprehend the dynamics involved in managing strategies in MNCs.

CO - 8: Describe the Multiple Strategies employed by MNCs to manage Global Companies

CO -9: Comprehend the new business strategies for Internet Economy.

CO -10: Comprehend the dynamic role of strategic management in a new globalized economy.

### **UNIT I: STRATEGY AND PROCESS DYNAMICS**

**9**

Conceptual framework for dynamism in strategic management, the Concept of Strategy and the Dynamic Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals – Dynamic role of Corporate Governance and Social responsibility in strategy formulation and implementation.

### **UNIT II: FRAMING OF STRATEGIES**

**9**

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model – Distinctive competitiveness - Selection of matrix - Balance Score Card.

### **UNIT III: DYNAMISM IN EXECUTING STRATEGY & EVALUATION**

**9**

The implementation process, Resource allocation, designing organizational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control - Reasons for Strategy Failure and Methods to Overcome, Strategy Leadership and Strategy Implementation, Strategic Business Units (SBUs)

### **UNIT IV: STRATEGIES FOR MULTINATIONAL CORPORATIONS**

**9**

Introduction, Multinational Corporations (MNCs), Benefits of MNCs, Limitations of MNCs, Business Strategies of MNCs, Multiple Strategies employed by MNCs to Manage Markets, MNC, TNC and Global Companies – Challenges in managing dynamic strategies in MNCs.

### **UNIT V: OTHER STRATEGIC DYNAMICS**

**9**

Managing Technology and Innovation-Strategic issues for Non Profit organizations. New Business Models and strategies for Internet Economy- Organizational Development and Change, Change Management, Models of contemporary Leadership Styles and its Roles, Dynamic role of Strategic management in a new globalized economy

**Total 45 hrs**

**TEXTBOOKS**

1. Hill. Strategic Management: An Integrated approach, Edition Wiley (2016).
2. John A.Parnell. Strategic Management, Theory and practice Biztantra (2017).
3. Azhar Kazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill, 2016

**REFERENCES**

1. Adria H Aberberg and Alison Rieple, Strategic Management Theory & Application, Third Edition, Oxford University Press, 2017.
2. Lawrence G. Hrebiniak, Making strategy work, Second Edition, Pearson, 2016.
3. Dr.Dharma Bir Singh, Strategic Management & Business Policy, Fourth Edition, KoGent Learning Solutions Inc., Wiley, 2016.
4. John Pearce, Richard Robinson and Amitha Mittal, Strategic Management, McGraw Hill 12th Edition, 2017

**18EMBA46**

**ENTREPRENEURSHIP IN PRACTICE**

**3 0 0 3**

**COURSE OBJECTIVE:**

- To develop and strengthen entrepreneurial quality and motivation in students
- To impart basic entrepreneurial skills and understanding to run a business efficiently and effectively.

- To understand the concept and process of entrepreneurship and its contribution in and role in the growth and development of individual and the nation.

**COURSE OUTCOMES:**

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

CO – 1: Define the need and importance of entrepreneurship concepts.

CO – 2: Understand the concept of Entrepreneurship

CO – 3: Explain the meaning, importance and functions of entrepreneur.

CO – 4: Evaluate the role of mentoring in small industries development industries.

CO – 5: Identify, create and analyze entrepreneurial opportunities.

CO – 6: Develop and promote entrepreneurial and innovative project report.

CO – 7: Discuss about challenges faced by women entrepreneurs.

CO – 8: Develop motives to become an entrepreneur

CO – 9: State various statutory legislations involved in the process of Entrepreneurship development

CO – 10: Explain Entrepreneurship Development Programme.

**UNIT I ENTREPRENEURSHIP**

**9**

Entrepreneurship concept – Entrepreneurship as a career – Entrepreneur – Personality characteristics of successful entrepreneur- Types of Entrepreneurs – Knowledge and skills required for an entrepreneur Difference between Entrepreneur and Intrapreneur – Entrepreneurship in Economic Growth, Factors Affecting Entrepreneurial Growth.

**UNIT II BUSINESS**

**9**

Small Enterprises – Definition, Classification – Characteristics, Ownership Structures – Project Formulation – Steps involved in setting up a Business – identifying, selecting a Good Business opportunity, Market Survey and Research, Techno Economic Feasibility Assessment – Preparation of Preliminary Project Reports – Project Appraisal – Sources of Information – Classification of Needs and Agencies.

**UNIT III BUSINESS PLAN PREPARATION**

**9**

Sources of product for business – Pre feasibility study – Criteria for selection of product



– Ownership – Capital – Budgeting project profile preparation – Matching entrepreneur with the project – Feasibility report preparation and evaluation criteria.

#### **UNIT IV SUPPORT TO ENTREPRENEURS**

**9**

Sickness in small Business – Concept, Magnitude, Causes and Consequences, Corrective Measures – Business Incubators – Government Policy for Small Scale Enterprises – Growth Strategies in small industry – Expansion, Diversification, Joint Venture, Merger and Sub Contracting.

#### **UNIT V ENTREPRENEURSHIP DEVELOPMENT PROGRAMME**

**9**

Meaning-Objectives-Phases of EDP- steps in EDP-Problems in conduct of EDP- Strategies for Entrepreneurship development. Institutions in aid of Entrepreneurship Development Programme – Management Development Institute (MDI)-The National Institute for Entrepreneurship and Small Business Development (NIESBUD)- Entrepreneurship Development Institute of India (EDII) Science and Technology Entrepreneurship Parks (STEPS) -Use of IT enabled services in entrepreneurship - E Licensing, E filing.

**Total 45 hrs**

#### **TEXT BOOKS:**

1. Hisrich R D, Peters M P, “Entrepreneurship” 8th Edition, Tata McGraw-Hill, 2016
2. Khanka S.S., “Entrepreneurial Development” S Chand & Company; edition, 2016

#### **REFERENCE BOOKS:**

1. Sharma, “Entrepreneurship Development”, PHI LEARNING PVT LTD, (2017)
2. Abhinav Ganpule & Aditya Dhobale, “Entrepreneurship Development”, Kindle Edition, Jatayu Publication; 1 edition ,2018.
3. Sangeeta Sharma, “ Entrepreneurship Development”, 10th Edition, Kindle Edition PHI Learning, 2018
4. Poornima M Charantimath, “Entrepreneurship Development and Small Business Enterprises”, 2nd Edition, Kindle Edition, Pearson; 2 edition, 2014
5. Shishir Gupta , “The Essentials: A Step by Step Guide for Entrepreneurs Kindle Edition StartupLanes.com; 1 edition, August 2017

6. Thomas Grebel , “ Entrepreneurship: A New Perspective” , 1st Edition, Kindle Edition  
Routledge; 2015.

**18EMBA47**

**FOUNDATIONS OF STRATEGY CONSULTING**

**3 0 0 3**

**OBJECTIVES**

To learn the major initiatives taken by a company's top management on behalf of corporate, involving resources and performance in external environments.

To understand strategy consulting firms of various management functional areas.

To understand the strategy consultant in IT sector

To know the key roles and strategies play by functional areas.

### **COURSE OUTCOME**

CO-1: Discuss the process of strategic management process.

CO-2: Define key factors and issues relevant to a consulting engagement and examine their inter-relationships and learn to ‘massage’ them conceptually.

CO-3: Gain practice in conducting a field-consulting project

CO-4: Analyses of issues and organizational problems in a concise, accurate, clear and interesting manner from the perspective of a consult.

CO-5: Understand processes and interventions involved in the management consulting arena

CO-6: Examine the strategic alliance & corporate strategy

CO-7: Illustrate in managing consulting firm in future

CO-8: Establish the business models plan in strategic management

CO-9: Evaluate the future perspectives of Management

### **UNIT 1: Introduction to strategy & Consultant**

**9**

Introduction to Strategy - Define Strategy, Strategic Management Process - Levels of Strategies - Corporate, Business and Operational level, Types of Strategies – Changes in consultancy Industry – Consultant types, skills & values.

### **UNIT 2 Strategies adopted in Consulting Services Functional Areas of Management**

**9**

Marketing & selling of consulting services - Strategic and Organization Information Technology Consulting – HR consultancy services – Operation Management Services – Consulting CEOs & Brand – Global Clients - Understanding buyer values - Matching client expectations with firm strategy - Internal and external marketing - Advertising PR and relationship management - Writing successful proposals

### **UNIT 3 Strategies adopted in IT Consulting**

**9**

Strategic and Organization Information Technology Consulting - - History of IT / IS consulting - issues and growth - Various IT services - IT and the value chain - Drivers of future growth

### **UNIT 4 Strategy in Organization Consulting**

**9**

Strategy in Organizations Consulting - History of strategic and organization planning - Alternative approaches to strategic planning: value creation models - Alternative approaches to strategic planning and use of value creation models - Development of organization consulting: design to transformational change

### **UNIT 5 Managing Consultancy Firms**

**9**

Performance Problems -- Strategy, goals and people success factors - Leading for best performance - Developing culture, aligning success factors - Collusion between consultant and client - Managing ethical and practice challenges - Future of Consulting

**Total 45 hrs**

### **TEXT BOOKS**

1. Start Here: The World's Best Business Growth & Consulting Book: Business Growth Strategies from the World's Best Business Coach, Clay Clark, Thrive Edutainment, LLC; Now with Seo Manifesto ed. edition (1 September 2016).

2. Greiner, Larry E. and Poulfelt, Flemming. Management Consulting Today and Tomorrow Perspectives and Advice from 27 Leading World Experts. Routledge Publishing. 2009/2010.

Greiner, Larry E., Olson, Thomas H. and Poulfelt, Flemming. Management Consulting Today and Tomorrow 3. Casebook. Routledge Publishing, 2009/2010.

### **REFERENCES**

1. The Boston Consulting Group on Strategy: Classic Concepts and New Perspectives, Carl W. Stern, Wiley; 2nd edition 2006

2. Strategic Management and business policy 2011 by Tata McGraw-Hill.

3. Ramaswamy & Namakumary, 2001, Strategic planning and Corporate Strategy, Macmillan India.

**18EMBA48**

**STRATEGIC LEADERSHIP**

**3 0 0 3**

### **COURSE OBJECTIVE:**

- To learn the basics of leadership as a competency for social entrepreneurs and internalise their role as change leaders

- To learn the principles and processes of change to bring changes in the society.
- To understand reactions and resistance to organizational and social change and effectively manage them.

### **COURSE OUTCOMES:**

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

CO – 1: Identify and describe various theories of leadership.

CO – 2: Appreciate that effective leadership in a multi-faceted process.

CO – 3: Develop strategies for exhibiting global leadership skills.

CO – 4: Articulate an understanding of setting vision and mission as a leader.

CO – 5: Develop an action plan (strategy execution) for deepening your leadership

CO – 6: Enable success through innovative thinking, applying best in class strategies and disruptive technologies in the management

CO – 7: Craft an effective strategy for building leadership capacity in your organization

CO – 8: Evaluate the strategic position of the organization against the external Environment and the availability of internal resources, to identify feasible strategic Options.

CO – 9: Apply excellent leadership and ethical skills to set the ‘tone from the top’ and Promote a positive culture within the organization,

CO – 10: Demonstrate organizational leadership and advisory capabilities.

### **UNIT I: UNDERSTANDING STRATEGIC LEADERSHIP**

**9**

Strategic leadership vision and mission, contemporary leadership styles. Theories of effective leadership, leadership and management development, Organizational Strategies Contextual factors in leadership and management, historical development of leadership and management, the nature of leadership and management Concepts learnt Leadership development objectives, leadership development techniques, process of leadership development.

### **UNIT II: LEADERSHIP STYLES AND COMPETENCIES**

**9**

Leadership styles – Grid approach, Blanchard’s model, Kouzes and Posner approach, Jim, Collin’s Level 5 leadership and Servant leadership - Leadership competencies for social entrepreneurs – visioning, inspiring, style adaptability and empowering Power bases of leadership - Youth leadership for social change – movement building skills for large scale change . Factors influencing leadership behaviour: Personality, perception, learning styles, Emotional intelligence, cultural, organizational and situational factors.

### **UNIT III: LEADERSHIP FOR SOCIAL ENTREPRENEURS**

**9**

Leadership in social enterprises and profit enterprises – similarities and differences - Leaders as social change agents to address social issues in India – Development, Livelihood and Poverty eradication related, Health related, Environment, Women and children related issues.

#### **UNIT IV: LEADING CHANGE**

**9**

Factors influencing change in organizations and need for managing change, Theoretical foundations of change management, Models and types of changes - Managing Change - Designing and Implementing Change Initiatives - Steps in change management process, Appreciative inquiry approach, Strategic Action Planning for implementing change - Strengthening participatory culture for sustaining changes

#### **UNIT V: GLOBAL LEADERSHIP**

**9**

Developing Leadership: Global leadership and global career, IMD programmes, expatriate performance management, repatriation, international leadership competencies. Contemporary issues in leadership and management development, Developing leaders and managers for a diverse workforce, developing ethical leaders and managers Developing leaders and managers with global competence Summary and thoughts for the future.

**Total 45 hrs**

#### **TEXT BOOKS**

1. Sikander Sultan, “Strategic Leadership”, Kindle Edition, f Course Publishing, 2017
2. RK Sahu & Pragya Bharti , “Strategic Leadership”, Publisher: Excel Books; First edition, 2014

#### **REFERENCE BOOKS:**

1. Aitken, Higgs (2014) Developing Change Leaders, Routledge Publishers, UK. 2. Posner, K. (2006). Leadership Challenges, New Delhi: Wiley India Pvt Ltd
3. John P Kotter (2012), Leading Change, Harvard University Press
4. Gib Akin, Richard Dunford and Ian Palmer (2015), Managing Organizational Change, McGraw Hill Education (India) Private Limited
5. Ahuja, Ram (2013 Reprint), Social Problems in India, Rawat Publications, Delhi.

**18EMBA49**

**DESIGNING AND CONFIGURING BUSINESS MODELS**

**3 0 0 3**

#### **Course Objective:**

- To understand about Strategic Management, Globalization and Competitive Advantage,

- Synthesise Strategies, Evaluation and Issues of Non-Profit Organizations.
- Identify the practices and technology to start an online business.
- Discriminate how to build and manage an e-business.

**Course Outcome:**

- Recognize strategy formulations, Strategy implementations, evaluation procedures, New Business Models.
- Enumerate competitive advantages of business models.
- Label different level of strategies in creating business models.
- Summarise the concepts of e-business.
- Justify the concept of e-governance.
- Evaluate various applications in e-commerce.
- Appraise the applications of internet in creating the business models.
- Assess failures in strategically decision making.
- Review the building and restructuring the corporate.
- Infer the strategical vision, mission of business.

**UNIT I STRATEGY AND PROCESS 9**

Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals – Corporate Governance and Social responsibility.

**UNIT II COMPETITIVE ADVANTAGE 9**

External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution- Globalization and Industry Structure - National Context and Competitive advantage Resources- Capabilities and competencies–core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage- Distinctive Competencies-Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage.

**UNIT III STRATEGIES 9**

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy- Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) – Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis – SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model – Distinctive competitiveness - Selection of matrix - Balance Score Card.

**UNIT IV INTRODUCTION TO e-BUSINESS 9**

e-business, e-business vs e-commerce, Economic forces – advantages – myths – e-business models, design, develop and manage e-business, Web 2.0 and Social Networking, Mobile Commerce.

## **UNIT V BUSINESS APPLICATIONS**

**9**

Consumer oriented e-business – e-tailing and models - Marketing on web – advertising, e-mail marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals.

**Total 45 hrs**

### **TEXT BOOKS:**

1. Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-Business and e-Commerce for Managers, Pearson, 2011.
2. Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic Commerce –A Managerial Perspective, Pearson Education Asia, 2010.
3. Thomas L. Wheelen, J.David Hunger and Krish Rangarajan, Strategic Management and Business policy, Pearson Education., 11th edition, 2007
4. Charles W.L.Hill & Gareth R.Jones, Strategic Management Theory, An Integrated approach, Biztantra, Wiley India, 6th edition, 2007.

### **REFERENCE BOOKS:**

1. Parag Kulkarni, Sunita Jahirabadkao, Pradeep Chande, e-Business, Oxford University Press, 2012.
2. Gary P. Schneider, Electronic Commerce, Thomson Course Technology, Fourth Annual Edition, 2012.
3. Fred.R.David, Strategic Management and cases, PHI Learning, 13th edition, 2010.
4. Adriaui HAbenberg and Alison Rieple, Dstrategic Management Theory & Application, Oxford University Press, 2008.
5. Hentry Chan & El, E-Commerce – Fundamentals and Applications, Wiley India Pvt. Ltd., 2007.
6. Upendra Hachru , Strategic Management concepts & cases , Excel Books, 8th edition, 2006.

**Course Objective:**



1. To educate the students on the need for good governance and transparency
2. To introduce a number of macro-level and institutional variables such as capital market legal system, investor's rights and historical evolution of corporate governance.

**Course Outcome:**

At the end of the course the students will be able to

CO1 - Outline and discuss the key legal, political and economic features of the major corporate governance systems found around the world

CO2 - Analyse how corporate governance systems influence performance, including both the performance of individual firms and the allocation of capital within a country

CO3 - Discuss the evolution of diverse ownership and governance structures across different economies

CO4 - Evaluate theories of the firm, and explain how they are relevant to the diverse range of ownership structures that exist in reality;

CO5 - Capable of knowledge on board diversity and competency

CO6 - Explain why the quality of corporate governance is relevant to capital formation;

CO7 - Discuss the moral and social responsibility dimensions of corporate governance;

CO8 - Describe why systematic failure of corporate governance can lead to failure of confidence that could spread from individual firms to entire markets or economies

CO9 - Enumerate strategies for shareholder protection and transparency

CO10 - Implement the concept of whistle blowing in organization.

**UNIT I INTRODUCTION**

**9**

Corporate Governance-Need for Corporate Governance in India - Principles of good corporate governance-Rights and fair treatment of shareholders-Interests of other stakeholders-Role and responsibilities of the board-Reliability and ethical behavior -Disclosure and transparency, Board of governance-Corporate governance controls classification-Internal corporate governance controls-External corporate governance controls- Corporate social responsibility (CSR) Features of CSR-Economy and Environmental quality Community-Government Relations-Business Giving -Corporate social responsibility towards different groups-For Owners/ Shareholders- For Employees-For Customers-For Government-For Society- For Inter business-

**UNIT II BUSINESS ETHICS**

**9**

Concepts- Egoism- Utilitarianism- Deontologism- Relativism-Factors Affecting Ethical Decisions-Steps in Ethical Decision-SEBI Committee on Corporate governance-Kumar Mangalam Birla Report- Recommendations- Board of Directors- Composition of the board of directors- Duty of the independent director Chairmen of the board - Audit Committee-Constitution of Audit Committee- Increased Role of Audit Committee -Requirements relating to Audit reports and Audit Qualifications-Disclosure of Accounting Treatment-Whistle Blower Policy-Applicability of the requirements to subsidiary companies-Disclosures -Disclosure of contingent liabilities -CEO/CFO Certificatin-Change in the format for quarterly reporting to the Stock Exchanges -Additional items to be included in the Report on Corporate Governance - Schedule of implementation.

**UNIT III CORPORATE GOVERNANCE AND THE ROLE OF THE BOARD**

**9**

Size of the Company's Board and its Tenure-Composition of the Board- Independent director- Nominee director-Chairman of the Board-Audit committee-Board of Director-Nomination Committee-Remuneration committee-Audit Committee -Nomination Committee-Remuneration Committee-Audit Committee-Types of Directors-Director - Inside director- Outside Director- Executive director- Non-executive director-REMUNERATION OF NON-EXECUTIVE DIRECTORS- Who is an Independent Director?- Role of Independent Director-Responsibilities of director- Composition & size of the board-Duties of the Board of Directors- Duty of care-Duty of loyalty-DIRECTORS' RESPONSIBILITY

#### **UNIT IV COMPANY AUDIT**

**9**

Audit Committee-Membership and Organization -Objective-Auditors Independence-Types of Independence-Meeting of Audit Committee-Authority -Responsibilities-Internal counting Control-Performance of Independent Accountants-Corporate Compliance-Performance Review-Charter Recommendation-Private Meetings -Audit Committee Report-Complaint Procedures-How to maintain an effective Audit Committee? -Audit Process-Economic Value Addition (EVA)-Usage of EVA-Some specific usages

#### **UNIT V COMPANY'S PHILOSOPHY**

**9**

Corporate governance guidelines-Board composition-Size and composition of the Board-Responsibilities of the Chairman, CEO and the COO-Board definition of independent directors-Lead Independent Director -Board membership criteria -Selection of new directors-Membership term-Retirement policy-Succession planning-Board compensation policy-Memberships in other boards- Board meetings-Regular updates provided to the Board -Discussion with independent directors-Materially significant related party transactions-Board Committees-Audit committee-Compensation committee-Nominations committee-Investor Grievance committee-Risk management committee-Management review and responsibility-Formal evaluation of officers-Board interaction with clients, employees, institutional investors, the government and the press-Risk management Management's discussion and analysis Case: Infosys corporate governance philosophy is based on the following principles

**Total 45 hrs**

#### **Text Books:**

1. Vasudha Joshi, Corporate Governance: The Indian Scenario, Pearson Education, 2009

#### **References:**

1. Subramanian Swamy, Corruption and Corporate Governance in India, Har-Anand Publication, 2009
2. Sankatha Singh, Corporate Governance Global Concepts and Practices, Excel Books, 2005

**Course Objectives**

- To design and to create a mind-set of value system among the students who are the future managers.
- To study the concept of Indian Values of Management
- To examine the business development concept and make the students open to inherent Indian Values of Management.
- To understand the philosophy of management like Arthashastra

**Course Outcome**

- CO 1 : Understand the fundamental concept of Indian Ethos  
CO 2 : Establish the model of corporate development  
CO 3 : Discuss the model of management  
CO 4 : Determine the spiritual values of management  
CO 5 : Understand the different management ideas and management competencies.  
CO 6 : Determine the concepts of leadership  
CO 7: Outline the Values for managers  
CO 8 : Exhibit the Indian value of management  
CO 9 : Evaluate the business strategy  
CO 10 : Comprehend the business plan & its features.

**UNIT 1****9**

Indian Ethos in Management - Foundation of Management, Indian Ethics and the Spirit of Development - Indian ethos & Indianness, Indian Model of Corporate Development - STEPS Model, YVK foundation of Indian Management. Study the Management GURU's from Indian History like God Krishna, Vivekananda (Vivekananda's ideas, on Vedant), Chanakya.

**UNIT 2****9**

Model of management in the Indian socio-political environment - Indian work ethos - Indian heritage in production and consumption - Indian perspective of values for managers - Secular vs. Spiritual values in management.

**UNIT 3****9**

Management Ideas in Arthashastra - Philosophy of Arthashastra - leaders as achievers - Use of Authority - Power & Danda - Concern for People - Arthashastra and Modern Management, Kutilaya Theory of Motivation - Management Competencies and Excellence in Men - Analysis of Power - Kautilayan GET analysis - Essence of Indian Ethos - PREM Approach to Relationship & Management, HOPE Model for Existence - Emergence of Corporates as State - VEDA Model of Leadership

**UNIT 4****9**

Business strategy terminology - Basic assumptions for marketing - Creating buy-in by using an effective presentation - Relevance of Values in Management; Gandhian Approach in Management and Trusteeship; Social Values and Political Environment

**UNIT 5****9**

Business plan – Features of Business Development - Model of Management in the Indian societies - Top business development skills – communication skills – Negotiation skills – business intelligence – computer literacy skill

**Total 45 hrs****TEXT BOOKS**

1. The Oxford History of Contemporary Indian Business, Dwijendra Tripath, Oxford University Press; Edition edition 2013.
2. A Business History of India: Enterprise and the Emergence of Capitalism from 1700, Tirthankar Roy, Cambridge University Press 2018.

**REFERENCES**

1. Chakraborty, S.K., Foundation of Managerial Work- Contributions from Indian Thought, HPH, 1998
2. Kumar, S. and Uberoi, N.K, Managing Secularism in the New Millennium, Excel Books, 2000.
3. Gandhi, M.K., The story of my experiment with Truth, Navjivan Publishing House, Ahmedabad, 1972

**Course Objective:**

- The objective of this subject is to develop a basic understanding of Data Mining concepts.
- To understand the basic steps in these processes and to understand the need and the benefits of these concepts in the information based business operations.
- To apply data mining techniques for business decisions

**Course outcome:**

At the end of the course the students will be able to:

CO-1 - Realize data mining principles and techniques.

CO-2 –Describe issues in data mining.

CO-3 – Comprehend the need for data processing.

CO-4 – Explain Data Integration and transformation Data Reduction

CO-5 - Describe and demonstrating basic data mining, methods, and tools

CO-6 – Explain the architectures of data mining.

CO-7 – Comprehend the nuances of business decision making.

CO-8 –Describe Re-engineering decision making process in a dynamic environment.

CO-9: Explain the trends in data mining applications.

CO-10: Comprehend data mining application for business decisions in different sectors

**UNIT I: INTRODUCTION TO DATA MINING****9**

Kind of data, DM Functionalities, Classification of DM Systems, Issues in DM. Multidimensional data model: Data cubes, Stars, snowflakes and fact constellations Defining schemas, concept hierarchies, CLAP

**UNIT II: DATA PROCESSING****9**

Data Preprocessing Why to preprocess data? Data cleaning: Missing Values, Noisy Data, Data Integration and transformation Data Reduction: Data cube aggregation, Dimensionality reduction. Data Compression, Numerosity Reduction Discretization and Concept Hierarchy Generation

### **UNIT III: DATA MINING TOOLS METHODS AND TECHNIQUES**

9

Data Mining Primitives, Languages and System Architectures: Task relevant data. Kind of Knowledge to be mined, DM Query languages: Syntax, Designing GUI. Architectures of DM Systems concept of Cluster Analysis- Regression and correlation; Classification- Decision trees; clustering –Neural networks; Market basket analysis- Association rules-Genetic algorithms and link analysis, Support Vector Machine, Ant Colony Optimization

### **UNIT IV: BASICS OF BUSINESS DECISIONS**

9

Meaning and significance of Business decisions – Nature of problems requiring business decisions - Recurring/ Repetitive problems, Non-repetitive problems, Structured problems, Non-structured problems - Types of Business Decisions – Strategic, Operational and Managerial Decisions – Characteristics of good business decisions - Business decision making process – Re-engineering decision making process in a dynamic environment.

### **UNIT V: DATA MINING APPLICATION FOR BUSINESS DECISIONS IN DIFFERENT SECTORS**

9

Application and trends in Data mining - Data Mining for Financial data analysis, Data Mining for retail industry, Data mining for telecommunication industry Applications in various sectors – Retailing, CRM, Banking, Stock Pricing, Production and Sales.

**Total 45 hrs**

#### **Text Book:**

1. David J. Hand, HeikkiMannila, and Padhraic Smyth, Principles of Data Mining, Second Edition, Massachusetts Institute of Technology, 2016
2. Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer Support, Second Edition, John Wiley, 2017

#### **References:**

1. J. Han, M. Kamber, Morgan, Data Mining Concepts and Techniques, Kaufmann Publishers, 2017.
2. M. Kantardzic, Data mining: Concepts, Models, Methods and Algorithms, John Wiley & Sons Inc., 2016.
3. Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons Inc Second Edition, 2017

**Course Objectives:**

- To outline the importance of Software Project Management
- To highlight different techniques for software cost estimation and activity planning.
- To inculcate monitoring, controlling and configuration management techniques.
- To comprehend software testing techniques and software re-engineering.

**Course Outcome:**

At the end of the course the students will be able to:

CO - 1: Practice project management principles while developing a software.

CO - 2: Understand various activities involved in project management and factors influencing it.

CO - 3: Comprehend various tasks in project planning and techniques of cost estimation.

CO - 4: Describe various project scheduling techniques.

CO - 5: Identify various techniques available for configuration management.

CO - 6: Describe the various techniques for monitoring projects and the steps involved in process improvement.

CO -7: Comprehend the concept and various types of software testing.

CO - 8: Describe software reengineering and problems involved in it.

CO -9: Comprehend Software Quality Assurance Activities.

CO -10: Explain the various Software Quality Standards.

**Unit I: OVERVIEW OF PROJECT MANAGEMENT****9**

Project Management – Definitions; Importance, Factors Influencing Project Management – Project Manager, Project Management Activities, Stakeholders; Project Communication; Project Development Phases; Project Charter; Statement of Work (SoW); Project Management Associations.

**Unit II: PROJECT PLANNING AND SCHEDULING****9**

Tasks in Project Planning; Work Breakdown Structures (WBS); Planning Methods; Development Life Cycle Models; Estimation and Budgeting of Projects: Software Cost Estimation; COCOMO Model; Budgeting.

Project Scheduling: Scheduling Techniques – Program Evaluation and Review Technique (PERT), Gantt chart, Critical Path Method (CPM), Automated Tools.

**Unit III: PROJECT MONITORING AND CONTROLLING****9**

Project Status Reporting; Project Metrics; Earned Value Analysis (EVA); Project Communication Plan & Techniques; Steps for Process Improvement.

Configuration Management: Software Configuration Management (SCM) – Baselines, Software Configuration Items (SCI); SCM Process; Identification of Objects in the Software Configuration; Version Control; Change Control; Configuration Audit; Status Reporting; Goals of SCM.

**Unit IV: TESTING TECHNIQUES AND SOFTWARE RE-ENGINEERING 9**

Software Testing Concepts; Types of Software Testing – Manual Testing, Automated Testing; Black Box Testing; White Box Testing Techniques- Software Re-Engineering: Software Maintenance Problems; Redevelopment vs. Reengineering; Business Process Reengineering; Software Reengineering Process Model; Technical Problems of Reengineering.

**Unit V: SOFTWARE QUALITY ASSURANCE 9**

Software Quality Assurance Activities; Software Qualities; Software Quality Standards – ISO Standards for Software Organization, Capability Maturity Model (CMM), Comparison between ISO 9001 & SEI CMM, Other Standards.

**Total 45 hrs**

**TEXTBOOK:**

1. Bob Hughes, Mike Cotterell and Rajib Mall: Software Project Management – Fifth Edition, Tata McGraw Hill, New Delhi, 2016.

**REFERENCES:**

1. Robert K. Wysocki “Effective Software Project Management” – Wiley Publication, 2016.
2. Walker Royce: “Software Project Management”- Addison-Wesley, 2016.
3. Gopaldaswamy Ramesh, “Managing Global Software Projects” – McGraw Hill Education (India), Fourteenth Reprint 2017.



## **18EMBA54 MANAGING DIGITAL INNOVATION AND TRANSFORMATION 3 0 0 3**

### **Course Objective:**

- The objective of this subject is to develop a basic understanding of how to manage digital innovation and transformation.
- To understand the basic steps in these processes and to understand the need and the benefits of these concepts in the information based business operations.
- To apply these concepts to the contemporary dynamic business operations.

### **Course outcome:**

At the end of the course the students will be able to:

CO-1 - Realize the need for constant innovation.

CO-2 –Describe the various sources of innovation and how to measure innovation.

CO-3 –Comprehend the digital infrastructures of contemporary business and their characteristics.

CO-4 –Identify the various challenges posed by the digital innovation.

CO-5 – Comprehend the history and foundations of online business.

CO-6 –Explain E-business environment and their legal, ethical and security issues.

CO-7 – Thoroughly comprehend the nuances in managing e-business models.

CO-8 –Comprehend online consumer behaviour, regional and cultural differences and e-marketing.

CO-9: Comprehend the changing pattern in Business operations.

CO-10: Explain global information systems management.

### **UNIT I: INNOVATION**

**9**

Meaning and need for Innovation – Kinds of Innovation –Innovation as a core business process – Sources of Innovation – Measuring Innovation - System innovation within a digital economy: Opportunities and challenges; identifying and maximizing the benefits of ubiquitous technologies within the business; the changing nature of systems: Web Apps, Mobile Apps.

### **UNIT II: DIGITAL INFRASTRUCTURES FOR BUSINESS**

**9**

Internet – World Wide Web – Cloud Computing – Mobile Services – Social Media – Platforms – Business Model Innovation – Internet-of Things – Key characteristics – Applications challenges confronted by individuals, Companies and Governments.

### **UNIT III: ON-LINE BUSINESS**

**9**

History and foundations of online business - E-business environment – legal, ethical and security issues - Lessons from the dot.com boom and bust - New organisational forms – virtual organisations, electronic markets and hierarchies - Social networks and web developments - Innovations involving e-business technologies; the role of open innovation in product and process development

### **Unit IV: MANAGING E-BUSINESS MODELS**

**9**

Business-to-Business (B2B) and Business-to-Consumer (B2C) business models and strategies for e-business – global supply chain management, electronic markets - B2B systems, intermediation, e-procurement and IT in supply chain management. - B2C strategies – online consumer behaviour, regional and cultural differences and e-marketing.

### **Unit V: INNOVATIVE TRANSFORMATION**

**9**

Changing pattern in Business operations – Business across borders - International trade and investment –patterns, growth of and rationale for foreign direct investment. Global and regional integration and multilateral organisations - Organisation of international business - Global sourcing of production and services - Global information systems management - International dimensions of human resources management - Global pay and incentive practices, managing expatriates and multinational workforces.

**Total 45 hrs**

#### **Text Book:**

1. Pressman R.S. and Maxim B.R. Software Engineering: A Practitioner’s Approach, First Edition,  
McGraw Hill, 2017.
2. Beynon-Davies, P., Business Information Systems, Second Edition, London: Palgrave, 2016.

#### **References:**

1. Prahalad, C.K. (2016), The fortune at the bottom of the pyramid. New Jersey, Wharton School Publishing.
2. Davies A. and Hobday M. (2017), The business of projects: managing innovation in complex

products and systems. Cambridge, Cambridge University Press

3. Furr N., O’Keeffe K., Dyer J.H. (2016), Managing multiparty innovation, Harvard Business Review, November 2016
4. Wilson K. and Doz Y.L. (2017), 10 rules for managing global innovation, Harvard Business Review, October 2017.

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**ENTERPRISE RESOURCE PLANNING**

**3 0 0 3**

**COURSE OBJECTIVE:**

- To make student able to build an understanding of the fundamental concepts of ERP systems, their architecture, and working of different modules in ERP. Students will also be develop and design the modules used in ERP systems, and can customize the existing modules of ERP systems.
- Data innovation is basic to the act of general administration.
- To understand and able to build an understanding of the fundamental concepts of ERP system.
- Business process knowledge has become a prerequisite to conducting sound business using the computer system as a tool to aid decision making.
- To learn ERP architecture, and working of different modules in ERP.
- To comprehend to create and plan the modules utilized in ERP frameworks, and can redo the current modules of ERP frameworks.
- Core activities in the systems development process; To learn about BPR concepts.
- Cultivate skills and experience in the development and implementation of ERP projects.
- To provide an understanding of the managerial issues involved in the design and implementation of Enterprise Resource Planning Systems.
- The spotlights on the advantages that might be acknowledged from an ERP framework and on the administration of advantages from the ERP framework.

**COURSE OUTCOMES:**

CO – 1: Describe how an integrated information system can support effective and efficient business processes.

CO – 2: Comprehend the technical aspects of ERP systems.

- CO – 3: Describe the module in distinguishing the characteristics of ERP software
- CO – 4: Map business processes using process mapping techniques;
- CO – 5: Explain the concepts of reengineering and how they relate to ERP system implementation.
- CO – 6: Elaborate the steps and activities in the ERP life cycle.
- CO – 7: Run of the mill usefulness in an ERP framework.
- CO – 8: Describe typical functionality in an ERP system.
- CO – 9: The components that prompted the advancement of ERP frameworks.
- CO – 10: Critically evaluate the ERP implementation packages

### **UNIT I Introduction to ERP**

**12**

Introduction to ERP, Evolution of ERP, Reasons for the growth of ERP, Scenario and Justification of ERP in India, Evaluation of ERP, Various Modules of ERP, Advantage of ERP.

### **UNIT II Overview of Enterprise**

**12**

An overview of Enterprise, Integrated Management Information, Business Modelling, ERP for Small Business, ERP for make to order companies, Business Process Mapping for ERP Module Design, Hardware Environment and its Selection for ERP Implementation.

### **UNIT III ERP and Related Technologies**

**12**

ERP and Related Technologies, Business Process Reengineering (BPR), Management Information System (MIS), Executive Information System (EIS), Decision support System (DSS), Supply Chain Management (SCM)

### **UNIT IV ERP Modules**

**12**

ERP Modules, Introduction, Finance, Plant Maintenance, Quality Management, Materials Management, ERP Market, Introduction, SAP AG, Baan Company, Oracle Corporation, People Soft, JD Edwards World Solutions Company. A Comparative Assessment and Selection of ERP Packages and Modules.

**UNIT V ERP implementation****12**

ERP implementation lifecycle, issues in implementing ERP packages, pre-evaluation screening, package evaluation, project planning phase, gap analysis, reengineering, configuration, implementation, team training, testing, going live, end-user training, post implementation (Maintenance mode).

**Total 60 hrs****TEXT BOOKS:**

1. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2007.

**REFERENCE BOOKS:**

1. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
2. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008.
3. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2009.
4. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India, 2 nd edition, 2006.
5. Summer, ERP, Pearson Education, 2008

**TECHNOLOGY APPRECIATION AND INTELLECTUAL PROPERTY RIGHTS****Course Objective:**

- Able to understand the technology absorption, incremental innovation, research and development, technovation and technology fusion that dominate the contemporary world industry and gain an insight into the various forms and models of technology development.
- To understand Intellectual Property Rights, Patents, GATT, Copyright, Trademarks and Geographical Indications.

**Course Outcome:**

- Understand the issues in defining ‘technology’, ‘innovation’ and ‘innovation management’
- Recognize various types of innovation, innovators and innovation settings
- Generalise the nature and extent of technological change and innovation
- Critically assess and explain the key current issues in understanding the innovation as a field of study.
- Review the importance of IPR.
- Clarify the concept of IPR.
- Express the term IPR, International Protection of IPR, Filing of Patents
- Discuss about Trademark Registration.
- Memorise the Infringement of Patents and Remedies.
- Demonstrate the Geographical Indications at national and International levels.

**UNIT I Introduction: Technology and Innovation****9**

Technology as a driving force – Axes and Atlas of Technology – Strategic Management of Technology – Productivity and Incremental Innovation– Technology absorption – Technology forecasting – Technological competitive advantage.

**UNIT II Evaluation of Technology and Innovation****9**

Evaluation of Technological Investments – New R and D– Product Development Cycle – Management of Technological Innovation – Core Competencies in Technology – Structural Imperatives of Technology Management – Technology process mapping.

**UNIT III Introduction to Intellectual Property 9**

Introduction - Invention and Creativity - An Overview of Intellectual Property (IP) - Importance - Protection of IPR - Basic types of property. Forms of Industrial Properties: Patents, Industrial Designs, Plant Varieties, copyrights, Trademarks, Geographical Indications.

**UNIT IV Copyrights, Trademarks, Other Intellectual Property Rights 9**

Copyrights and related rights - Trade Marks and rights arising from Trademark registration - Definitions - Industrial Designs and Integrated circuits - Protection of Geographical Indications at national and International levels, Plant Varieties - Application Procedures, Trade Secret.

**UNIT V Legal Aspects of Intellectual Property Rights 9**

Infringement of Patents and Remedies. Modification of granted patents, Case Studies on - Patents - Copyright and related rights - Trade Marks - Industrial design and Integrated circuits - Geographic indications - Protection against unfair competition. Enforcement of Intellectual Property Rights

**Total 45 hrs**

**Textbook:**

1. P.N.Rastogi, Management of Technology and Innovation, SAGE Publications Limited, 2009
2. P. Narayanan, Intellectual property Rights, Eastern law House, Third Edition , 2008

**Reference Books:**

1. Norman Gaither and Greg Frazier, Operations Management, 9th Edition, Cengage publications, 2002 (Reprint 2013).
2. White and Bruton, Management of technology and Innovation, Cengage Learning, 2010
3. Robert Szakonyi, 2006, Handbook of Technology Management – Viva Books Private Limited
4. V.K. Unni, Trademarks & The Emerging Concepts of Cyber Property Rights, Eastern Law House, 2005.
5. G. P. Reddy, Intellectual Property Rights & Other Law, Gogia Law Agency, 2004. Prof. A. Chandrasekaran, Intellectual Property Law, C. Sitaraman & Co. Pvt. Ltd., 2004.
6. Dr. Vikes Vashishth, Law & Practice of Intellectual Property in India, Bharath Law House Pvt. Ltd., 2002.
7. P. Narayanan, Patent Law, Eastern Law House, Fourth Edition, 2002

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**INNOVATION TECHNOLOGY MANAGEMENT**

**3 0 0 3**

**COURSE OBJECTIVE:**

- Identify the conscious choices of technical models of analysis and other theoretical tools designed for the challenges faced in companies markets face.
- To enable the students to understand the upgraded technologies related to business.

**COURSE OUTCOMES:**

CO 1 - Deduce the issues in defining ‘technology’, ‘innovation’ and ‘innovation management’

CO 2 - Recognize various types of innovation, innovators and innovation settings

CO 3 - Conceive the nature and degree of mechanical change and development

CO 4 - Critically assess and explain the key current issues in understanding the innovation as a field of study.

CO 5 – Obtain the importance of technology in management.

CO 6 – Apprehend the concept of innovation & technology in management.

CO 7 – Emphasize the needs and wants of innovation & technology in management.

CO 8 – Posses expertise knowledge in innovative and technologies required for future management.

CO 9 – Recognize and discuss the global technological issues.

CO 10 - Perform end user support including identifying and implementing solutions to user requests.



9

**Unit 1:** Introduction to Technology Management: Concept and Meaning of Technology and Technology Management- Technology; Technology management, Evolution and Growth of Technology, Role and Significance of Technology Management, Impact of Technology on Society and Business- Technology and competition; Key issues in managing technological innovation, Forms of Technology- Process technology; Product technology.

9

**Unit 2:** Innovation Based Technologies and Knowledge Management: Knowledge Based Technology and Techniques - Knowledge based technology process; Tools and techniques, Role of Artificial Intelligence Techniques, Knowledge Management Techniques for Technology Management

9

**Unit 3:** Technology Generation and Development: Technology Generation- Process; , Technology Development, Importance of Technology Generation and Development, Need for Technology Strategy, Importance of Research and Development (R&D)- Corporate research and product lifetimes; Production costs and R&D; Translation of R & D efforts to technology.

9

**Unit 4:** Technology Strategy and Competitiveness: Technology Strategy-Technology strategy and management; Elements of an accessible technology strategy, Innovation Management, Competitive Advantage- Components of competitive advantage; Creating competitive advantage using value chain, Technology Management Evaluation or Assessment.

9

**Unit 5:** Social Issues in Technology Management: Social Issues, Technological Change and Industrial Relations- Implementation of rationalization and automation in India; Impact of technological change, Technology Assessment and Environmental Impact Analysis- Environmental impact analysis process- Guidelines on the scope of EIA; Issues in preparation of EIA report; Elements of the environmental problem.

**Total 45 hrs**

### **TEXT BOOKS**

1. Robbins: Fundamentals of Innovation and management, Pearson 2016
2. Vasanta: Innovation and development, 2013

### **REFERENCES :**

1. M.V. Deshpande: Technology in management, 2008
2. Balakrishnan, G. Technology and management 2012

**COURSE OBJECTIVE:**

- To enable the students to learn various aspects of innovation and methods of fostering innovation
- To understand the concept and theories of entrepreneurship.
- To recognize the qualities of entrepreneurs that contributed to their success.
- To generate several ideas for potential businesses based on important trends and each student's interests

**COURSE OUTCOMES:**

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

CO - 1: Identify sources of opportunities and development of the skills so as to analyze these opportunities for entrepreneurship.

CO - 2: Describe the concept and overview of entrepreneurship with a view to enhance entrepreneurial skills.

CO - 3: Employ knowledge on the basics of entrepreneurial skills and competencies for creation of new ventures

CO - 4: Explore new vistas of entrepreneurship in 21st century environment to generate innovative business ideas.

CO - 5: Assess how entrepreneurship can help shape one's career

CO - 6: Understand the values, attitudes and motivation required by an Entrepreneur

CO -7: Describe the current scenario of Entrepreneurial activity in India

CO - 8: Explain the competencies of an Entrepreneur

CO-9: Appreciate the need for Entrepreneurship in our economy

CO -10: Identify and evaluate different theories of entrepreneurship and the characteristics of Indian entrepreneurs.

### **UNIT I: ENTREPRENEURSHIP ESSENTIALS**

**9**

Concepts and Overview of Entrepreneurship - Evolution and Growth of Entrepreneurship in India - Role of Entrepreneurship in Economic Development - Introduction to Innovation - Creativity, Invention and innovation - Types of Innovation - Relevance of Technology for Innovation - Attributes and Characteristics of a successful Entrepreneur - Role of Entrepreneur in Indian economy and developing economies with reference to Self-Employment Development - Entrepreneurial Culture - The Indian innovations and opportunities.

### **UNIT II: DEVELOPMENT OF ENTREPRENEURIAL SKILLS**

**9**

Entrepreneurship and Indian Social System - Entrepreneurial Characteristics and Skills - Entrepreneurial Motivation and Need for Achievement - Entrepreneurial Motivation - Entrepreneurs Skills and Competencies - Entrepreneurial Personality - Characteristics of Successful, Entrepreneur – Knowledge and Skills of Entrepreneur- Entrepreneurship – The Indian Scenario - Case Study of Successful Entrepreneurs in India.

### **UNIT III: SUSTAINABILITY INNOVATION AND ENTREPRENEURSHIP**

**9**

Strategy for Commercializing Innovation - Innovation Process - Risks and barriers for introducing products and services - Selecting a Strategy, setting up the Investment and establishing organisation - Evaluating the Costs and impact of the Project- Sustainability Innovation and Entrepreneurship, Types of Sustainable Entrepreneurship, Conditions for Sustainabilizing Innovation, strategic involvement in sustainable development.

### **UNIT IV: ENTREPRENEURSHIP DEVELOPMENT AND GOVERNMENT**

**9**

. Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants - Export Oriented Units - Fiscal and Tax concessions available . Role of following agencies in the Entrepreneurship Development - District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB)

## **UNIT V: ENTREPRENEURSHIP DEVELOPMENT IN INDIA**

9

Growth and promotion of Entrepreneurship in India - Institutional arrangements - Entrepreneurial motivation - Values and Culture - Entrepreneurship in various sectors - Access to finance, market, R&D and Technology - Policies and programmes related to entrepreneurship development

**Total 45 hrs**

### **TEXT BOOK:**

1. Shishir Gupta , “The Essentials: A Step by Step Guide for Entrepreneurs Kindle Edition StartupLanes.com; 1 edition, August 2017

### **REFERENCE BOOKS:**

1. P. Narayana Reddy, Entrepreneurship – Text and Cases, Cengage Learning India, I edition, 2010
2. Poornima M Charantimath, “Entrepreneurship Development and Small Business Enterprises”, 2nd Edition, Kindle Edition, Pearson; 2 edition, 2014
3. Thomas Grebel , “ Entrepreneurship: A New Perspective” , 1st Edition, Kindle Edition Routledge; 2015.
4. Philips, Bonefiel and Sharma (2014), Social Entrepreneurship, Global vision Publishing house, New Delhi.
5. Dinanath Kaushik (2013) Studies in Indian Entrepreneurship, New Delhi, Cyber Tech Publications

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**SOCIAL ENTREPRENEURSHIP**

**3 0 0 3**

**COURSE OBJECTIVE:**

- This course will provide an opportunity to the students to understand - social entrepreneurship and entrepreneurial opportunities
- To understand and appreciate the role of (and need for) social entrepreneurship in building a sustainable society.
- To acquire the knowledge, skills, tools and techniques needed to become an entrepreneur in the social sector.
- To describe social entrepreneurship and characteristics of social entrepreneurs.

**COURSE OUTCOMES:**

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

CO - 1: Describe how social entrepreneurship lies at the interaction of the field of entrepreneurship and social change.

CO - 2: Identify and evaluate different theories of social entrepreneurship and the characteristics of social entrepreneurs.

CO - 3: Discuss the key issues regarding the management of a social entrepreneurial organization.

CO - 4: Acquire an understanding of the fields of social entrepreneurship and social “intrapreneurism”.

CO - 5: Appreciate the use of innovative technologies for resolving social and environmental issues

CO - 6: Recognize the opportunities for social entrepreneurs

CO -7: Comprehend theoretical and motivational underpinnings of various social entrepreneurship models, and compare and contrast them.

CO - 8: Gain the role social entrepreneurship plays in addressing complex social and environmental problems

CO-9: Explore entrepreneurial environment impacted by the social, economic, and cultural conditions.

## **UNIT I: SOCIAL ENTREPRENEURSHIP**

**9**

Social entrepreneur – Social Entrepreneurship-Concept and Importance- factors impacting transformation into social entrepreneur - Defining Social Entrepreneurship - The characteristics of social entrepreneurs - The four distinctions of social entrepreneurship - social enterprise - Future of Social Enterprise - The Socio-Economic Context of Social Entrepreneurship.

## **UNIT II: FORMS OF SOCIAL ENTREPRISES**

**9**

Profit and non-profit Proprietorships – partnership – company - Non-Governmental organisation - Society – Trust and Company (sec. 25) registration - Factors determining selection of forms of registration

## **UNIT III: SUSTAINABLE DEVELOPMENT**

**9**

Concept of Sustainable Development and its importance - Factors affecting sustainable development - Environmental costs and its economic value - The Political Challenge and development Issues in India - The Millennium Ecosystem Assessment - International Influences - The field of social entrepreneurship - The situations, resources and business structures used by social entrepreneurs

## **UNIT IV: OPPORTUNITIES FOR SOCIAL ENTREPRENEURS**

**9**

Methods of sensing opportunities and fields of opportunities - Assessing and prioritizing opportunities - Enterprise launching and its procedures – start-ups – incubation – accessing venture capital – CSR funds.

## **UNIT V: SUCCESSFUL SOCIAL ENTREPRENEURSHIP INITIATIVES**

**9**

Study of successful models like Grameen Bank – Aravind Eye Care System's – LEDeG – TERI – Pasumai Payanam, Siruthuli – SEWA – Amul – Evidence from OASiS.

**Total 45 hrs**

**TEXT BOOKS:**

1. Rama Krishna Reddy Kummitha (2016), Social Entrepreneurship: Working towards Greater Inclusiveness, SAGE Publications India Private Limited; 1 edition
2. Bornstein and Davis (2016), Social Entrepreneurship (What Everyone Needs To Know), Oxford University Press

## **REFERENCE BOOKS**

1. Sandra L. Enos, (2015), “Service-Learning and Social Entrepreneurship in Higher Education: A Pedagogy of Social Change (Community Engagement in Higher Education)” Publisher: Palgrave Pivot; 1st ed.
2. Maja Konecnik Ruzzier and Mitja Ruzzier (2015), Marketing for Entrepreneurs and SMEs: A Global Perspective” Edward Elgar Publishing Ltd; Reprint edition
3. Munoz Joseph Mark S. (2017), “International Social Entrepreneurship” Business Expert Press- publisher.
4. C.Paramaselvan, (2016), “ Social entrepreneurship, New Century Publications
5. Richard Blundel & Nigel Lockett (2017), Exploring Entrepreneurship, Kindle edition, SAGE Publications Ltd; Second edition

**Course Objective:**

- To understand techniques of venture valuation.
- To understand the dynamics involved in financing.
- To comprehend the techniques of evaluating venture portfolio evaluation.
- To understand the techniques and nuances involved in venture accounting.

**Course Outcome:**

At the end of the course the students will be able to:

CO - 1: Describe the significance of venture valuation

CO -2: Develop a basic understanding of venture accounting.

CO - 3: Comprehend the venture valuation process.

CO - 4: Classify the methods of venture valuation.

CO - 5: Comprehend the modes of venture financing.

CO - 6: Describe the modes of disinvestment mechanisms.

CO -7: Comprehend the various techniques of investment nurturing.

CO - 8: Express the techniques of venture capital portfolio evaluation.

CO -9: Explain joint venture accounting techniques.

CO -10: Comprehend amalgamation and absorption accounting techniques.

**UNIT I: INTRODUCTION****9**

Meaning – Need and significance of Venture Valuation – Factors considered in Venture Valuation – Management, Market, Science and Technology, Financials and funding phase – Basics of Accounting – Journal, Ledger, Income Statements and Balance Sheets

**UNIT II: VENTURE VALUATION****9**

Methods for Venture valuation – Discounted Cash Flow, Risk Adjusted NPV, Venture Capital Method, Market Comparable Method, Decision Tree Analysis, First Chicago method, Revenue Multiplier Method – Valuation Process- Factors considered – Business Plans, Budgets, CVs of Management, Time frame, etc. – Company Valuation, Product Valuation, Assessing Start-up Companies.

**UNIT III: VENTURE FINANCING****9**



Notion of Venture Capital – Business Plan- Process of Venture Capital Financing – Methods of Venture Financing – Disinvestment mechanisms – Development of Venture Capital in India – Future prospects of Venture Financing.

#### **UNIT IV: INVESTMENT NURTURING AND PORTFOLIO VALUATION 9**

Meaning – Objectives of Nurturing – Styles of Nurturing – Hands on, Hands off, Hands Holding – Techniques for Nurturing – Personal discussions, Plant visits, Periodic Reports, Commissioned studies – Meaning and purpose of Venture Capital Portfolio Valuation – Valuation of Equity and various Debt instruments – Cost method and Market value based methods.

#### **UNIT V: VENTURE ACCOUNTING 9**

Joint Venture Accounts – Features – Accounting for joint ventures – Amalgamation, Absorption and External Reconstruction – Meaning – Types of Amalgamation – Purchase Consideration – Meaning and computation – Valuation of shares – Methods of accounting for Amalgamation – Pooling of Interests Method and Purchase Method – Model Journal entries and Ledger Accounts – Simple problems only.

**Total 45 hrs**

#### **TEXTBOOKS**

1. Financial Management, I.M. Pandey, 12th edition, Vikas Publishing House, New Delhi, 2017
2. Corporate Accounting II, Reddy and Murthy, Eight edition, Margham Publications, Chennai, 2018.

#### **REFERENCES**

1. Andrew Metrick and Ayako Yasuda. Venture Capital and the Finance of Innovation, John Wiley & Sons, 2017.
2. Tim Koller, Mare Goedhart and David Wessels, Valuation: Measuring and Managing the Value of companies, Second edition, McKinsey & Company Inc., 2016
3. Zenas Block and Lan C. Macmillan, Corporate Venturing, Second edition, Harvard Business School Press, 2017.

**COURSE OBJECTIVE:**

- First, an understanding of the concepts of “entrepreneur”, “entrepreneurship” and their development in all forms and shapes;
- Secondly, a deeper understanding of the technological entrepreneurship versus traditional entrepreneurship;
- Thirdly, a discussion of two major components of a new enterprise development namely, (1) the legal issues involved while setting up an enterprise and (2) entrepreneurial marketing;
- Fourthly, exploration of an entrepreneurial environment impacted by the social, economic, and cultural conditions;

**COURSE OUTCOMES:**

- CO – 1: Define the need and importance of entrepreneurship concepts.
- CO – 2: Identify the qualities, roles and functions of entrepreneur.
- CO – 3: Recognize various schemes in commercial banks for start-ups.
- CO – 4: Evaluate the role of mentoring in small industries development industries.
- CO – 5: Identify, create and compute entrepreneurial opportunities.
- CO – 6: Develop and promote entrepreneurial and innovative project report.
- CO – 7: Discuss about the various challenges faced by women entrepreneurs.
- CO – 8: Evaluate the project with respect to resource mobilization especially venture capital and start-ups.
- CO – 9: Predict the Market demand and determine the feasibility of the project.
- CO – 10: Determine the dynamics of Network Techniques for Project management.
- CO – 11: Demonstrate about cost overrun in public sector enterprises in India.

**UNIT I:****9**

Entrepreneur- Concept on percent - Functions and clarifications of entrepreneurs - Characteristics of entrepreneur - Nature and importance of ,entrepreneur - Entrepreneur vs. professional manager - Women entrepreneurs.

**UNIT II:****9**

Concept of Entrepreneurship - Entrepreneurship and environment-Policies governing entrepreneurs, entrepreneurial development programmes - Institutions for - entrepreneurship development, entrepreneurship. Entrepreneurship -Entrepreneurship development in other countries.

**UNIT III:**

**9**

Marketing strategies for Entrepreneurs-Relationship Marketing-one to one Marketing –Viral Marketing – Digital Marketing-Institutions for Entrepreneurial Development - Role of constancy organizations - Role of financial institutions -Bank finance to entrepreneurs Entrepreneurship development: Role of development financial institutions.

**UNIT IV:**

**9**

Concept of project and classification of project identification project formulation - project report - project design - project appraisal - profitability appraisal - project planning - social cost benefit analysis - financial analysis and project financing.

**UNIT V:**

**9**

Financial analysis - Ratio analysis - Investment process; Break even analysis - Profitability analysis social cost - Benefit analysis - Budget and planning process, applicability of the factories Act.

**Total 45 hrs**

**TEXT BOOKS:**

1. Vasanta Desai: Dynamics of entrepreneurial development and management, 2011
2. Vasanta Desai: Entrepreneurial development, 2017
3. Peter F. Drucker: Innovation and development, 2009

**REFERENCES:**

1. M.V. Deshpande: Entrepreneurship of small scale industries, 2008
2. Balakrishnan, G. Financing of small scale industries, 2012

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**ENTREPRENEURSHIP LAB**

**3 0 0 3**

**COURSE OBJECTIVE:**

To learn the process and skills of creation and management of entrepreneurial venture

To provides the theoretical foundations and contexts within which innovations and new ventures contribute to economic activity

One of the objectives of E-Lab is to have students gain experience in working within a diverse team.

To provides an opportunity for participants to consider how entrepreneurship and innovation processes may impact their future careers.

**COURSE OUTCOMES:**

- CO – 1: Apply effective written and oral communication skills to entrepreneurial situations
- CO – 2: Develop advanced competencies that foster entrepreneurial venture development from idea creation to commercialization and new business plan development.
- CO – 3: Describe basic concepts underlying the domain of Entrepreneurship and Innovation
- CO – 4: Analyze and interpret the business environment from professionals through engagement and feedback.
- CO – 5: Understand the role and importance of technology and digitization for new businesses
- CO – 6: State the meaning of entrepreneurial risk and risk management

- CO – 7: Providing exposure to entrepreneurial environments to inform future career decisions
- CO – 8: Evaluate the project with respect to resource mobilization especially venture capital and start-ups.
- CO – 8: Predict the Market demand and determine the feasibility of the project.
- CO – 9: Ability to analyze technical feasibility, to identify early-adopters and the right target market, to set pricing, and to define a path to commercialization, ultimately delivering real value to the startup
- CO – 10: Discuss how to identify new business opportunities within your business

## **UNIT I: ENTREPRENEURSHIP ESSENTIALS 9**

Concepts and Overview of Entrepreneurship - Evolution and Growth of Entrepreneurship in India - Role of Entrepreneurship in Economic Development - Introduction to Innovation - Creativity, Invention and innovation - Types of Innovation - Relevance of Technology for Innovation - Attributes and Characteristics of a successful Entrepreneur - Role of Entrepreneur in Indian economy and developing economies with reference to Self-Employment Development - Entrepreneurial Culture - The Indian innovations and opportunities.

## **UNIT II: DEVELOPMENT OF ENTREPRENEURIAL SKILLS 9**

Entrepreneurship and Indian Social System - Entrepreneurial Characteristics and Skills - Entrepreneurial Motivation and Need for Achievement - Entrepreneurial Motivation - Entrepreneurs Skills and Competencies - Entrepreneurial Personality - Characteristics of Successful, Entrepreneur – Knowledge and Skills of Entrepreneur- Entrepreneurship – The Indian Scenario - Case Study of Successful Entrepreneurs in India.

## **UNIT III: ENTREPRENEURIAL STRATEGY 9**

Startup ventures - to develop and implement an effective entrepreneurial strategy.- key strategic trade-offs entrepreneurs face in choosing an entrepreneurial strategy - and how effective E-Lab projects can help a startup to establish and then sustain competitive advantage.

## **UNIT IV ENTREPRENEURIAL VENTURE 9**

Creating Entrepreneurial Venture - Evaluating the Financial Strength of a New Venture/Project - Getting Financing or Funding - Types of Sources – VCs, Angel funding, PE etc. - Building a New-Venture Team - Marketing Strategies for New Ventures - IT Systems for New Ventures - The Importance of Intellectual Property - Strategies for New Venture Growth - Talent Acquisition and Management for New Ventures - The Valuation Challenge in Entrepreneurship - Intrapreneurship in Action - Environment and sustainability, and new ventures- Exit strategies for a New Venture and Trends in India.

## **UNIT V: STARTUPS AND FUNDING**

**9**

Ventures leadership that have a huge impact on future success - culture, team selection, compensation philosophy, organizational structures, ‘risk’ decisions. Discussion of crowd funding, angel and venture capital investment, and how the E-Lab startups could benefit from different sources of capital.

**Total 45 hrs**

### **TEXTBOOKS:**

1. S.S.Khanka, “Entrepreneurial Development” S.Chand & Co. Ltd., Ram Nagar, New Delhi, 2013.
2. Donald F Kuratko, “ Entrepreneurship – Theory, Process and Practice”, 9th edition, Cengage Learning 2014

### **REFERENCES BOOKS:**

1. Arya Kumar, “Entrepreneurship”, Pearson Education, New Delhi, 2012
2. Mathew Manimala, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Biztrantra, 2nd Edition, 2005
3. Gupta S.L. and Arun Mittal, “Entrepreneurship Development”, International Book House Pvt. Ltd., New Delhi, 2011.
4. P.Saravanel, Entrepreneurial Development, Ess Pee kay Publishing House, Chennai

1997.

5. Donald F Kuratko, T.V Rao. Entrepreneurship: A South Asian perspective. Cengage Learning. 2012