

ETHIRAJ COLLEGE FOR WOMEN, CHENNAI

MBA – AUTONOMOUS

COURSE PROFILE 2015

Code	Course Title	Core / Elective / Soft Skill	Cr	Hrs/wk	C.I. A	E.E	T.M. M
FIRST SEMESTER							
MBA15/1C/OBM	Organisational Behaviour	C	4	4	40	60	100
MBA15/1C/ACM	Accounting for Managers	C	4	5	40	60	100
MBA15/1C/MEM	Managerial Economics	C	4	4	40	60	100
MBA15/1C/BRS	Business Research & Statistics	C	4	5	40	60	100
MBA15/1C/OPM	Operations Management	C	4	4	40	60	100
MBA15/1S/BEH MBA15/1S/BEA MBA15/1S/BEB MBA15/1S/BEC	Business English Communication-Higher * Business English Communication-Vantage Business English Communication-Preliminary Business English Communication-Basic	S	2	2		100	100
MBA15/1V/ASM	Value Education – I - Art of Self Management ****						
MBA15/SD/ED1	Skill Development - Entrepreneurial Skill Development – I ****						
SECOND SEMESTER							
MBA15/2C/MMM	Marketing Management	C	4	4	40	60	100
MBA15/2C/HRM	Human Resource Management	C	4	4	40	60	100
MBA15/2C/FIM	Financial Management	C	4	4	40	60	100
MBA15/2C/QMS	Quality Management System	C	4	4	40	60	100
MBA15/2C/LFB	Legal Framework of Business	C	4	4	40	60	100
MBA15/2C/OPR	Operations Research	C	4	4	40	60	100
MBA15/EE/**	Non-functional elective – NF1**	E	3	3	40	60	100
MBA15/2S/SAC	Self Assessment and Career Development*	S	2	2			100
MBA15/2I/MSP	Summer Project	I	2		50	50	100
MBA15/2V/CSD	Value Education – II - Community Service & Development ****						
MBA15/SD/ED2	Skill Development - Entrepreneurial Skill Development – II ****						
THIRD SEMESTER							
MBA15/3C/IME	Information Management & ERP	C	4	4	40	60	100
MBA15/3E/	Elective I	E	3	3	40	60	100
MBA15/3E/	Elective II	E	3	3	40	60	100
MBA15/3E/	Elective III	E	3	3	40	60	100
MBA15/3E/	Elective IV	E	3	3	40	60	100
MBA15/3E/	Elective V	E	3	3	40	60	100
MBA15/OE/ **	Non-functional elective – NF2**	E	3	3	40	60	100
MBA15/3S/****	Foreign Language Germany/ Japanese/Chinese/Korean*	S	2	2			100
MBA15/3V/BLS	Value Education – III – Basic Life Skills****						
MBA15/SD/ED3	Skill Development - Entrepreneurial Skill Development – III****						
FOURTH SEMESTER							
MBA15/4C/STM	Strategic Management	C	4	4	40	60	100
MBA15/4S/MBE	Business Etiquette*	S	2	2			100
MBA15/DS/****	Directed Study						100
MBA15/4C/PWV	Project Work & Viva-voce	C	8		50	50	100 1

LIST OF ELECTIVES 2015

S.NO	SUBJECT CODE	PAPER TITLE
ELECTIVE: HUMAN RESOURCE MANAGEMENT		
1.	MBA15/3E/HLD	Human Resource and Leadership Development
2.	MBA15/3E/IRL	Industrial Relations and Labour laws
3.	MBA15/3E/TND	Training and Development
4.	MBA15/3E/OCD	Organisational Change and Development
5.	MBA15/3E/CPM	Compensation Management
6.	MBA15/3E/CNM	Conflict Management
7.	MBA15/3E/WPC	Work Place Counselling
8.	MBA15/3E/HWA	HR Metrics and Workplace Analytics
9.	MBA15/3E/PTM	Performance and Talent Management
10.	MBA15/3E/TWM	Team Work Management
ELECTIVE: FINANCE		
11.	MBA15/3E/COF	Advanced Corporate Finance
12.	MBA15/3E/SAP	Security Analysis & Portfolio Management
13.	MBA15/3E/MBF	Merchant Banking and Financial Services
14.	MBA15/3E/MNA	Mergers and Acquisitions
15.	MBA15/3E/DRM	Derivatives and Risk Management
16.	MBA15/3E/FMI	Financial Markets and Institutions
17.	MBA15/3E/RMI	Risk management and Insurance
18.	MBA15/3E/PPB	Banking Operations & Services
19.	MBA15/3E/WMA	Wealth Management
ELECTIVE: MARKETING		
21.	MBA15/3E/ADM	Advertising Management
22.	MBA15/3E/RUM	Rural Marketing
23.	MBA15/3E/COB	Consumer Behaviour
24.	MBA15/3E/SDM	Sales and Distribution Management
25.	MBA15/3E/SEM	Services Marketing
26.	MBA15/3E/MAR	Marketing Research
27.	MBA15/3E/REM	Retail Management
28.	MBA15/3E/SBM	Strategic Brand Management
29.	MBA15/3E/CRM	Customer Relationship Management
30.	MBA15/3E/MSS	Marketing of Social Services
31.	MBA15/3E/ITM	Internet Marketing
ELECTIVE: SYSTEMS		
32.	MBA15/3E/DBM	Database Management Systems
33.	MBA15/3E/SAD	System Analysis and Design
34.	MBA15/3E/BUI	Business Intelligence
35.	MBA15/3E/TEM	Technology Management
36.	MBA15/3E/SPM	Software Project Management
37.	MBA15/3E/DSS	Decision Support System
38.	MBA15/3E/ECO	E-Commerce
39.	MBA15/3E/ERP	Enterprise Resource Planning
40.	MBA15/3E/KNM	Knowledge Management
41.	MBA15/3E/BTM	Banking Technology Management
42.	MBA15/3E/ITC	IT Laws and Cyber Crimes
ELECTIVE: INTERNATIONAL BUSINESS		
43.	MBA15/3E/IBM	International Business Management
44.	MBA15/3E/IMM	International Marketing Management
45.	MBA15/3E/IFI	International Finance
46.	MBA15/3E/IHR	International Human Resource Management
NON-FUNCTIONAL ELECTIVE		

EVEN SEMESTER		
NF1	MBA15/EE/BUA	Business Analytics
NF1	MBA15/EE/ DVM	Diversity Management
ODD SEMESTER		
NF2	MBA15/OE/DIM	Disaster Management
NF2	MBA15/OE/SEM	Social Enterprise Management

SEMESTER - I
ORGANISATIONAL BEHAVIOUR

CORE - 1
Teaching Hours : 53hrs
Field Work: 15 hrs

COURSE CODE : MBA15/1C/OBM
Credits : 4 LTP-3.5-0-0.5

OBJECTIVES:

To enable students to

- Understand the importance and significance of attitudes and behaviour in an organizational setting
- Give an insight into various dimensions of human behaviour in an organization.

COURSE OUTLINE:

UNIT I: Introduction to Organisational Behaviour, meaning, elements need, approaches, models.

5 hrs

UNIT II: Individual Behaviour- Foundations of Individual Behaviour, Personality Perception, Learning, Values, Attitudes & Job Satisfaction, Creativity in Organization, Types of work place behavior and diversity. Motivation at work, early theories, contemporary theories, Motivation at work, designing motivating jobs

20hrs*

UNIT III: Group Behaviour, Group Dynamics, Group norms, Group Cohesiveness Group Decision making, Inter Group Relation. Leadership, styles, qualities, types, trait theories, Behavioural & Contingency theories Contemporary Theories. Team building - Communication

20hrs*

UNIT IV: Organisational Structure and Design, Organisational Culture and Climate, Organisational Change and Development, Organisational Conflicts, Causes, Types of Conflicts, Management of Conflicts, Managing Stress in workplace.

18hrs*

UNIT V: Transactional Analysis, Power & Politics: Types of powers sources, Characteristics, Effective use of power

5 hrs

Note *(Unit II,III, IV includes field work of 5 hrs each)

REFERENCE BOOKS:

1. Stephen P. Robbins, Organisational Behaviour, Prentice Hall,
2. Fred Luthans, Organisational Behaviour, Mc Graw Hill Book Co.,
3. Gregory Moorehead and R.S.Griffin, Organisational Behaviour, Managing People and Organisation, Jaico,
4. Hersey & Blanchard, Management of Organisational Behaviour, Prentice Hall,
5. Hell Reigel, Slocum and Woodman, Organisational Behaviour, South Western, Thomson Learning Edition,9E,
6. Newstorm, John W., Organizational Behaviour: Human Behaviour at work, Tata McGraw- Hill Pub.Co. Ltd. New Delhi
7. Keith Davis, Human Behaviour at work, McGraw Hill Book Co.,
8. R.S.Dwivdi, Human Relations and Organisational Behaviour, McMillan India Ltd.,
9. Steven L Mc Shane, Marry Ann Von Glinow, Organisational Behaviour, Tata Mc Graw Hill.

10. Terrance R. Motchell, People in Organization An Introduction to Organisational Behaviour, McGraw-Hill, New York .
11. Mullins, Laurie J., Management and Organisational Behaviour, Prentice Hall.
12. Singh, B. P. and T. N. Chhabra, Organisation Theory and Behaviour, Dhanpat Rai and Co. P. Ltd., New Delhi, 2000.
13. 9. Sharma, R. A., Organisational Theory and Behaviour, Tata McGraw -Hill Publishing Co. Ltd.
14. Sekaran, Uma, Organisational Behaviour: Text and Cases, Tata McGraw-Hill Publishing Co. Ltd.
15. Aswathappa, K., Organisation Behaviour, Himalaya Publishing House, New Delhi.
16. Singh, K., Organizational Behaviour: Text and Cases, Pearson.
17. Pareek, U. and Khanna, S., Understanding Organizational Behaviour, Oxford University Press.

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS:60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 8 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8 = 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A	PART – B	PART-C
	7 questions	6 questions	Compulsory Case Study(2 question)
UNIT -1:	One question	One question	
UNIT-2	Two questions	One question	
UNIT-3	Two questions	One question	
UNIT-4	Two questions	One question	
UNIT-5	NIL	One question (1 from Unit-2, 3 or 4)	

SEMESTER - I
ACCOUNTING FOR MANAGERS

CORE - 2
Teaching Hours : 60

COURSE CODE: MBA15/1C/ACM
Credits : 4 LTP-3-1-1

OBJECTIVES :

To enable students to

- Adopt a decision-maker perspective on accounting and finance
- Develop a framework for understanding financial and managerial reports
- Examine management accounting and related analytical methodologies for decision-making and control in profit-directed organizations.

COURSE OUTLINE:

UNIT I : Introduction To Management Accounting

Management Accounting : Meaning & Purpose - Role and Scope of Management Accounting - Understanding of Income Statement & Balance Sheet.

5 hrs

UNIT II : Financial Statement Analysis & Interpretation

Ratio Analysis – Comparative Analysis - Common Size Analysis - Trend Analysis - Fund Flow Analysis.

20 hrs*

UNIT III : Cost Accounting

Cost Accounting: Definition – Scope – Significance and Limitations - Cost Classification - Cost Sheet - Process Costing – Job Costing – Activity Based Costing

20 hrs*

UNIT IV : Marginal Costing & Budgetary Control

Marginal Costing: Cost-Volume-Profit Analysis - Break Even Analysis - Decisions Regarding Sales Mix – Key Factor - Make or Buy Decisions - Budgetary Control: Nature and Objectives of Budgetary control - Classification of Budgets – Zero Based Budgeting.

18 hrs*

UNIT V : Reporting to Management – Uses of Accounting information in Managerial decision - making – Key Performance Indicators on Financial Perspectives

5 hrs

Note *(Unit II,III, IV includes field work of 5 hrs each)

REFERENCE BOOKS:

1. Dr.S.N.Maheshwari, Accounting for Management, Sultan Chand & Sons, 2nd Edition Reprint 2010.
2. M.Y.Khan & P.K.Jain, Management Accounting, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 5th Edition, 2009
3. Dr.S.N.Maheshwari, Financial & Management Accounting, Sultan Chand & Sons, 5th Edition Reprint 2010.
4. Dr.S.N.Maheshwari, Management Accounting & Financial Control, Sultan Chand & Sons, 5th Edition Reprint 2010.
5. Gerald L.White, The Analysis & Use of Financial Statements, Wiley India Private Ltd, 3 ed.
6. T.S. Reddy, Y.Hari Prasad Reddy, Management Accounting, Margham Publication, Chennai, First Publication, 2002 Edition.

7. I.M.Pandey, Management Accounting, Vikas Publishing House Pvt. Ltd., New Delhi, Third Edition.
8. Dr.Murthy & S.Gurusamy, Management Accounting, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2nd Edition.
9. Ray H.Garrison, Eric Noreen, Peter C.Brewer, Managerial Accounting, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 11th Edition, 2009.
10. Hilton, Managerial Accounting, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 7th Edition, 2008

Note: At least 50% should include theory questions.

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS:60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 8 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8 = 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A 7 questions	PART – B 6 questions	PART-C Compulsory Case Study
UNIT -1:	One question	One question	
UNIT-2	Two questions	One question	
UNIT-3	Two questions	One question	
UNIT-4	Two questions	One question	
UNIT-5	NIL	One question (1 from Unit-2, 3 or 4)	

SEMESTER - I
MANAGERIAL ECONOMICS

CORE - 3

Teaching Hours: 60

COURSE CODE: MBA15/1C/MEM

Credits: 4

LTP- 4-0-0

OBJECTIVES:

To enable students to

- Efficiently achieve the goals of the firm
- To recognize how economic forces affect the organization.
- Helps to identify themes and trends of good business

COURSE OUTLINE:

- UNIT I:** Introduction to Economics: Managerial Economics- Nature, Scope, & significance. - Relationship of Managerial Economics with functional areas of business. 5 hrs
- UNIT II:** Demand analysis, Law of Demand, Exceptions to law of demand, Elasticity of Price, Income & Cross elasticity, Measurement of elasticity of demand. Demand forecasting: Meaning & Significance. Opportunity Costs,. 17 hrs
- UNIT III:** Production analysis: Concepts, production function: Single Variable & Two variable Function. Total, Average, & Marginal Product. Law of diminishing returns, returns to scale. Costs & Revenue functions, Short run and long run cost curves, 17 hrs
- UNIT IV:** Market Structure: Perfect Competition, Determination of pricing under perfect competition. Monopoly: Types of monopoly, Pricing under monopoly,. Oligopoly: Features, Kinked demand Curve, Monopolistic Competition: Pricing Approaches: Full cost Pricing, Product Line Pricing, Pricing Strategies: Price Skimming, Penetration Pricing. 16 hrs
- UNIT V:** National Income – difficulties in measuring national income – methods of measurement – income method, Inflation, GDP, Monetary Policy and Interest Rate. 5 hrs

REFERENCE BOOKS:

1. Economics ,” Varshney & Maheshwari “, Sultan Chand
2. Salvatore, Dominick, ”Managerial Economics in a Global Economy”, Third edition, McGraw Hill Inc
3. Mansfield Edwin, ” Managerial Economics – Theory , Applications & cases”, Fourth Edition, Norton
4. Mehta.P.L ,”Managerial Economics analysis problems and cases”, Eighth revised edition Sultan Chand
5. Atmanand.J, ” Managerial Economics” , First Edition, Excel Books
6. Paul A.Samuels and William.D.Nordhans ,”Economics”, TaTa McGraw Hill, New Delhi
7. M.L.Trivedi ,”Managerial Economics”, TMH, 5th edition
8. Misra and Puri, ” Economics for management texts and cases” HPH
9. G S Maddala, ” Micro Economics Theory & Application “ TMH

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A	PART – B	PART-C
UNIT -1:	7 questions One question	6 questions One question	Compulsory Case Study(2 question)
UNIT-2	Two questions	One question	
UNIT-3	Two questions	One question	
UNIT-4	Two questions	One question	
UNIT-5	NIL	One question (1 from Unit-2, 3 or 4)	

SEMESTER – I
BUSINESS RESEARCH AND TECHNIQUES

CORE - 4

Teaching Hours: 53 hrs

Field work : 15 hrs

COURSECODE: MBA15/1C/BR5

Credits: 4 LTP- 2.5-1-0.5

OBJECTIVES:

- To develop an understanding of research, research design, sources of data collection, analysis of the collected data and preparation of research report.
- Understand the most widely used tools of business statistics, which form the basis for rational and sound business decisions

COURSE OUTLINE:

UNIT- I: Business Research – Definition and Significance –the research process –Types of Research –Research Questions /Problems – Research objectives – Research Hypothesis – the role of theory in research – Research Design – types – Variables in Research – Measurement and scaling - Different scales.

5 hrs

UNIT-II: Types of Data – Primary Vs Secondary Data – Methods of Data Collection – Construction of Questionnaire and instrument – Sampling plan – Sample size – Sampling Techniques - Probability Vs Non probability sampling methods.

20 hrs*

UNIT-III: Data Preparation – editing – coding – validity of data – Analysis of Data – Introduction to SPSS package. Research Report – Different types – Contents of report – Layout of research report.

20 hrs*

UNIT –IV: Probability – Rules of probability, Binomial, Poisson and Normal Distribution – their applications in business and industrial problems.

18 hrs*

UNIT –V: Application of statistical tests – Parametric and non parametric - interpretation of test results, Correlation and regression analysis – Chi-Square test- Single and two factor analysis of variance.

5 hrs

Note: * (Unit II, III, IV includes Field Work of 5 hrs each)

REFERENCE BOOKS:

1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata Mc Graw Hill, New Delhi, 2012.
2. Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2011.
3. Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education, 7th Edition, 2011.
4. Aczel A.D. and Sounderpandian J., “Complete Business Statistics”, 6th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2012.

5. Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012.
6. William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012.
7. Srivatsava TN and Shailaja Rego, Statistics for Management, Tata McGraw Hill, 2008.
8. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.
9. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11th edition, Thomson (South –Western) Asia, Singapore, 2012.
10. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012

Theory – 80% Problem – 20%

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A	PART – B	PART-C
	7 questions	6 questions	Compulsory Case Study (2 questions)
UNIT -1:	One question	One question	
UNIT-2	Two questions	One question	
UNIT-3	Two questions	One question	
UNIT-4	Two questions	One question	
UNIT-5	NIL	One question (1 from Unit-2 or 3 or 4)	

SEMESTER – I
OPERATIONS MANAGEMENT

CORE - 5
Teaching Hours: 53 hrs
Field Work : 15 hrs

COURSE CODE : MBA15/1C/OPM
Credits: 4 LTP – 2.5-1-0.5

OBJECTIVES:

To enable the students to

- Understand Operations Management as a functional area and its relevance in the management of a firm.

COURSE OUTLINE:

UNIT I: Introduction to Operations Management function – Operations System – Objectives, Function and Scope of Operations Management - various types/ classification of production systems - productivity. 5 hrs

UNIT II: Factors affecting Plant Location decisions – Choice of general region, site and community. Layout concepts, Factors and Principles of a good Layout – Basic types of Layout – Developing Manufacturing facility Layouts. Materials handling Systems, Cellular manufacturing system. 20* hrs

UNIT III: Work Study – Introduction – Method Study – Time Study - Work Sampling, Ergonomics, Working Environment – Industrial Hazards, Accidents, Fatigue and Worker Safety. Modern Production Management Techniques, Business Process Reengineering, Lean Manufacturing, Use of Control Charts, Concept of quality circles, Value Analysis. 20* hrs

UNIT IV: Integrated Materials Management and its components, Inventory Control, Basic Inventory Models, Purchasing Management, Stores Management, Materials Requirement Planning, Make or Buy Decisions. 18* hrs

UNIT V: Introduction to Maintenance Management. Supply Chain Management – Logistics Management. 5 hrs

Note: * (Unit II, III, IV includes Field Work of 5 hrs each)

REFERENCE BOOKS:

1. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, 12th Edition, 2010.
2. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 2002.
3. William J Stevenson, Operations Management, Tata McGraw Hill, 9th Edition, 2009.
4. Russel and Taylor, Operations Management, Wiley, Fifth Edition, 2006.

5. Kanishka Bedi, Production and Operations Management, Oxford University Press, 2004.
6. Chary S. N, Production and Operations Management, Tata McGraw Hill, Third Edition, 2008.
7. Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.
8. Mahadevan B, Operations Management Theory and practice, Pearson Education,2007.

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A	PART – B	PART-C
	7 questions	6 questions	Compulsory Case Study (2 questions)
UNIT -1:	One question	One question	
UNIT-2	Two questions	One question	
UNIT-3	Two questions	One question	
UNIT-4	Two questions	One question	
UNIT-5	NIL	One question (1 from Unit-2 or 3 or 4)	

SEMESTER I
ART OF SELF MANAGEMENT

Value Education I
Contact Hours : 15

COURSE CODE: MBA15/1V/ASM

OBJECTIVES:

- Aims to improve quality of life by developing strategies for successful and joyous living.
- Guide to healthy living by maintaining mental, physical and emotional well-being.

COURSE OUTLINE:

Self awareness, assessment and realization – Preferences, Strengths, Weaknesses & Values – Self motivating strategies – Developing personal development plan.

Mental Well-being – Managing Anxiety – Stress Management – Anger Management – Depression Management – Relaxation techniques and exercise

Physical Well-being – Healthy eating – Healthy habits – Yoga & meditation – Prioritization & Time Management.

Emotional Well-being – Managing healthy relationships – Communication issues – Building self esteem.

SEMESTER I
ENTREPRENEURIAL SKILL DEVELOPMENT –I

Skill Development I
Contact Hours: 24

COURSE CODE: MBA15/SD/ED1

- To provide a hands on experience in the process of creating new venture and provide basic entrepreneurship skills.

New Venture Creation: Concepts and Skills

Unit I: Introduction to Entrepreneurship- Behavioral Aspects and Empowerment - Developing self confidence, motivation, self esteem, importance of positive attitude & human values.

Unit II: Importance of entrepreneurial thinking, self employment - Concept and description.

Unit III: Venture Life Cycle- Exposure to entrepreneurial Journey of an Entrepreneur.

Unit IV: A real time experience of being an Entrepreneur-Experiences and learning.

SEMESTER – II
MARKETING MANAGEMENT

CORE - 6
Teaching Hours: 53 hrs
Field Work : 15 hrs

COURSE CODE : MBA15/2C/MMM
Credits: 4 LTP – 3.5-0-0.5

OBJECTIVES:

To enable the students to

- Understand the concept of marketing in theory and practice, evaluate the environment and develop a feasible marketing Solution.
- to Understand fundamental premise underlying market driven strategies

COURSE OUTLINE:

UNIT I: Marketing –Definitions -Conceptual frame work –Marketing environment : Internal and External -Marketing interface with other functional areas –Production, Finance, Human Relations Management, Information System. Marketing in global environment –Prospects and Challenges. 5 hrs

UNIT II:Marketing strategy formulations –Key Drivers of Marketing Strategies -Strategies for Industrial Marketing –Consumer Marketing —Services marketing –Competitor analysis - Analysis of consumer and industrial markets –Strategic Marketing Mix components. 20hrs*

UNIT III: Product planning and development –Product life cycle –New product Development and Management –Market Segmentation –Targeting and Positioning –Channel Management –Advertising and sales promotions –Pricing Objectives, Policies and methods. 20hrs*

UNIT IV:Understanding industrial and individual buyer behavior -Influencing factors –Buyer Behaviour Models –Online buyer behaviour -Building and measuring customer satisfaction – Relationships management 18hrs*

UNIT V: Marketing Research –Process of Research –Concepts and applications: Product –Advertising and Promotion –Consumer Behaviour –Retail research –Customer driven organizations - Cause related marketing -Ethics in marketing –Social media marketing - Online marketing trends. 5 hrs

Note: * (Unit II, III, IV includes Field Work of 5 hrs each)

REFERENCE BOOKS:

1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 14th Edition, 2012
2. KS Chandrasekar, “Marketing management-Text and Cases”, Tata McGrawHill- Vijaynicole, First edition, 2010
3. Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press, 2nd Edition, 2011.
4. Lamb, Hair, Sharma, Mc Daniel–Marketing –An Innovative approach to learning and teaching- A south Asian perspective, Cengage Learning —2012
5. Micheal R. Czinkota & Masaaki Kotabe, Marketing Management, Vikas Thomson Learning, 2000.
6. Douglas, J. Darymple, Marketing Management, John Wiley & Sons, 2008.
7. NAG, Marketing successfully-A Professional Perspective, Macmillan 2008.
8. Boyd Walker, Marketing Management, McGraw Hill, 2002.

9. Paul Baines, Chris Fill Kelly Pagb, Marketing, II edition, Asian edition.

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)
Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A	PART – B	PART-C
UNIT -1:	7 questions One question	6 questions One question	Compulsory Case Study(2 question)
UNIT-2	Two questions	One question	
UNIT-3	Two questions	One question	
UNIT-4	Two questions	One question	
UNIT-5	NIL	One question (1 from Unit-2, 3 or 4)	

SEMESTER - II
HUMAN RESOURCE MANAGEMENT

CORE - 7
Teaching Hours : 53hrs
Field Work:15 hrs

COURSE CODE : MBA15/2C/MHR
Credits : 4 **LTP-3.5-0-0.5**

OBJECTIVES:

To enable students to

- To provide basic understanding of various functional components of human resource.
- To make student aware of organizational strategies and approach to modern HRM practice.

COURSE OUTLINE:

UNIT I: Introduction to HRM – Definition, Nature, Scope, Objective, Importance, Evolution and Growth Functions-HR Policies, Organization of HRM Department, Managerial and Operational functions, Qualities of HR Managers. Role-HR-department- Role of Consultant and Consultancy 5hrs

UNIT II: HR Planning –Characteristics and Need, Job analysis-Job Description, Job Specification, Job Evaluation, Skills inventory, Employee Recruitment, Selection, Placement, Induction. Forecasting Human Resource requirements. Induction- Socialization Retention Strategy 20 hrs*

UNIT III: Employee Development and Growth - Training & Development-on the job Training-Off the job training- case study and other modern training methods. Training Evaluation. Performance Management, Contemporary PMS Job enrichment, Career Planning, Job Changes, Separation. 20hrs*

UNIT IV: Compensation Management-Financial and Fringe benefits, Payroll Processing Employee discipline and Grievance handling. HR Audit and Accounting- objectives-indicators for HR Audit. Introduction to Strategic HRM, Talent Management and 18hrs*

UNIT V: Contemporary issues in HR practices, E-HRM, HRIS, issues of work life balance, employee engagement .Social Media in HR. 5 hrs

Note *(Unit II,III, IV includes field work of 5 hrs each)

REFERENCE BOOKS:

1. D'Cenzo, David A., Stephen P. Robbins, and Susan L. Verhulst, Human Resource Management, JohnWiley and Sons, NewDelhi.
2. Ian, Beardwell, and Len Holden, Human Resource Management, Prentice Hall.
3. Dessler, Garry, Human Resource Management, Prentice Hall of India.
4. Saiyadain, Mirza S., Human Resource Management, Tata McGraw-Hill Pub. Co. Ltd., New Delhi.
5. Noe, Raymond A., John R. Hollenbeck, BarryGerhart and Patrick M. Wright , Human Resource Management, Tata McGraw Hill.
6. Chhabra T. N., Human Resource Management, DhanpatRai and Co. Pvt. Ltd. New Delhi.
7. Aswathappa, K., Human Resource Management-Text and Cases, Tata McGraw Hill

8. Bernardin ,H. John, Human Resource Management, Tata McGraw Hill.
9. Singh B. P. and T. N. Chhabra, Personnel Management & Industrial Relations, DhanpatRai and Co.Pvt. Delhi.
10. Flippo, Edwin B., Principles of Personnel Management, McGraw Hill, New York.
11. Harzing, A. W. and Joris Van Ruysseveldt, International Human Resource Management: AnIntegrated Approach, Sage Publication, London.
12. Dowling, Peter J., D.E. Welch and R. S. Schuller, International Human Resource Management:Managing People in a Multiple Context, South Western College Publishing, Cincinnati .
13. Flippo E.E, Personnel management, McGraw Hill Knogahusha, NewDelhi. Graham H.T.,
14. R.Bemmet, Human Resource management – Pitman, London.
15. Pattannayak, Human Resource Management, PHI
16. Robbins, Stephen.P, Personnel: The management of Human resources, Prentice Hall Inc., Engle Wood Cliffs,New Jersey.
17. Straus and Sayles, Managing Human Resoruce –Prentice Hall Inc Yodar, Dale, Personnel Management and Industrial relation –Prentice Hall of India, New Delhi,
18. Gomez-Mejia, Luis R., D. B. Balkin, and R. L. Cardy, Managing Human Resources, Prentice Hall,NewJersey.

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A	PART – B	PART-C
	7 questions	6 questions	Compulsory Case Study(2 question)
UNIT -1:	One question	One question	
UNIT-2	Two questions	One question	
UNIT-3	Two questions	One question	
UNIT-4	Two questions	One question	
UNIT-5	NIL	One question (1 from Unit-2, 3 or 4)	

SEMESTER – II
FINANCIAL MANAGEMENT

CORE - 8
Teaching Hours : 60

COURSE CODE : MBA15/2C/FIM
Credits : 4 LTP: 3-1-1

OBJECTIVES:

To enable students to

- Acquire an overview of the corporate finance function
- Understand the basic theory of finance and help them make investment, financing, dividend and liquidity decisions of a concern
- Learn the financial tools needed to make good business decisions

COURSE OUTLINE:

UNIT I: Introduction to Financial Management

Financial Management – An Overview - Time Value of Money : Future Value of a Single Cash Flow, Multiple Flows and Annuity - Present Value of a Single Cash Flow, Multiple Flows and Annuity. 5 hrs

UNIT II: Financing Decision

Sources of Long-Term Finance: Equity - Preference Capital – Debentures - Term Loans – Venture Capital.
Capital Structure – Operating & Financial Leverage - Cost of Capital 20 hrs*

UNIT III: Investment Analysis & Dividend Decision

Investment Analysis: Cash Flow Estimation - Payback Period Method - Accounting Rate of Return - DCF methods - Discounted Payback, NPV, PI, IRR Methods.
Dividend Decision: Types of Dividends - Dividend Policy - Factors Influencing Dividend Policy – Gordon's Dividend Growth Model - Walter's Model - MM Dividend Irrelevance Model – Issue of Bonus Shares. 20 hrs*

UNIT IV: Working Capital Management - I

Objectives of Working Capital - Operating Cycle – Types of Working Capital - Factors Influencing Working Capital - Estimation of Working Capital Requirements – Inventory Management – Kinds – EOQ, Re-order Level, Maximum Level, Minimum Level, Safety Stock – ABC Analysis. 18 hrs*

UNIT V: Working Capital Management - II

Cash Management – Motives for Holding Cash – Objectives of Cash Management - Receivables Management – Purpose - Factors Affecting Size of Receivables – Credit Policy 5 hrs

Note *(Unit II,III, IV includes field work of 5 hrs each)

REFERENCE BOOKS:

1. M Y Khan and P K Jain, Financial Management: Text, Problems & Cases, Tata McGraw-Hill Publishing Company Limited, 5th Edition.
2. Dr.R.P.Rustagi, Financial Analysis & Financial Management: A Contemporary Approach, Sultan Chand & Sons, 3rd Edition, 2009.

3. Prasanna Chandra, Fundamentals of Financial Management, Tata McGraw-Hill Publishing Company Ltd, 2010.
4. Dr.S.N.Maheshwari, Financial Management: Principles & Practice, Sultan CHand & Sons, 14th Edition.
5. Dr. I M Pandey, Financial Management, Vikas Publishing House Pvt. Ltd., 10th Edition.
6. Rajiv Srivastava, Financial Management, Oxford University Press, 2008
7. Sharan, Fundamentals of Financial Management, Pearson Publications, 2nd Edition.
8. James C Van Horne, Financial Management and Policy, Pearson Publications, 12th Edition.
9. Brigham, Fundamentals of Financial Management, Cengage Learning, 10th Edition.
10. Aswath Damodaran, Corporate Finance Theory and Practice, John Wiley & Sons, Second Edition, 2004.

Note: At least 50% should include theory questions.

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A 7 questions	PART – B 6 questions	PART-C Compulsory Case Study
UNIT -1:	One question	One question	
UNIT-2	Two questions	One question	
UNIT-3	Two questions	One question	
UNIT-4	Two questions	One question	
UNIT-5	NIL	One question (1 from Unit-2, 3 or 4)	

SEMESTER – II
QUALITY MANAGEMENT SYSTEM

CORE - 9

Teaching Hours: 53 hrs

Field Work : 15 hrs

COURSE CODE: MBA15/2C/QMS

Credits: 4 LTP – 3.5-0-0.5

OBJECTIVES:

To enable the students to

- Understand the basic concepts of quality and gain an outline on the quality management system, basic technical issues concerning quality & the tools & techniques of quality control.

COURSE OUTLINE:

UNIT I : Introduction to Quality and Evolution of TQM- The foundation of TQM-Concepts of TQM

5 hrs

UNIT II : Quality philosophies and contribution to Quality -Deming, Joseph Jurain, Philip Crosby, Taguchi, Ishikawa- The seven tools for Quality Control .

20 hrs*

UNIT III : The quality improvement tools- Poke Yoke, PDCA - Problem solving and continuous improvement- Six sigma- Kaizen- Kanban and JIT-quality circle- 5 –S principle

20 hrs*

UNIT IV: Quality Management System ISO 9000 - Supplier Certification requirement, QS 9000 and TS 16949. QMS - Requirements of QS9000. Environmental Management System (ISO 14000) , EMS movement.

18 hrs*

UNIT V: Quality Audit - Quality System Audit- Main features- Audit objectives- Types of Quality Audit- Purpose- Audit checklist- Audit reporting.

5 hrs

Note * Includes field work of 5 hrs each.

RECOMMENDED TEXT BOOKS :

1. Poornima M. Charafinath, “Total Quality Management”, Pearson Education.
2. Donna C.S. Summers, “Quality Management”, Prentice Hall India.
3. Jens J. Dahlguard, Kai Kristensen, Crofal K.Kayi, “ Fundamentals Of TQM” Chapman and Hall.
4. Shailendra Nigam, “Total Quality Management”, Excel books.
5. James R. Evans, James W. Dean, “Total Quality”, Excel Books.
6. N. Hogothetis, “Managing for Total Quality”, Prentice Hall India.

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A	PART – B	PART-C
UNIT -1:	7 questions One question	6 questions One question	Compulsory Case Study(2 question)
UNIT-2	Two questions	One question	
UNIT-3	Two questions	One question	
UNIT-4	Two questions	One question	
UNIT-5	NIL	One question (1 from Unit-2, 3 or 4)	

SEMESTER - II
LEGAL FRAMEWORK OF BUSINESS

CORE - 10

Teaching Hours: 53 hrs

Field Work: 15 hrs

OBJECTIVES:

COURSE CODE: MBA15/2C/LSB

Credits: 4 LTP – 3.5-0-0.5

To enable students

- To provide a basic knowledge on various law regulating working conditions of labour.
- To make them aware of various law relating to labour welfare and Industrial relation.
- To make them to understand various law relating to mercantile and Business.

COURSE OUTLINE:

Business Law

UNIT I: Companies Act- Nature, Classification of company- Private and Public Company- Holding and Subsidiary Company-Government Company –Foreign Company, Formation of company. Memorandum of Association- Meaning and Purpose Forms and Contents- Doctrine of Ultra Vires. Power of alteration. 5hrs

UNIT II- Article of Association- Meaning and Purpose. Registration of articles- alteration -effects of alteration. Share capital and issue of shares- Classes of Shares- Preference shares-Equity shares- Deferred shares.. Prospectus- Content of Prospectus. Power, Duties, and Liabilities of the Directors- Appointment of directors-Disqualification and vacation of office. Meetings Resolution and, Winding Up. 20hrs*

Industrial Law

UNIT III: Laws regulating working conditions: Factories Act- objective-elements-duties and liabilities of a occupier. Shops and Establishment Act, Industrial Establishment (National & Festival) act. Laws regulating wages and fringe benefits: Payment of wages Act, Minimum wages Act, Equal remuneration Act, Bonus, Pension, ESI, Gratuity and Providential Fund. Industrial Employment act Law regulating Labour Welfare, Workmen compensation act, 20hrs*

Mercantile law

UNIT IV-Law of contracts (Only General Contracts) - Nature and Classification, Consideration, Capacity, Performance of contract-assignment of contract-time and place of performance. Discharge of contract-performance-mutual consent- illegality-lapse of time-operation of law-breach of contract- suit for damages. 18hrs*

Contemporary Business Law

UNIT V-Service Tax- Definition and scope of service-Classification of Taxable services.-Levy of Service. VAT- Valuation of Tax, CST, RTI Excise Duty, FERA antimony Laundering, Intellectual Property rights, patents, copy rights, Negotiable instruments- Promissory notes and Bill of exchange. 5hrs

Note: * (Unit II III & IV includes Field work of 5hrs each)

REFERENCE BOOKS:

- 1.
2. N.D.Kapoor, Element of Mercantile Law, Sultan Chand, NewDelhi,
3. Saravanavelu, Business and Industrial Law, Himalaya Publishing,
4. R.S.N.Pillai, Bagavathi, Business Law, , S.Chand and Co., Ltd., NewDelhi,
5. S.K.Aggarwal, Business Law, Galgotia Publishing Company, NewDelhi,
6. S.S. Gulsan, G.K.Kapoor, Business Law, New Age International (P) Ltd, New Delhi,
7. R.C.Saxena, Labour Problems and Social Welfare, Nath and Co, Meerut,
8. M.R. Sreenivasan, Commercial and Industrial Law, Margham Publications, Chennai,
9. Saravanavelu and Sumathi, Legal Systems in Business, Himalays Publishing Home.
10. D.P. Jain, Industrial and Labour Laws, Konark Publishers (P) Ltd., NewDelhi,
11. Dr.Avtar Singh, Company Law, Eastern Book Co., Lucknow,

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A	PART – B	PART-C
UNIT -1:	7 questions One question	6 questions One question	Compulsory Case Study(2 question)
UNIT-2	Two questions	One question	
UNIT-3	Two questions	One question	
UNIT-4	Two questions	One question	
UNIT-5	NIL	One question (1 from Unit-2, 3 or 4)	

Semester - II
OPERATIONS RESEARCH

CORE - 11
Teaching Hours: 60

COURSE CODE : MBA15/2C/OPR
Credits : 4 LTP – 3-2-0

OBJECTIVES:

To enable the students to

- Aim at providing a formal quantitative approach to problem solving and an intuition about situations where such an approach is appropriate.
- Introduces some widely used mathematical models which act as a tool to solve Managerial problems.

COURSE OUTLINE:

UNIT I: Overview of operations research – Origin – Nature, scope & characteristics of OR – Models in OR – Application of operations research in functional areas of management. 5hrs

UNIT II: Linear programming problem model – Formulation – Maximization & Minimization problem - Graphical method – Simplex method – Artificial variable – Big M Method- Primal & Dual.

17 hrs

UNIT III: Transportation problem: North / West corner Solution - Stepping stone method - Vogel's approximation method - Modi method – Degeneracy - Imbalance matrix. Assignment model: Hungarian method - Trans-shipment problem - Traveling salesmen problem.

17 hrs

UNIT IV: Deterministic Inventory models – Purchasing & Manufacturing models – Probabilistic inventory models - Replacement model – Sequencing - Brief Introduction to Queuing models. Networking - Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM) for Project Scheduling.

16 hrs

UNIT V: Game Theory and Strategies – Mixed Strategies for games without saddle points - Two person zero sum games – Graphical and L.P Solutions.

5 hrs

REFERENCE BOOKS:

1. Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008.
2. N. D Vohra, Quantitative Techniques in Management, Tata Mcgraw Hill, 2010.
3. Pradeep Prabakar Pai, Operations Research -Principles and Practice, Oxford Higher Education,
4. Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Seventh Edition, Third Indian Reprint 2004.
5. G. Srinivasan, Operations Research –Principles and Applications, PHI, 2007.
6. Gupta P.K, Hira D.S, Problem in Operations Research, S.Chand and Co, 2007.
7. Kalavathy S, Operations Research, Second Edition, Vikas Publishing House, 2004.
8. Frederick & Mark Hillier, Introduction to Management Science – A Modeling and case studies approach with spreadsheets, Tata Mcgraw Hill, 2005.

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A	PART – B	PART-C
UNIT -1:	7 questions One question	6 questions One question	Compulsory Case Study(2 question)
UNIT-2	Two questions	One question	
UNIT-3	Two questions	One question	
UNIT-4	Two questions	One question	
UNIT-5	NIL	One question (1 from Unit-2, 3 or 4)	

SEMESTER – II
SELF ASSESSMENT & CAREER DEVELOPMENT

SOFT SKILL – 2
Contact Hours : 30

COURSE CODE: MBA15/2S/SAC
Credits : 2

OBJECTIVES:

To enable students to

- To familiarize with theoretical perspectives that determines successful career and career change.
- To identify factors that affect future career decisions.
- To identify work profile with meaningful careers.
- Identify effective approaches to the development/use of resumes, career networking, informational and employment interviewing.

COURSE OUTLINE:

UNIT I: Self Assessment: Improving Self-Understanding, Values and Personal Development, Values and Cognitive Styles, Personality Types, Lifestyle Patterns, Finalizing Life Themes, Occupational Interests and Rewards, The Written Interview, Drawing Implications From Self Assessment Data, Career Anchors. 15 hrs

UNIT II: Career Choice and the Developmental Process, Internal/ External Career, Career as Social Identity, Perspectives on Adult Development. 8 hrs

UNIT III: The Career Development Process - Managing the Job Search, Making a Career Decision - Self-Assessment and Career Development 7hrs

REFERENCE BOOKS:

1. Frances A.Clark, Total Career Management, McGraw-Hill / Henley Management Series, 1994.
2. Helga Drummod, Effective Decision Making, Wheeler Publishing, 1995.
3. Rao, S.L. Successful Negotiation, Wheeler Publishing, 1998.
4. Reddin W.J. Effective Management, Tata McGraw-Hill Company, New Delhi, 1998.
5. Timpe D.A. (ed.) The Art and Science of Business Management: Performance, Jaico Publishing Company, New Delhi, 1996.

SEMESTER II

COMMUNITY AND SERVICE DEVELOPMENT

Value Education-II
Contact Hours: 15

COURSE CODE: MBA15/2V/CSD

OBJECTIVE;

- To provide required educational facilities for children and adults through students
- To inspire people to develop the desire for better living by dint of their own efforts

Creating awareness of for improvement the status of women- programmes of educating rural women and making them aware of women's rights both constitutional and legal;

Health education- AIDS Awareness and preliminary health care.

Work in orphanages- homes for the aged and prevention of slums through social education and community action

Collection of clothes and other materials, and sending the same to orphanage

Programmes of continuing education of school drop outs, remedial coaching of students from weaker sections.

SEMESTER II
ENTREPRENEURIAL SKILL DEVELOPMENT –II

Skill Development II
Contact Hours: 24

COURSE CODE: MBA15/SD/ED2

- To provide a hands on experience in the process of creating new venture and provide basic entrepreneurship skills including idea generation process and opportunity evaluation.

New Venture Creation: Idea Generation and business Opportunity Identification

Unit I: Business ideas, tools for generating ideas, Distinguishing Idea from an Opportunity.

Unit II : Creativity , research techniques, brain storming, sample ways of generating ideas.

Unit III: Capturing and screening ideas, classification & sorting, macro screening, micro screening of ideas, rating chart.

Unit IV: Evaluating an opportunity from a VC perspective, SWOT analysis, and final selection.

SEMESTER – III
INFORMATION MANAGEMENT & ERP

CORE - 12

COURSE CODE : MBA15/3C/IME

Teaching Hours : 53 hrs

Credits : 4

LTP: 3.5-0-0.5

Field Work : 15 hrs

OBJECTIVES:

To enable students to

- Understand various MIS operating in functional areas of an organization and explain its relationship with the various activities of the organization.

COURSE OUTLINE:

UNIT I: Organization: The management, structure and activities-Information needs and sources-Types of management decisions and information need. System classification Elements of system, input, output, process and feedback.

5 hrs

UNIT II: Transaction Processing information system, Information system for managers, Intelligence information system –Decision support system-Executive information systems.

20 hrs*

UNIT III: Functional Management Information System: Production Information system, Marketing Information Systems, Accounting Information system, Financial Information system, Personnel Information system.

20hrs*.

UNIT IV: System Analysis and Design: The work of a system analyst-System design –Requirement analysis-Detailed system design-Implementation-Evaluation and maintenance of MIS, Database System: Overview of Database- Components-advantages and disadvantages of database,

18 hrs*

UNIT V: Enterprise Resource Planning (ERP) System, Benefits of the ERP, ERP how different from conventional packages , Need for ERP , ERP components , Selection of ERP Package, ERP implementation, steps for avoiding pitfall, Customer Relationship management .

5 hrs

Note * Includes field work of 5 hrs each.

REFERENCE BOOKS:

1. Kenneth J Laudon, Jane P. Laudon ,”Management Information Systems”, Pearson/PHI
2. James O Brien,” Management Information System”, Tata Mc Graw Hill New Delhi
3. Waman Jawadekar,”Management Information system: Text & Cases”, Tata Mc Graw Hill New Delhi,
4. Gordon B Davis,” Management Information System Conceptual Foundations structure and development”,Mc Graw Hill
5. Kendall & Kendall,” System Analysis And Design” ,Prentice Hall Publication, Seventh edition, New Delhi
6. S.Sadagopan,” Management Information Systems “Prentice Hall of India, New Delhi

7. Goyal DP, "Management Information Systems", MacMillan
8. Leon Alexis, Enterprise resource Planning", TataMcGrawhill
9. Greenberg, "CRM at the seed of light", TataMcGrawhill 4th edition.
10. Murdich & Ross, "Information System For Modern Management", Prentice Hall of India

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A	PART – B	PART-C
	7 questions	6 questions	Compulsory Case Study(2 question)
UNIT -1:	One question	One question	
UNIT-2	Two questions	One question	
UNIT-3	Two questions	One question	
UNIT-4	Two questions	One question	
UNIT-5	NIL	One question (1 from Unit-2, 3 or 4)	

SEMESTER – III
HUMAN RESOURCE AND LEADERSHIP DEVELOPMENT

ELECTIVE - 1
Teaching Hours: 38 hrs
Field Work: 15 hrs

COURSE CODE: MBA15/3E/HLD
Credits: 3 LTP –2.5-0-0.5

OBJECTIVES:

To enable students to

- To reflect on their own understanding and experience of Leadership and Leader development.
- Gain advanced knowledge on development function of Human Resource and its role in corporate management.
- To make them aware of significance and effectiveness of various subsystems of HRD in changing HR scenario.

COURSE OUTLINE:

UNIT I: Introduction to HRD Concept, Evolution, Strategies, and Introduction to HRD competencies required in HRD professionals. Challenges in HRD. HRD Matrix.

5 hrs

UNIT II: HRD System-Functions of HRS, Different types of roles, Role analysis, Key Performance Area-. Critical Attributes, Role of Developing competency. Competency mapping. Intellectual capital and HRD Action., Learning. Assessment and Development centre. Employee counselling; PCMM, Balanced scorecard, Appreciative inquiry; Integrating HRD with Technology, Employer branding and other emerging trends.

15 hrs*

UNIT III: Developmental Dimensions of HR –Role and Person- Counseling- Characteristics-importance-function and types of counselling. HRD for higher organizational performance-Self Renewal, Organizational Learning, Knowledge management, QWL-Factors-Criteria for measuring – Benefits to improve. Intellectual capital and HRD Action., Learning. Assessment and Development centre.

15 hrs*

UNIT IV: Introduction to Leadership- Need and Characteristics of Leadership-Importance of Leadership- Distinction between leader and manager Leadership role Leadership Model. Leadership in Organization- Leadership Practices- power, influence, impact. Women leadership for sustainability.

13 hrs*

UNIT V: Qualities of a leader. Functions of a leader. Training for trainers, Role of HRD and HR Department. Recent Trends in HRD and Leadership 5hrs

Note: * (Unit II III & IV includes Field work of 5hrs each)

REFERENCE BOOKS:

1. Udai Pareek and T.V. Rao., Desinging and managing hman resource systems, Oxford and IBH
2. T.V. Rao and Udai Pareek, Developing and Managing Human Resource system, IBH,
3. D.M.Silvera, Human resource development, The Indian Express, New Delhi 2001
4. French W.L & Bell., JHr.C.H., Organisation Development: Behavioral Science Interventions for Organisation Development,
5. Rao T.V. and D.F.Pereira, Recent Experiences in Human Resource Development, Oxford and IBH,
6. Robinson, Kenneth R. A Handbook of Training Management, Kogan Page, Great Britain,
7. The need for Leadership and Development- Karen Lawson.
8. Best Practices in Leadership development And Organizational Change- Louis Cartes. David ulricct. Marshall Goldsmith.
9. Little book of Leadership development Scott.J.Allen & Mitchel Kusy- Printed United State of America.

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A 7 questions	PART – B 6 questions	PART-C one case study with 2 questions
UNIT -1:	one question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	

(One question from 2 or 3or 4 Unit)

SEMESTER - III
INDUSTRIAL RELATIONS AND LABOUR LAW

ELECTIVE - 2
Teaching Hours: 38 hrs
Field Work: 15 hrs

COURSE CODE: MBA15/3E/IRL
Credits: 3 LTP –2.5-0-0.5

OBJECTIVES:

To enable students to

- To get an insight into the labour and industrial regulation.
- To give basic understanding about the various dimensions of industrial Labour relations.
- To understand the legal framework behind industrial and labour relation.
-

COURSE OUTLINE:

UNIT I: Industrial Relations Concepts and Scope of Industrial Relations System.

5 hrs

UNIT II: Industrial Disputes - Causes, effects, trends, Forms of industrial disputes, preventions of industrial disputes, industrial disputes in India,

15 hrs*

UNIT III: Collective Bargaining, Meaning, Objectives, Scope, Methods of collective bargaining, Fair and unfair labour practices, Collective Bargaining in India.

15 hrs*

UNIT IV: Trade Union, Meaning, Objectives, Functions, Theories, Structure of Trade Unions, Trade Union Movement in India,

UNIT V: Labour Relations, labour responsibility in productivity, Workers Participation in Management, Codes of discipline, ILO.

5hrs

Note: * (Unit II III & IV includes Field work of 5hrs each)

REFERENCE BOOKS:

1. Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, NewDelhi,
2. N.G.Nair, Lata Nair, Personnel Management and Industrial Relations, S.Chand,
3. Arun Monappa, Industrial Relations, Tata McGraw Hill,
4. Srivastava, Industrial Relations and Labour Laws, Vikas,
5. A.M.Sharma, Aspects of Labour Welfare and Social Security, Himalaya Publishing House, Bombay.
6. C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books.
7. Dwivedi.R.S, Human Relations, Organisational Behaviour, Macmillan Ltd.,2000
8. Pylee. M.V and Simon George, Industrial Relations and Personnel Management, Vikas Publishig House (P) Ltd.,
9. R.C.Saxena, Labour Problems and Social Welfare and Social Welfare, K.Nath &Company, Meerut.

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A 7 questions	PART – B 6 questions	PART-C one case study with 2 questions
UNIT -1:	one question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	

(One question from 2 or 3or 4 Unit)

SEMESTER – III
TRAINING AND DEVELOPMENT

ELECTIVE - 3

Teaching Hours: 38 hrs

Field Work: 15 hrs

OBJECTIVES:

To enable students to

- Develop an understanding of how to plan and implement training activities in an organization.
- To develop basic skills for designing and conducting the training programme.
- To provide an experiential skill-based exposure to the process of planning, organizing and implementing a training system.

COURSE CODE: MBA15/3E/TND

Credits: 3 LTP –2.5-0-0.5

COURSE OUTLINE:

- UNIT I:** Introduction-Training and Development.-Need-Importance. Systematic approach to Training and Development- Assessment Phase, Training and Development phase- Evaluation Phase. Training- Function and Overview of Training and Development. 5 hrs
- UNIT II:** Trainer's role, Need Analysis, Designing a Training Program.Strategic Training. Learning – Theories-Process - Principles-evaluation 15 hrs*
- UNIT III:** Training Methods: On-the job training-Induction-Apprentice-Refresher-Job rotation- Vestibule. Off-the job-Lecture and Conferences- Brain Storming-Sensitivity Training. 15 hrs*
- UNIT IV:** Training Techniques: The Case Method, Role Plays, Games and Simulations. Motivation of Trainee, Reinforcement-Goal Setting. E-Learning and use of technology in Training. 13hrs*
- UNIT V:** Evaluation of Training and Development, Marketing of Training Functions. 5 hrs

Note: * (Unit II III & IV includes Field work of 5hrs each)

REFERENCE BOOKS:

1. Devendra Agochiya, Every Trainers Handbook, Sage Publication, New Delhi
2. Lynton R. Pareek.U, Training to Development 2nd, New Delhi, Vistaar,
3. Nick Blanchard, James W. Thacker, Effective Training Systems Strategies and Practices, Prentice Hall India Pvt Ltd., New Delhi,
4. Janakiraman, Training and development, Bisenthra, New Delhi
5. Bewnet, Roger cd improving Training Effectiveness, Aldershot, Gower Buckley.R & Caple, Jim, The Theory & Practice of Training, London, Kogan & Page 1995.
6. Irwin L. Goldstein, J. Kevin Ford, Training in Organisations, Thomson Learning Asis,

7. O'Connor, Bronner, Delaney, Training for Organisation, Thomson Learning, Asia,
8. Pepper, Allan D, Managing the Training and Development Function, Aldershot, Gower,
9. Rae L. etc Hon to Measure Training Effectiveness, Aldershot, Gower,
10. Reid M.A, etc., Training Interventions, Managing Employees Development, London,

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A	PART – B	PART-C
	7 questions	6 questions	one case study with 2 questions
UNIT -1:	one question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	
		(One question from 2 or 3or 4 Unit)	

SEMESTER – III
ORGANISATIONAL CHANGE AND DEVELOPMENT

ELECTIVE - 4
Teaching Hours: 38 hrs
Field Work: 15 hrs

COURSE CODE: MBA15/3E/ OCD
Credits: 3 LTP –2.5-0-0.5

OBJECTIVES:

To enable students to

- To understand the concept of development with respect to the organization, groups and individuals.
- To give an understanding the role of the individual and management in contributing towards overall development.

COURSE OUTLINE:

UNIT I: Organizational Change- Concepts, The process of Organizational change, Key roles in Organizational change, Culture and change. Theories and practices. 5hrs

UNIT II: Organizational Diagnosis- Issues and Concepts. Effective implementation of Change, Managing resistance to change. Types of change. Interventions in organizational changing Evaluation of Organizational change programme. 15hrs*

UNIT III: Introduction to Organization Development and Operational Components of OD Diagnostic Action and process-Maintenance Components. Concepts-Nature and Scope of OD. Historical Perspective of OD- Action Research and OD RAT , RNT 15hrs*

UNIT IV: OD Intervention: Team Interventions, Inter-group Interventions – Personal, Interpersonal and group process Interventions. Comprehensive Interventions. Structural Implementation and Assessment of OD. Implementation- condition for failure and success in OD efforts. Assessment of OD and change in Organizational Performance. The Impact of OD. 13hrs*

UNIT V: Key Considerations and Issues in OD/Change. The future of OD/Change. Some Indian Experience in OD/Change. 5hrs*

Note: * (Unit II III & IV includes Field work of 5hrs each)

REFERENCE BOOKS:

1. Cummings, T. and Worley, C. Essentials of Organizational Development and Change , South-Western, a division of Thomson Learning
2. French and Bell Organizational Development: Prentice Hall.
3. Burnes B (1996) Managing Change A strategic Approach to Organizaytional dynamics. London, Pitman.
4. Organization Development and Change- by Cummings and Worely Cengage learning.
5. Organisational Development By S Ramnarayan, T V Rao
6. Debra L.Nelson, James Campbell Quick, Organsiational Behaviour Foundations, Realities and challenges-

7. Organisational Behaviour-Fred Luthans,-Mc.Graw Hill(International Edition)
8. Bhatia R.L., The Executive Track: An Action Plan for Self Development, Wheeler Publishing, New Delhi, 1996.

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)
Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A 7 questions	PART – B 6 questions	PART-C one case study with 2 questions
UNIT -1:	one question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	
		(One question from 2 or 3or 4 Unit)	

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)
Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

PART – A
7 questions

PART – B
6 questions

PART-C
one case study with 2 questions

UNIT -1: one question
UNIT-2 Two questions
UNIT-3 Two questions
UNIT-4 Two questions
UNIT-5 NIL

one question
one question
one question
one question
one question
(One question from 2 or 3or 4 Unit)

SEMESTER – III
COMPENSATION MANAGEMENT

ELECTIVE - 5
Teaching Hours: 38 hrs
Field Work: 15 hrs

COURSE CODE: MBA15/3E/CPM
Credits: 3 LTP –2.5-0-0.5

OBJECTIVES:

To enable students to

- To Acquire advanced knowledge on wage and salary administration.
- To train them how to draw and administer various wage and salary concepts and fringe benefits.

COURSE OUTLINE:

UNIT I: Employee compensation-Concept and different context, framework of compensation, 5hrs

UNIT II: Role and importance of Wage Policy, Methods of compensation. Performance linked Reward system, Incentives, Bonus, Profit Sharing, Allowances and Benefits, VRS
15 hrs *

UNIT III: Wage and Salary – Wage –vs- Salary, Concepts, Definitions, Theory, Factors affecting wage, Type , Methods and System of wage payment, Wage policy, Wage fixation through Arbitration/ Adjudication. Payroll processing.
15 hrs*

UNIT IV: Legal frame work of wage administration-, Laws relating to Minimum wages, Payment of wages, Equal remuneration, Labour legislation. 13 hrs*

UNIT V: Wage and Salary administration-Principles, Wage Determination Process – Job analysis, Job Evaluation, Wage payment, Wage differentials and differentials employee appraisal,
5 hrs

Note: * (Unit II III & IV includes Field work of 5hrs each)

REFERENCE BOOKS:

1. Gupta, LD., Nature and Significance of Wage and Salary Administration, Sage Publications, India Pvt. Ltd. New Delhi,
2. Aswathappa K., Human Resource and Personnel Management, Tata McGraw Hill,
3. Wamsley, Gary L. and Wolf., James F., Handbook of Wage and Salary Administration. Sage Pub,
4. Luthans F. Organizational Behaviour, Tata McGraw Hill,
5. Milton L. Rock, Lance A. Berger, Handbook of Wage and Salary Administration, McGraw-Hill,

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A 7 questions	PART – B 6 questions	PART-C one case study with 2 questions
UNIT -1:	one question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	
		(One question from 2 or 3or 4 Unit)	

SEMESTER - III
CONFLICT MANAGEMENT

ELECTIVE - 6
Teaching Hours: 38 hrs
Field Work: 15 hrs

COURSE CODE: MBA15/3E/CNM
Credits: 3 LTP –2.5-0-0.5

OBJECTIVES:

To enable students to

- Analyze and understand small group structure and function with emphasis on leadership, membership, attitude formation, value formation, and role theory.
- To acquaint the student with basic methods of effective management and control of the group situation.
- To provide practical application of small group principles to simulated situations.

COURSE OUTLINE:

UNIT I: Introduction- Conflict- definition, types – Nature. Perceptive on Conflict,	5 hrs
UNIT II: Conflict Styles-Intractable Conflict -Inter Group Conflict- Intervention	15 hrs*
UNIT III: Dynamics of Conflict, resolution, conflict communication. Conflict analysis.	15 hrs*
UNIT IV: Conflict process and behaviours. Group work conflict Forgiveness & Reconciliation	13 hrs*
UNIT V: Conflict coaching . Conflict in System- Conflict Escalation	5 hrs

Note: * (Unit II III & IV includes Field work of 5hrs each)

REFERENCE BOOKS:

1. Rao, TV, Group dynamics: Group formations, group cohesiveness, properties of group, Tata McGraw Hill,
2. Adams, K. and G. J. Galanes (2006). Communicating in groups: Applications and skills. (6th ed). Boston, McGraw-Hill.
3. Akhilesh KB: Group Dynamics An Approach to Organizational Change, Tata hill
4. Edger H. Schein, Organisational Psychology, Vikas.
5. Siegel, J., Dubrovsky, V., Kiesler, S., & McGuire, T. Group dynamics (2nd ed.). Tata McGraw Hill. (1986)
6. V Sasikumar and PV Dhamija, Group Dynamics, Tata McGraw Hill, 1997

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A 7 questions	PART – B 6 questions	PART-C one case study with 2 questions
UNIT -1:	one question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	

(One question from 2 or 3or 4 Unit)

SEMESTER - III
WORKPLACE COUNSELLING

ELECTIVE - 7
Teaching Hours: 38 hrs
Field Work: 15 hrs

COURSE CODE: MBA15/3E/WPC
Credits: 3 LTP –2.5-0-0.5

OBJECTIVES:

To enable students to

- Understand Workplace Counseling and learn counseling provisions.
- To equip them to focus on counseling for different organizational needs.

COURSE OUTLINE:

UNIT I: Emergence and growth of counseling, Psychology aspects of counseling, Guidance and counseling in organizational settings. 5 hrs

UNIT II: Trends and Approaches to counseling, Models of workplace counseling, the impact of organizational culture and counseling. Ethical issues in workplace counseling. 15 hrs*

UNIT III: Setting Up counseling in the workplace, Process, Testing and Diagnosis, counseling Interview, Evaluation. 15 hrs*

UNIT IV: Special areas in counseling-Individual employee counseling, Group counseling, Social counseling. 13 hrs*

UNIT V: Professional Preparation and training for counseling. Training for counselors, supervising workplace counselors. organization's ethical responsibilities. 5hrs

Note: * (Unit II III & IV includes Field work of 5hrs each)

REFERENCE BOOKS:

1. Narayana roa, S., Counseling and Guidance, sec edn., Tata McGraw Hill. 1992 Cottle,W.C. and N.M.Downie, Preparation for counseling, Prentice Hall.1970
2. Michael Carroll, Workplace counseling, Sage Publications, 1999.
3. Richard Welson Jones, Introduction to counseling skills-texts and activities, Sage publications, 2000
4. Bennett,M.E. Guidance and counseling in groups. Second edn., McGraw Hill. 1993

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A 7 questions	PART – B 6 questions	PART-C one case study with 2 questions
UNIT -1:	one question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	
		(One question from 2 or 3or 4 Unit)	

SEMESTER – III
HR METRICS AND WORKPLACE ANALYTICS

ELECTIVE - 8
Teaching Hours: 38 hrs
Field Work: 15 hrs

COURSE CODE: MBA15/3E/HWA
Credits: 3 LTP –2.5-0-0.5

OBJECTIVES:

To enable students to

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COURSE OUTLINE

Unit I – Introduction to Hr Metrics and workforce analytics history of HR metrics and analytics- contemporary HR metrics and workforce analytics 5hrs*

Unit II- Goals/objectives of HR metrics and workforce analytics- types of HR measurements, Metrics and analytics Basics 15hrs*

Unit III- Impact – Process-Problems of HR Metrics 15hrs*

Unit IV- Workforce analytics and HR intelligence and reporting 13hrs*

Unit V- HR metrics and workforce analytics future. Latest HR analytics. Trends –case studies 5hrs

Note: * (Unit II III & IV includes Field work of 5hrs each)

REFERENCE BOOKS:

1. Phillips, J., & Phillips, P.P. (2014). Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes. McGraw-Hill.
2. Pease, G., & Beresford, B. (2014). Developing Human Capital: Using Analytics to Plan and Optimize Your Learning and Development Investments. Wiley.
3. Sesil, J.C. (2013). Applying Advanced Analytics to HR Management Decisions: Methods for Selection, Developing Incentives, and Improving Pearson FT Press
4. Smith, T. (2013). HR analytics; The What, Why and How.... CreateSpace Independent Publishing Platform.
5. Waber, B. (2013). People Analytics: How Social Sensing Technology Will Transform Business and What It Tells Us about the Future of Work. FT Press.
6. Calculating Success: How the New Workplace Analytics Will Revitalize Your Organization. Massachusetts: Havard Business Review Press
7. Bassi, L., Carpenter, R., & McMurrer, D. (2012). HR Analytics Handbook. McBassi & Company. By the way, the research for this book was done by Dr. Jeroen Delmotte and Luk Smeyers from iNostix!
8. Davenport, T.H., Harris, J.G., & Morison, R. (2010). Analytics At Work: Smarter Decisions, Better Results. Harvard Business Review Press.

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)
Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A	PART – B	PART-C
	7 questions	6 questions	one case study with 2 questions
UNIT -1:	one question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	
		(One question from 2 or 3or 4 Unit)	

SEMESTER – III
PERFORMANCE AND TALENT MANAGEMENT

ELECTIVE - 9
Teaching Hours: 38 hrs
Field Work: 15 hrs

COURSE CODE: MBA15/3E/PTM
Credits: 3 LTP –2.5-0-0.5

OBJECTIVES:

To enable students to

- Identify and integrate the talent employee in the organization
- Helps to deliver high performance in the organization

COURSE OUTLINE

UNIT I- Performance management concepts, Process, objectives, Performance management system with other HR practices. 5 hrs

UNIT II- Performance planning- ongoing support and coaching - Organizational and individual performance plans - Components of Manage performance and development plan. Identifying potential for development, Appraisal communication; setting mutual expectations and performance criteria; Counselling. 15 hrs*

UNIT III- Role of HR in performance management, characteristics of effective performance, Performance & Mentoring. Use of technology and e-PMS, performance audit. Performance management practices in India 15 hrs*

UNIT IV- Talent Management concepts and approaches; talent identification and integration. Talent management in India. .Key factors and different aspects of talent management. Current Talent management practices and research in Indian organization. 13 hrs*

UNIT V- Employee engagement: introduction, Concept of Employee Engagement and Retention, Retaining and Engaging Workers, Best Practices for employee Engagement, Improving Employee Retention. 5 hrs

Note: * (Unit II III & IV includes Field work of 5hrs each)

REFERENCE BOOKS:

1. Armstrong, M.& Baron, A., Performance management and development, Jaico Publishing House, Mumbai.
2. Bagchi, S.N., Performance management: Key strategies and practical guidelines, Kogan Page, London.
3. Bhattacharyya, D.K., Performance management and strategies, Pearson Education.
4. ASTD, Talent Management: Strategies for success from six leading companies, Cengage Learning.
5. Robert B. Performance management, McGraw- Hill Education India.
6. Shukla, R., Talent Mangement; Process of developing and integrating skilled worker, Global India Publication, New Delhi.

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A 7 questions	PART – B 6 questions	PART-C one case study with 2 questions
UNIT -1:	one question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	
		(One question from 2 or 3or 4 Unit)	

SEMESTER – III
TEAM WORK MANAGEMENT

ELECTIVE - 10
Teaching Hours: 38 hrs
Field Work: 15 hrs

COURSE CODE: MBA15/3E/TWM
Credits: 3 LTP –2.5-0-0.5

OBJECTIVES:

- Understand the importance of raising groups
- To learn how individuals as team players must behave to sustain teams.

COURSE OURLINE:

UNIT I – Transforming groups to Teams; Stages of Team Building and its Behavioural Dynamics; Team role; Interpersonal Processes; Goal Setting and Problem Solving. 5hrs

UNIT II- Interpersonal Competence and Team Effectiveness- Team Effectiveness and important influences on Team Effectives. Role of Interpersonal Competence in team Building; Measuring Interpersonal Competence. Team Size; team Member Roles and Diversity; Norms; Cohesiveness; leadership, Measuring Team Effectiveness. 15hrs*

UNIT III- Communication and Creativity- Communication process; Communication Effectiveness and Feedback; Fostering Team Creativity; Delphi Technique; Nominal Group Technique; Traditional Brain Storming; Electronic Brain Storming. Negative Brain Storming.

15hrs*

UNIT IV- Role of Leaders in Teams- Supporting Teams; Rewarding Team Players; Role Allocation: Resource Management for Teams; Selection of Team Players; Leaders as Facilitators, Mentors.

13 hrs*

UNIT V- Developing Collaboration in Teams: Functional and Dysfunctional Cooperation and Competition; Interventions to Build Collaboration in Organizations; Social Loafing, Synergy in Teams, Self-Managed Teams.

5hrs

REFERENCE BOOKS:

1. MC Shane, S.L & Gilnow M.A.V.(2001) Organizational Behaviour: Emerging Realities for the Workplace Revolution. Tata McGraw- Hill Publishing Company Ltd.
2. Naper, Rodhey, W & Gershenfeld Mattik, (1996). Groups Theory & Experience, AITBS, India.
3. Schermerhorn, J.R., Hunt,J.G & Osborn, R.N.(2001). Organizational Behaviour. John Wiley & Sons Asia Pvt Ltd. Singapore.

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)
Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A	PART – B	PART-C
	7 questions	6 questions	one case study with 2 questions
UNIT -1:	one question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	
		(One question from 2 or 3or 4 Unit)	

SEMESTER - III
ADVANCED CORPORATE FINANCE

ELECTIVE - 11
Teaching Hours : 45

COURSE CODE : MBA15/3E/COF
Credits : 3 LTP – 2.5-0-0.5

OBJECTIVES:

To enable students to

- Gain basic insights of corporate finance theory and also emphasizes the application of theory to real business decisions
- Gain insight into all areas of finance, including valuation, investment and dividend decisions, capital market, mergers & acquisitions, financial institutions, mutual funds, leasing, hire-purchase, venture capital and inflation

COURSE OUTLINE:

UNIT I : Introduction, Valuation of the Firm

Corporate finance – Introduction - Nature & Scope - Valuation of the firm – Bond valuation
– Equity valuation 5 hrs

UNIT II : Investment Decision

Investment analysis - Appraisal of risky investments - Certainty equivalent cash flows - Risk adjusted discount rate - Risk analysis in the context of DCF methods using Probability - Sensitivity analysis - Decision tree approach in investment decisions. 15 hrs*

UNIT III : Capital Market, Financial Institutions, Venture Capital

Overview of capital market - Primary market and Secondary market – Role of Securities & Exchange Board of India - Financial institutions: Role of financial institutions - IDBI – ICICI – IFCI - SIDBI – EXIM - Venture capital – Real Options – FII. 15 hrs*

UNIT IV: Mergers & Acquisitions

Mergers and Acquisitions: Definition - Benefits and costs of mergers - Determination of exchange ratio - Valuation of purchase of a division/plant - Joint Ventures 13 hrs*

UNIT V : Corporate Governance

Corporate Governance: SEBI Guidelines - Corporate Disasters and Ethics - Corporate Social Responsibility - Stakeholders and Ethics – Insider Trading – Scandalous Accounting. 5 hrs

Note: * (Unit II III & IV includes Field work of 5hrs each)

REFERENCE BOOKS:

1. M Y Khan and P K Jain, Financial Management: Text, Problems & Cases, Tata McGraw-Hill Publishing Company Limited, 5th Edition.
1. Dr.R.P.Rustagi, Financial Analysis & Financial Management: A Contemporary Approach, Sultan Chand & Sons, 3rd Edition, 2009.
2. Prasanna Chandra, Financial Management: Theory & Practice, Tata McGraw-Hill Publishing Company Ltd, 7th Edition.

3. Dr.S.N.Maheshwari, Financial Management: Principles & Practice, Sultan Chand & Sons, 14th Edition.
4. Rajiv Srivastava, Financial Management, Oxford University Press, 2008
5. Sharan, Fundamentals of Financial Management, Pearson Publications, 2nd Edition.
6. James C Van Horne, Financial Management and Policy, Pearson Publications, 12th Edition.
7. Brigham, Fundamentals of Financial Management, Cengage Learning, 10th Edition.
8. Aswath Damodaran, Applied Corporate Finance: A User's Manual, Wiley India Pvt. Ltd. 2nd Edition.
9. Ehrhardt, Corporate Finance: A Focused Approach, Cengage Learning, 1st Edition.

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A	PART – B	PART-C
	7 questions	6 questions	Compulsory Case Study
UNIT -1:	One question	One question	
UNIT-2	Two questions	One question	
UNIT-3	Two questions	One question	
UNIT-4	Two questions	One question	
UNIT-5	NIL	One question (1 from Unit-2, 3 or 4)	

SEMESTER - III
SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

ELECTIVE - 12
Teaching Hours : 38 hrs
Field Work : 15 hrs

COURSE CODE: MBA15/3E/SAP
Credits : 3 **LTP – 2.5-0-0.5**

OBJECTIVES :

To enable students to

- Acquaint themselves with the working of security market and principles of security analysis and portfolio management
- Get an overview of the securities market, the components and their functioning
- Understand the techniques of security analysis and portfolio construction and management

COURSE OUTLINE:

UNIT I : Financial Instruments

Financial System – Financial Markets - The role & functions of securities markets - Various types of securities market - Money Market & its instruments - Capital market - Indian stock market – Operations & functions – Role of SEBI – Objective of the Security Analysis.
5 hrs

UNIT II: Portfolio Risk & Return

Risk and Return : Concept and components of Total Risk - Security Returns: Measuring Historical and Ex Ante (expected) returns - Systematic and Unsystematic Risk - Quantifying Portfolio Risk & Return - Benefits of Diversification.
15 hrs*

UNIT III: Security Analysis

Fundamental analysis: Economic, Industry & Company analysis – Technical analysis: Dow theory, Elliot Wave principle – Technical indicators - Charts – RSI – Efficient Market Hypothesis.
15 hrs*

UNIT IV: Portfolio Management

Portfolio objective – Process - Portfolio selection & diversification - Portfolio construction models: Markowitz, Sharpe & CAPM – Portfolio performance evaluation: Jensen, Sharpe & Treynors measures – Portfolio Revision.
13 hrs*

UNIT V: Derivatives Market

Concept of derivatives – Futures – Types of futures – Options – Types of options – Swaps – Warrants.
5 hrs

Note: * (Unit II III & IV includes Field work of 5hrs each)

REFERENCE BOOKS:

1. Dr.R.P.Rustagi, Investment Analysis & Portfolio Management, Sultan Chand & Sons, 3rd Edition, 2010.
2. Dr.Prasanna Chandra, Investment Analysis & Portfolio Management, Tata McGraw-Hill Publishing Company Limited, 3rd Edition, 2008.
3. M.Ranganatham & R.Madhumathi, Investment Analysis & Portfolio Management”, Pearson Education, 1st Edition.

4. Fischer, Security Analysis & Investment Management, Pearson Education, 6th Edition.
5. Benjamin Graham & L.Dodd, Security Analysis, Tata McGraw-Hill Publishing Company Limited, 6th Edition, 2008.
6. Reilaly, Investment Analysis & Portfolio Management, Cengage Learning, 8th Edition.
7. Geoffrey A. Hirt & Stanley B. Block, Fundamentals of Investment Management, Tata McGraw-Hill Publishing Company Limited, 8th Edition, 2009.
8. Kevin, Security Analysis & Portfolio Management, PHI Learning, 2nd Edition.
9. V.K.Bhalla, Investment Management: Security Analysis & Portfolio Management, S.Chand & Company Ltd., New Delhi, Ninth Edition, 2003.
10. Charles P.Jones, Investments: Analysis & Management, Wiley India Pvt. Ltd., 9th Edition.

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A	PART – B	PART-C
	7 questions	6 questions	Compulsory Case Study
UNIT -1:	One question	One question	
UNIT-2	Two questions	One question	
UNIT-3	Two questions	One question	
UNIT-4	Two questions	One question	
UNIT-5	NIL	One question (1 from Unit-2, 3 or 4)	

SEMESTER - III
MERCHANT BANKING & FINANCIAL SERVICES

ELECTIVE - 13
Teaching Hours : 45

COURSE CODE: MBA15/3E/MBF
Credits : 3 LTP – 2.5-0-0.5

OBJECTIVES:

To enable students to

- Understand the various financial services that are available and the regulatory framework governing them.
- Understand the procedures involved and the current and future scenario in the Indian environment/context.

COURSE OUTLINE:

UNIT I: Merchant Banking In India

Merchant Banking in India – An overview- Recent developments and challenges ahead - Institutional structure - Functions of merchant banking - Legal & regulatory framework and relevant Provisions of Companies Act, SEBI guidelines. 5 hrs

UNIT II: Issue Management I

Issue Management - Appraisal of projects - Designing capital structure and instruments - Issue pricing - Preparation of prospectus - Offer for sale - Selection of bankers, advertising consultants, etc. - Role of registrars - Underwriting arrangements, Placement with FIs, MFs, FIIs – IPO. 15 hrs*

UNIT III: Issue Management II

Post issue activities - Private placement - Bought out deals - Off-shore issues - GDRs. 15 hrs*

UNIT IV: Management Services

Mergers and acquisitions - Portfolio management services - Leasing and hire purchase 13 hrs*

UNIT V: Financial Services

Financial Services – Insurance - Venture capital - Mutual funds - Credit rating - Factoring and forfeiting - Consumer finance - Credit cards- Debit cards – Smart cards. 5 hrs

Note: * (Unit II III & IV includes Field work of 5hrs each)

REFERENCE BOOKS:

1. Dr.R.Shanmugam, Financial Services, Wiley India Pvt. Ltd.
2. S.Gurusamy, Merchant Banking & Financial Services, Tata McGraw-Hill Publishing Company Limited, 3rd Edition, 2009.
3. MY.Khan, Financial Services, Tata McGraw-Hill Publishing Company Limited, 5th Edition, 2009.
4. Dr.D.Joseph Anbarasu, Prof. V.K.Boominathan, Dr.P.Manoharan & Dr.G.Gnanaraj, Financial Services, Sultan Chand & Sons, 3rd Edition, Reprint 2010.
5. Dr.Punithavathy Pandian, Financial Services & Markets, Vikas Publishing House Pvt. Ltd.
6. K.Sasidharan, Financial Services & System, Tata McGraw-Hill Publishing Company Limited, 2008.

7. Tripathy, Financial Services, PHI Learning,
8. P.N.Varshney & D.K.Mittal, Indian Financial System, Sultan Chand & Sons, 11th Edition, 2010.
9. Machiraju H.R., Indian Financial System, Vikas Publishing House Pvt. Ltd., 4th Edition.

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A 7 questions	PART – B 6 questions	PART-C Compulsory Case Study with 2 questions
UNIT -1:	One question	One question	
UNIT-2	Two questions	One question	
UNIT-3	Two questions	One question	
UNIT-4	Two questions	One question	
UNIT-5	NIL	One question (1 from Unit-2, 3 or 4)	

SEMESTER - III
MERGERS & ACQUISITIONS

ELECTIVE - 14
Teaching Hours : 45

COURSE CODE: MBA15/3E/MNA
Credits : 3 LTP – 2.5-0-0.5

OBJECTIVES:

To enable students to

- Understand how to implement successfully merger and acquisition activities.
- Understand how mergers and acquisitions and other forms of corporate restructuring are used in the business world.

COURSE OUTLINE:

UNIT I: Introduction

Mergers and acquisitions – An overview – Regulatory considerations – Various types of mergers and acquisitions and characteristics – Reasons for merger, acquisition and take-over. 5 hrs

UNIT II: Mergers & Acquisitions Process

Mergers and acquisitions process: Planning: Developing business and acquisition plans – Implementation – Integration: Mergers and acquisitions and business alliances - Managing Post-Merger Issues. 15 hrs*

UNIT III: Mergers & Acquisitions Tools & Concepts

Methods of valuation of firms – Applying financial modeling techniques to value and structure mergers and acquisitions – Analysis of valuation of privately held companies - Structuring the deal: Payment, legal, tax and accounting considerations. 15 hrs*

UNIT IV: Alternative Strategies & Structures

Alternative strategies and structures: Sell- offs and divestures – Spin-offs - Carve-outs – Split ups - Joint ventures - ESOPs - leveraged buy-outs. 13 hrs*

UNIT V: Corporate Control

Corporate control – Buyback of shares and exchanges – Corporate control mechanisms - Takeover defenses – Management guides for mergers and acquisitions activity. 5 hrs

Note: * (Unit II III & IV includes Field work of 5hrs each)

REFERENCE BOOKS:

1. Patrik A. Gaughan, Mergers, Acquisitions & Corporate Restructuring, Wiley India Pvt. Ltd., 4th Edition
2. Gerald Adolph & Justin Petit, Merge Ahead: Mastering the Five Enduring Trends of Artful M&A, Tata McGraw-Hill Publishing Company Limited, 2009.
3. Donald De Pamphilis, Mergers, Acquisitions, and other Restructuring Activities: An Integrated Approach to Process, Tools, Cases & Solutions, Academic Press, California, 2001.
4. J.Fred Weston, Mark L.Mitchell, J.Harold, Takeover, Restructuring & Corporate Governance, Pearson Education, Fourth Edition.

5. S.Ramanujam, Mergers et al: Issues, Implications & Case Laws in Corporate Restructuring, Tata Mc-Graw Hill Publishing Company Limited, New Delhi, 2000.
6. Michael A.Hitt, Jeffrey S.Harrison, R.Duane Ireland, Mergers & Acquisitions: A Guide to Creating Value for Stakeholders, Oxford University Press, New York, 2001.
7. P.K.Mattoo, Corporate Restructuring: An Indian Perspective, Macmillan India Ltd., 1998.
8. Sherman, Andrew J., Mergers and Acquisitions from A to Z, AFP, 1995.
9. Shiva Ramu, S., Corporate Growth through Merger and Acquisition, Sage Publications, New Delhi, 1998.
10. Weston, et al, Mergers, Restructuring & Corporate Control, PHI Learning

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS:60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 8 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8 = 8)
 Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A 7 questions	PART – B 6 questions	PART-C Compulsory Case Study
UNIT -1:	One question	One question	
UNIT-2	Two questions	One question	
UNIT-3	Two questions	One question	
UNIT-4	Two questions	One question	
UNIT-5	-	One question (1 question from Unit-2, 3 or 4)	

SEMESTER - III
DERIVATIVES & RISK MANAGEMENT

ELECTIVE - 16
Teaching Hours : 45

COURSE CODE: MBA15/3E/DRM
Credits : 3 LTP – 2.5-0-0.5

OBJECTIVES:

To enable students to

- Understand the derivatives market, its products and their uses in risk management.
- Understand the risk of trading in derivatives market and trading mechanisms.
- Also understand the valuation of derivative instruments such as options, futures and swap and strategies for risk management.

COURSE OUTLINE:

UNIT I: Introduction to Derivatives

Introduction: Meaning - Purpose – Products - Participants and functions (Types of members) - Types of derivatives - Derivative Market in India - Origin - Present position in India.

5 hrs

UNIT II: Options

Introduction - Types of options - Option trading – Margins - Valuation of options: Binomial Option Pricing Model - Black-Scholes Model for call options - Over-the-counter options – Warrants and Convertibles.

15 hrs*

UNIT III: Futures

Introduction - Future contracts - Future markets – Trading - Future positions - Future prices and spot prices - Forward prices vs. future prices - Futures vs. Options.

15 hrs*

UNIT IV: Swaps

Introduction – Meaning & Significance of Swaps - Interest rate swaps - Currency swaps - Credit risk swaps.

13 hrs*

UNIT V: Managing Market Risk

Sources of Financial Risk: Credit vs. market risk - Default risk - Foreign exchange risk – Interest rate risk - Purchasing power risk etc - Systematic and non-systematic risk - Hedging Schemes - Risk Measurement and Management Framework - Option's delta, gamma, vega, theta, rho.

5 hrs

Note: * (Unit II III & IV includes Field work of 5hrs each)

REFERENCE BOOKS:

1. Gupta S.L., Financial Derivatives: Theory, Concepts and Problems, Prentice Hall of India Private Limited.
2. John C. Hull, Options, Futures & Other Derivatives, Prentice Hall of India Private Limited, New Delhi, Third Edition.
3. NSE's NCFM Module on Derivatives Market.

4. Ashwani Gujral, How to Make Money Trading Derivatives: An Insider's Guide, Vision Books Pvt. Ltd.,
5. David A.Dubofsky & Thomas W. Miller, Derivatives: Valuation & Risk Management, Oxford University Press.
6. Chance, Don M, An Introduction to Derivatives & Risk Management, Dryden Press, International Edition, Sixth Edition.
7. Richard J.Rendleman Jr, Applied Derivatives: Options, Futures & Swaps, Blackwell Publishers.
8. D.C.Patwari, Options & Futures In an Indian Perspective, Jaico Publishing House, Mumbai.
9. Hull, Introduction to Futures & Options Markets, PHI Learning, 2nd Edition
10. Kolb, Robert W., Understanding Futures Markets, Prentice Hall of India, New Delhi.

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A	PART – B	PART-C
	7 questions	6 questions	Compulsory Case Study
UNIT -1:	One question	One question	
UNIT-2	Two questions	One question	
UNIT-3	Two questions	One question	
UNIT-4	Two questions	One question	
UNIT-5	NIL	One question (1 from Unit-2, 3 or 4)	

REFERENCE BOOKS:

1. M Y Khan, Indian Financial System, Tata McGraw-Hill Publishing Company Limited, New Delhi, Fourth Edition.
2. Dr.S.Gurusamy, Financial Markets & Institutions, Thomson Publication.
3. Fabozzi & Modigilani, Capital Market: Institutions & Instruments, PHI Learning, 4th Edition.
4. Dr.S.Gurusamy, Financial Services and Markets, Thomson Publication.
5. Machiraju H.R., Indian Financial System, Vikas Publishing House Private Limited, New Delhi, Second Edition.
6. Bhole L.M, Financial Institutions & Markets: Structure, Growth & Innovations, Tata McGraw Hill Publishing Company Limited, New Delhi, Fourth Edition.
7. Meir Kohn, Financial Institutions and Markets, Oxford University Press, New York.
8. Gordon and Natarajan, Financial Markets and Services, Himalaya Publishing House.
9. Jeff Madura, Financial Markets and Institutions, 5th Ed., South-Western College Publishing.

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A 7 questions	PART – B 6 questions	PART-C Compulsory Case Study (with 2 questions)
UNIT -1:	One question	One question	
UNIT-2	Two questions	One question	
UNIT-3	Two questions	One question	
UNIT-4	Two questions	One question	
UNIT-5	NIL	One question (1 from Unit-2, 3 or 4)	

SEMESTER - III
RISK MANAGEMENT & INSURANCE

ELECTIVE - 18
Teaching Hours : 45

COURSE CODE: MBA15/3E/RMI
Credits : 3 LTP – 2.5-0-0.5

OBJECTIVES:

To enable students to

- Understand the basic principles of decision-making under uncertainty
- Gain insights of risk & its treatment
- Understand the methods of managing & protecting against risks

COURSE OUTLINE:

UNIT I: Introduction to Risk – Risk Management – Objectives of Risk Management – Risk Identification, Measurement & Control of Risk - Indian Insurance Industry – Concept & Nature of Insurance – Classification of Insurance – Insurance Contract 5 hrs

UNIT II: Life Insurance – Risk Classification & Life Insurance – Life Insurance Policy Conditions – Life Insurance Products – Insurance Organisations – Settlement of Life Insurance, Claims & Underwriting. 15 hrs*

UNIT III: Non-life insurance and its products – Marine Insurance – Fire Insurance – Motor Insurance – Health & Accident Insurance 15 hrs*

UNIT IV: Miscellaneous Insurance – Legal Dimensions of Insurance - Underwriting Practices & Claims Settlement 13 hrs*

UNIT V: Marketing of Insurance Services – Distribution Channel - Insurance Regulation and Role of IRDA - Mortality Tables- Risk Premium 5 hrs

Note: * (Unit II III & IV includes Field work of 5hrs each)

REFERENCE BOOKS:

1. Alka Mittal, Dr.S.L.Gupta, Principles of Insurance & Risk Management, Sultan Chand & Sons, 2nd Edition.
2. S.Arunajatesan, T.R.Viswanathan, Risk Management & Insurance: Concepts & Practices of Life & General Insurance, Macmillan Publishers India Lt, 2009
3. Tripathy & Pal, Insurance – Theory & Practice, PHI Learning
4. Rejda, Principles of Risk Management & Insurance, Pearson Publications, 9th Edition.
5. Emmelt.J.Vaugham & Therese Vaugham, Fundamentals of Risk & Insurance, Wiely India Pvt. Ltd, 9th Edition
6. Scotte Harrington & Gregory Niehaus, Risk Management & Insurance, Tata Mc Graw Hill Publishing, 2nd Edition.
7. Trieschmann, Risk Management & Insurance, Cengage Learning, 12th Edition
8. Sethi & Bhatia, Elements of Banking & Insurance, PHI Learning.

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A 7 questions	PART – B 6 questions	PART-C Compulsory Case Study (with 2 questions)
UNIT -1:	One question	One question	
UNIT-2	Two questions	One question	
UNIT-3	Two questions	One question	
UNIT-4	Two questions	One question	
UNIT-5	NIL	One question (1 from Unit-2, 3 or 4)	

SEMESTER - III
BANKING OPERATIONS & SERVICES

ELECTIVE - 19
Teaching Hours : 45
Field Work : 15 hrs

COURSE CODE: MBA15/3E/PPB
Credits : 3 **LTP – 2.5-0-0.5**

OBJECTIVES :

To enable students to

- Understand the banking system and structure in India
- Comprehend the technological up gradation and application in banking
- Understand the concept of asset liability management in banks

COURSE OUTLINE:

UNIT I : Overview of Indian Banking System

Overview of Indian Banking System - Functions of banks – Role of Reserve Bank and GOI as regulator of banking system - Key Acts governing the functioning of Indian banking system – RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act 1948 – Branch Banking – Financing SME's.

5 hrs

UNIT II: Credit Monitoring & Risk Management

Need for credit monitoring - Signals of borrowers' financial sickness - Financial distress prediction models – Rehabilitation process - Risk management – Interest rate, liquidity, forex, credit, market, operational and solvency risks – risk measurement process and mitigation - Basic understanding of NPAs and ALM.

15 hrs*

UNIT III: Banking Technology

Concept of Universal Banking - Home banking – ATMs- Internet banking - Mobile banking - Core banking solutions – Debit, Credit, and Smart cards – Electronic Payment Systems – MICR - Cheque Truncation – ECS - EFT – NEFT – RTGS – Security Threats in e-banking & RBI's initiatives

15 hrs*

UNIT IV : International banking

International Banking: Exchange rates and Forex Business – NRI Accounts - Letters of Credit - Foreign currency Loans – Facilities for Exporters and Importers - Role of ECGC - RBI and EXIM Bank

13 hrs*

UNIT V: Emerging trends in Banking

Financial sector reforms – Universal Banking – Transformation of retail banking - Micro Financing - Trends of Bancassurance in India, Basel III and its impact on Indian Banking Sector – Islamic Banking – Challenges.

5 hrs

Note: * (Unit II III & IV includes Field work of 5hrs each)

REFERENCE BOOKS:

- 1) Principles and practices of Banking - IIBF, 2/e, Macmillan, New Delhi.
- 2) Bank Financial Management – 2010, IIBF (Indian Institute of Banking and Finance)
- 3) Dr. P. Subba Rao, Dr. Promod Kumar Khanna (2011), Principles And Practice Of Bank Management.
- 4) Maheshwari, S.N. and Maheshwari, S.K. (2005), Banking Law and Practice, Kalyani Publishers, New Delhi.
- 5) Mittal R.K., Saini A.K. & Dhingra Sanjay (2008) Emerging Trends in the Banking Sector, Macmillan 2008
- 6) D.Muraleedharan (2009) Modern Banking: Theory & Practise, , PHI Learning Pvt. Ltd.
- 7) RBI Reports on money and banking (Monthly Bulletins).

QUESTION PAPER PATTERN:**HOURS: 3 HRS****TOTAL MARKS: 60**

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A 7 questions	PART – B 6 questions	PART-C Compulsory Case Study (with 2 questions)
UNIT -1:	One question	One question	
UNIT-2	Two questions	One question	
UNIT-3	Two questions	One question	
UNIT-4	Two questions	One question	
UNIT-5	NIL	One question (1 from Unit-2, 3 or 4)	

SEMESTER - III
WEALTH MANAGEMENT

ELECTIVE - 20
Teaching Hours : 45

COURSE CODE: MBA15/3E/WMA
Credits : 3 LTP – 2.5-0-0.5

OBJECTIVES :

To enable students to

- Have a broad based knowledge about wealth management.
- Understand the role of various investment products in long term wealth creation.
- Gain basic insight into evaluation techniques and taxation.

COURSE OUTLINE:

UNIT I : Introduction

Role of Financial Planner - Financial Planning Process – Life Cycle – Wealth Creation Cycle
– Systematic Approach to Investing – Financial Plan 5 hrs

UNIT II: Investment Products & Services

Risk & Return Characteristics of Investment Products & Services: Equity - Debt – Gold -
Real Estate – Derivatives - Mutual Fund - Hedge Funds – ETF - Insurance. 15 hrs*

UNIT III: Investment Evaluation & Asset Allocation

Risk-Return Framework – Risk: Standard Deviation, Beta - Risk Adjusted Returns: Sharpe
Ratio, Treynor Ratio, Alpha - Asset Allocation: Fixed, Flexible, Tactical 15 hrs*

UNIT IV: Elements of Taxation

Previous Year and Assessment Year - Gross Total Income - Income Tax Slabs - Advance
Tax - Tax Deducted at Source (TDS) - Exempted Income - Deductions from Income - Long
Term and Short Term Capital Gain / Loss - Capital Gains Tax exemption 13 hrs*

UNIT V : Estate Planning

Assets & Liabilities – Nomination - Inheritance Law – Will – Trust 5 hrs

Note: * (Unit II III & IV includes Field work of 5hrs each)

REFERENCE BOOKS:

1. Introduction to financial planning by Indian Institute of Banking & Finance, Taxmann Publications P Ltd
2. Dun & Bradstreet, (2009), Wealth Management, New Delhi: Tata Mc-Graw Hill Education India Private Limited
3. Kapoor Jack R, Dlabay L R, Huges R J, (2008), Personal Finance, New Delhi: Tata Mc-Graw Hill Education India Private Limited
4. G.Victor Hallman, Private Wealth Management: The Complete Reference for the Personal Financial Planner, McGraw-Hill Education

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A	PART – B	PART-C
UNIT -1:	7 questions One question	6 questions One question	Compulsory Case Study
UNIT-2	Two questions	One question	
UNIT-3	Two questions	One question	
UNIT-4	Two questions	One question	
UNIT-5	NIL	One question (1 from Unit-2, 3 or 4)	

SEMESTER – III
ADVERTISING MANAGEMENT

ELECTIVE - 21

COURSE CODE: MBA15/3E/ADM

Teaching Hours : 38hrs

Field Work :15hrs

Credits : 3

LTP – 2.5-0-0.5

OBJECTIVES:

To enable students to

- Understand the impact of Advertising on our economy and see how it fits into the broader discipline of business and marketing and appreciate the creativity and technical expertise required in advertising to enhance and fine tune communication and critical thinking

COURSE OUTLINE:

UNIT I: Basic Concepts in Advertising Management- Determining Advertising Objectives

Advertising objectives versus marketing objectives - Communication objectives- Advertisers and advertising agencies. 5 hrs

UNIT II: Creating the Message

Understanding Persuasive Advertising Messages- Attention - Interpretation and the processing of information. 15*hrs

UNIT III: Copy Design Detailed Elements and Tactics - Copy Design Strategy - Copy objectives- Advertising copy types. 15*hrs

UNIT IV: Copy Testing Methods -Recall tests.-Recognition tests.-Persuasion tests.-Purchase behavior tests.-Advertising research. Setting Advertising Budgets -Budgeting information available - Typical spending patterns- Common budgeting approaches. 13* hrs

UNIT V:Media Selection - Media objectives - Media options-New media-advertising Ethics - Integrated Marketing Communication -Integrated Program – Implementation-Co-ordination & control 10hrs

Note: * (Unit II, III, IV includes Field Work of 5 hrs each)

REFERENCE BOOKS:

1. David A.Aaker, Rajeev Batra and John G.Myers, Advertising Management, Prentice Hall of India Pvt. Ltd., New Delhi.
2. Belch, Advertising & Promotion, Tata McGraw-Hill.
3. William F.Arens, "Contemporary Advertising", Irwin Mc.Graw.Hill.
4. J.Thomas Russell,W.Ronald Lane, "Kleppners Advertising Procedure", Prentice Hall.
5. Frank Jeflkins, "Advertising", Macmillan India Ltd.
6. Well, Burnett &Moriarty, "Advertising – Principles & Practice", Prentice Hall.
7. Batra, Myer& Aaker" Adverting Management", Prentice Hall.

8. Mahendra Mohan,” Advertising Management”, Tata McGraw-Hill Publishing Company Ltd., New Delhi.
9. U.C.Mathur, “Advertising Management”, New Age International Publishers.
10. George E Belch and Michael A Belch, “Advertising and Promotion”, TMH.

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A 7 questions	PART – B 6 questions	PART-C One case study with 2 questions
UNIT -1:	one question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	
		(One question from 2 or 3or 4 Unit)	

SEMESTER - III
CONSUMER BEHAVIOUR

ELECTIVE - 23

COURSE CODE: MBA15/3E/COB

Teaching Hours: 38 hrs

Field Work :15 hrs

Credits: 3

LTP – 2.5-0-0.5

OBJECTIVES:

To enable students to

- Develop a good grasp of the variables that affect consumption and how consumer behavior, in turn, has an impact on the success of marketing-related activities

COURSE OUTLINE:

UNIT I: Approaches to the study of consumer behavior – significance – comprehensive models of consumer decision process – different buy situations – programmed buying decisions.

5hrs

UNIT II: Consumer Behavior Models – Contemporary Model - Nicosia Model- Psycho socio economic model - Engel Blackwell Model

15hrs *

UNIT III: Internal influences on consumer behavior – needs and motives – personality – demographic and psychographics factors – buyer as perceiver – as learner – Attitude formation – change of attitude – influencing factors – measurement of Attitude – Life style influence – Life cycle influence.

15hrs*

UNIT IV: External influences on consumer behavior –culture – subculture - family – reference groups – social aspects – opinion leaders – role relationship. Consumer Decision Process – Problem Recognition - Information search and Evaluation –Purchasing Process –Post Purchase behavior.

13 hrs*

UNIT V: On-line buyer behavior and strategies –use of internet as a medium- difficulties and challenges in predicting consumer behavior.

5 hrs

Note: * (Unit II, III, IV includes Field Work of 5 hrs each)

REFERENCE BOOKS:

1. Loudon & Albert Della, Consumer Behaviour, Tata McGraw-Hill Publishing.
2. Schiffman, Consumer Behaviour, Prentice Hall of India.
3. Hawkins, Best, Coney, Consumer Behavior, TataMcGraw Hill, 9th Edition.
4. Roger D. Blackwell, Consumer Behaviour, Vikas Thomson Learning

5. Paul Peter & Jerry C.Olson, Consumer Behaviour & Marketing Strategy, McGraw-Hill.
6. S.L.Gupta & Smitra Pal, Consumer Behaviour: An Indian perspective, Sultan Chand.
7. Assael, Consumer Behaviour, Thomson Learning.
8. Matin Khan, Consumer Behaviour, New Age International.

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A	PART – B	PART-C
	7 questions	6 questions	one case study with 2 questions
UNIT -1:	one question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	
		(One question from 2 or 3or 4 Unit)	

SEMESTER - III
SALES AND DISTRIBUTION MANAGEMENT

ELECTIVE - 24
Teaching Hours : 38 hra

COURSE CODE: MBA15/3E/SDM
Credits : 3 LTP – 2.5-0-0.5

OBJECTIVES:

To enable students to

- Understand concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution.

COURSE OUTLINE:

UNIT I :Sales And Distribution Strategy : An Overview

Characteristics of sales job; Conceptual model of " Sales person- buyer ", Dyadic relationship ; selling theories; formulation of personal selling strategies. 5 hrs

UNIT II :Selling Process And Sales Organisation – purpose - setting up a sales organization. Sales Force Management - selection, training and compensation. 15 hrs *

UNIT III: Sales Territories and Control – sales Quotas - types of quotas and their administration. 15 hrs*

UNIT IV:Marketing Channel and Design:

Designing channel system; wholesaling; retailing; channel conflict and resolution; sales display and channel for services. 13* hrs

UNIT V: Physical Distribution Structure And Channel:

Warehousing ; transportation ; inventory management ; logistic communication Distribution cost control. Supply Chain management. 5 hrs

Note: * (Unit II, III, IV includes Field Work of 5 hrs each)

REFERENCE BOOKS :

1. Tapan K.Panda,"Sales and Distribution Mangement",Oxford press,Newdelhi.
2. Spiro, Stanton & Rich" Management of Sales Force", TMH.
3. Jobber " Selling and Sales Management" 6/e Pearson Education,Newdelhi.
4. Still, Cundiff and Govoni "Sales Management" , Prentice Hall India, New Delh, 6th edition.
5. Johnson and others " Sales Management" , McGraw Hill,Newdelhi.
- 6.Robert.E.Hite,Wesley,J.Johson,"Managing Salespeople",South Western Publsihing,8th edition
- 7.Ressel and others " Selling" , McGraw Hill ,Newdelhi.
- 8.Stern & Al-Ansary" Marketing Channels", prentice Hall India , New Delhi.
- 9.Bower, Sox and others,"Management in Marketing Channel" , McGraw Hill ,Newdelhi.
- 10.Charlem.Futrell,"Sales Mangement",Thomson,6th edition.

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A	PART – B	PART-C
	7 questions	6 questions	one case study with 2 questions
UNIT -1:	one question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	
		(One question from 2 or 3or 4 Unit)	

SEMESTER - III
SERVICES MARKETING

ELECTIVE - 25

COURSE CODE: MBA15/3E/SEM

Teaching Hours : 38 hrs

Field Work : 15 hrs

Credits : 3

LTP – 2.5-0-0.5

OBJECTIVES:

To enable the students to

- Acquaint the students to the uniqueness of the services characteristics and its marketing implications.

COURSE OUTLINE:

UNIT I :Introduction to Services Marketing.

Concept of Services – Characteristics – Classification of Service – Service Marketing Environment – Global and National perspectives – Factors contributing to the growth of Service Marketing. 5 hrs

UNIT II :The Service Marketing Mix.

The Seven P's - Additional dimension in Services Marketing – People, Physical Evidence and Process. 15 hrs*

UNIT III: Aligning Strategy for Services.

Service design and Standards – Blueprinting – Service Market Segmentation – Targeting and Positioning of Services 15hrs*

UNIT IV:Effective Management of Services Marketing.

Managing demand and Supply through Capacity Planning and Segmentation – Internal Marketing of Services. Service Quality Gaps- Causes - Key Factors and Strategies for closing the Gap. 13hrs*

UNIT V : Understanding Specific Service Industries. Financial Services- Hospitality Services including

Travel, Hotel and Tourism, Health Services-Telecommunications Service – Educational Services-Profession Services – Public Utility Service. 5 hrs

REFERNCE BOOKS:

1. Valarie A. Zeithmal and Mary Jo Bitner, Service Marketing, 3rd Edition, Tata McGraw Hill.
2. Christopher Lovelock, Services Marketing, 4th Edition, Pearson Education Asia.
3. Christian Gronroos, Service Management and Marketing, John Wiley & Sons Ltd.
4. Govind Apte, Services Marketing, Oxford University Press.
5. Helen Wooddruffe, Services Marketing, Mcmillan India Ltd, 2000
6. S.M. Jha, Service Marketing, Himalaya Publishing House, New Delhi (2003)
7. Mary Ann Pezzullo, Marketing Financial Services.
8. Kenneth E. Clow, David L. Kurtz, Service Marketing, 2e, Bizantra.
9. Kruse, Service Marketing, John Wiley & Sons Ltd, 2000
10. Christopher H Lovelock, Lauren K Wright, Principles of Services Marketing, Prentice Hall Inc.

Note: * (Unit II, III, IV includes Field Work of 5 hrs each)

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A	PART – B	PART-C
	7 questions	6 questions	One case study with 2 questions
UNIT -1:	one question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	
		(One question from 2 or 3or 4 Unit)	

SEMESTER - III
MARKETING RESEARCH

ELECTIVE - 26

Teaching Hours : 38 hrs

Field Work :15 hrs

COURSE CODE: MBA11/3E/MAR

Credits : 3

LTP – 2.5-0-0.5

OBJECTIVES:

To enable the students to

- Understand the basic concepts of research as a tool to help in marketing decision making.

COURSE OUTLINE:

UNIT I: Introduction to Marketing Research – Defining the Marketing Research Problem and developing an approach – Marketing Information system - Marketing Research Vs Marketing Intelligence. 5 hrs

UNIT II: Marketing Research Design Formulation - Types of research designs - Formulating research objectives-primary and secondary data sources - Measurement and scaling. 15hrs*

UNIT III: Questionnaire and form design – Sampling design and procedures – Data collection , preparation, Analysis and reporting – Field work – Data preparation - Editing and Tabulation of data . 15 hrs*

UNIT IV: Quantitative and qualitative analysis – Statistical techniques – testing of hypothesis - Report preparation and presentation. 13 hrs*

UNIT VI: Application of Marketing Research – Market potential – product research - International marketing Research. 5 hrs

Note: * (Unit II, III, IV includes Field Work of 5 hrs each)

REFERENCE BOOKS:

1. Paul E.Green Donald S. Tull, Gerald Albaum, Research for Marketing Decisions, Prentice Hall.
2. Nargundkar Rajendra, Marketing Research, Tata McGraw Hill.
3. Harper W. Boyd Jr, Ralph Westfall, Stanley F. Stasch, Richard D.Irwin Inc, 7th Edition.
4. Kinnear and Taylor, Marketing Research, McGraw-Hill.
5. Aaker, Kumar, Day, Marketing Research, John Wiley.
6. Joseph F.Hair Jr, Marketing Research, McGraw-Hill.
7. G.C. Beri, Marketing Research,Tata McGraw-Hill.

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A	PART – B	PART-C
	7 questions	6 questions	one case study with 2 questions
UNIT -1:	one question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	
		(One question from 2 or 3or 4 Unit)	

SEMESTER – III
RETAIL MANAGEMENT

ELECTIVE - 27

Teaching Hours : 38 hrs

Field Work :15 hrs

COURSE CODE: MBA15/3E/REM

Credits : 3

LTP – 2.5-0-0.5

OBJECTIVES:

To enable the students to

Identify and understand the significance of retailing in the current business environment and to develop guidelines to build a retailing business.

COURSE OUTLINE:

UNIT I: Introduction to retailing, concept- Nature and Scope. Retail institutions and the types- History (success failure stories) - Retail management process - Indian retailing scenario.

5 hrs

UNIT II: Environment of Retailing - Customer- Market - competitors.

15 hrs*

UNIT III: Retailing Strategy - Differential advantage and strategic planning- vendor relation and distribution strategy (conflict resolution, logistics) - promotion strategy - location -layout design- servicing the retail customer.

15hrs*

UNIT IV: Merchandise Management -Merchandise plan- Merchandise buying andhandling-- Merchandise presentation- Merchandise support management.Managing operations- Managing Retail Research and Information systems.

13 hrs*

UNIT V: Integration and control (retail audit)- Influence of changing environment on retailing-e-business -Career in retailing.

5 hrs

Note: * (Unit II, III, IV includes Field Work of 5 hrs each)

REFERENCE BOOKS:

1. Barry Berman , Joel Evans,Retail Management: A Strategic Approach , Pearson Education, 9th Edition
2. Michael Levy and Barton W Weitz, Retailing Management, Tata McGraw Hill, , 5th Edition
3. Chetan Bajaj, Rajnish Tuli, Nidhi V Srivasta, Retail Management , Oxford University Press.
4. Pradhan, Swapna, Retailing Management, Tata McGraw Hill
5. Dunne, Lusch, Griffith, Retailing, Southwestern Publishers, 4th Edition.
6. Gilbert, Retail Marketing Mangement, Pearson Education, 2nd Edition.

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)
Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A	PART – B	PART-C
	7 questions	6 questions	one case study with 2 questions
UNIT -1:	one question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	
		(One question from 2 or 3or 4 Unit)	

SEMESTER - I
STRATEGIC BRAND MANAGEMENT

ELECTIVE -28

Teaching Hours: 38 hrs

Field Work :15 hrs

COURSE CODE: MBA15/3E/SBM

Credits: 3

LTP – 2.5-0-0.5

OBJECTIVES:

To enable the students to

- Know the various issues related to Brand Management and to enhance the understanding and appreciation of this important intangible strategic Asset including brand associations, brand identity, brand architecture, Leveraging brand assets, brand portfolio management etc.

COURSE OUTLINE:

UNIT I: Introduction to Brand Management and Crafting of Brand Elements

5 hrs

UNIT II: Consumer Brand Knowledge - Brand Identity, Personality and Brand Associations.

15 hrs*

UNIT III: Managing Brand Architecture and Brand Portfolios

15 hrs*

UNIT IV: Corporate Branding and Tools for Building Brand Equity.

13 hrs *

UNIT V: Leveraging Brand Equity - Measurement of Brand Equity

5 hrs

Note: * (Unit II, III, IV includes Field Work of 5 hrs each)

REFERENCE BOOKS:

1. Kevin lane keller” Strategic Brand Management” pearson education,3 edition.
2. Jean.Noel Kapferer “Strategic Brand Management”,Kogan Page India.
3. Leslie de Chernatony, Malcolm McDonald “Creating powerful brands”, Prentice hall ,2002
4. Chuck Pettis”Techno brands”,viva Books,2000
- 5.. S.Ramesh Kumar,”Managing Indian Brands”,Vikas Publishing house,2001
6. Ian Batey,”Asian Branding”,Prentice Hall,3 edition,2002
7. Harsh.V.Verma,”Brand Mangement”,Excel Books,4 edition,2004
8. Joe Macroni,”Brand Marketing Book”,NTC Business books,2001

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A 7 questions	PART – B 6 questions	PART-C one case study with 2 questions
UNIT -1:	one question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	

(One question from 2 or 3or 4 Unit)

SEMESTER – III
CUSTOMER RELATIONSHIP MANAGEMENT

ELECTIVE – 29

COURSE CODE: MBA15/3E/CRM

Teaching hours: 38 hrs

Field Work : 15 hrs

Credits: 3

LTP – 2.5-0-0.5

OBJECTIVES:

To enable the students to

- Understand customer relationship managements, its benefits context used and technologies that are deployed.

COURSE OUTLINE:

Unit I: CRM - Defining CRM -major perspectives on CRM- strategic, operational, analytical and collaborative ;CRM cycle-significance of CRM-application of CRM across verticals. 5 hrs

Unit II:

Business environment of CRM- constituencies-companies-customers-vendors-application service providers- CRM hardware- Management consultants; CRM models-IDIC model-QCi model-CRM value chain-Payne’s five process model-Gartner competency model.

15 hrs*

Unit III: Understanding customer relationships: change with relationships- trust- commitment; -reasons for companies in establishing relationships with customers- Relationships quality

15 hrs *

Unit IV: Meaning and importance of Lifetime value-customer satisfaction- customer loyalty- relationship management theories . CRM implementation- Develop the CRM Strategy-build CRM project foundations-Needs specification& partner selection-Project Implementation-Evaluation of performance.

13 hrs*

Unit V: Technological developments in CRM-e-CRM-features-advantages-Introduction to CRM software’s.

5 hrs

Note: * (Unit II, III, IV includes Field Work of 5 hrs each)

REFERENCE BOOKS:

1. Fancis Buttle “Customer Relationship Management-concepts and Technologies”, Elsevier, Second edition
2. Alok kumar Rai,” Customer Relationship Management”, PHI learning ,2008
3. John Anton, ”Customer Relationship Management” ,Prentice hall
4. Anderon, ”Customer Relationship Management”, Tata McGraw Hill

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A 7 questions	PART – B 6 questions	PART-C one case study with 2 questions
UNIT -1:	one question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	
		(One question from 2 or 3or 4 Unit)	

SEMESTER – III

MARKETING OF SOCIAL SERVICES

ELECTIVE – 30

COURSE CODE: MBA15/3E/MSS

Teaching hours: 38 hrs

Field Work : 15 hrs

Credits: 3

LTP – 2.5-0-0.5

OBJECTIVES:

To enable the students to

- Acquire knowledge about the application of marketing tools and techniques in the marketing of socially desirable causes especially in the context of developing country like India.

COURSE OUTLINE:

Unit I: Social Services in the developing economy and its relevance – Need for the study 5 hrs

Unit II: Application of marketing in social services - Health and family welfare- Adult Literacy Programme-Environment protection – social forestry 15 hrs*

Unit III: Organizing for marketing social services – socio economic and cultural influences on the beneficiary system – beneficiary research and measurement of their perception and attitudes. 15 hrs*

Unit IV: Planning and implementation of mass campaigns – beneficiary contact programmes- use of print and electronic media in mass communication diffusion of innovative ideas – Geographical expansion strategies in mass contact programme. 13 hrs *

Unit V: Review and monitoring of marketing strategies of socially relevant programmes. 5 hrs

Note: * (Unit II, III, IV includes Field Work of 5 hrs each)

RECOMMENDED BOOKS:

1. Betsy D. Gelb and Ben, M “Marketing is everybody’s Business”, Santa Monica (California) 1972
2. Gather .A and Warren , M.D “ Management and Health Services ” ,Pewrgamon Press, Oxford 1977.
3. Jena.B and Pati .R, “ Health and Family Welfare Services In India, Ashish , New Delhi, 1986
4. Kotler Philip and Roberto Eduardo L , “ Social marketing : Strategies for changing public behavior” , Free Press, New York , 1989.
5. Maithra, T , “ Public Services in India” , Mittal, New Delhi, 1985
6. Pena, J.J, Posen, B , “ Hospital Quality Assurance’ , Aspen, Maryland 1984

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A	PART – B	PART-C
	7 questions	6 questions	one case study with 2 questions
UNIT -1:	one question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	
		(One question from 2 or 3or 4 Unit)	

SEMESTER – III
INTERNET MARKETING

ELECTIVE – 31

COURSE CODE: MBA15/3E/ITM

Teaching hours: 38 hrs

Field Work : 15 hrs

Credits: 3

LTP – 2.5-0-0.5

OBJECTIVES:

To enable the students to

- to acquire knowledge of Internet Marketing and prepare them for its fast-paced world.
- to understand in detail what constitutes marketing on the Internet

COURSE OUTLINE:

- Unit I:** Introduction to Internet Marketing. Mapping fundamental concepts of Marketing (7Ps, STP) Strategy and Planning for Internet Marketing – the website – search engine optimization – Online Advertising. 5 hrs
- Unit II:** Pay-Per-Click Marketing – Email marketing - Blogging, Podcasting, Social and Business Networking- Product Opinion Sites- Forums - Affiliate Marketing and Syndication on the Internet . 15hrs*
- Unit III:** The technology behind Internet Marketing - Common Snares in Online Marketing -Running an Internet Marketing Services Business. Global Internet Marketing - Localization and Customization. 15hrs *
- Unit IV:.** Measuring Internet Marketing Effectiveness: Metrics and Website Analytics - Trust in Internet Marketing. Ethical and Legal Issues. 13 hrs*
- Unit V:.** Internet of the future: “Customerization”. 5 hrs

Note: * (Unit II, III, IV includes Field Work of 5 hrs each)

RECOMMENDED BOOKS:

1. David Meerman Scott, “ The New Rules of Marketing and PR: How to Use Social Media, Blogs, News Releases, OnlineVideo, and Viral Marketing to Reach Buyers Directly”, 2nd Edition(2010)
2. Chris Brogan and Julien Smith ,” Trust Agents: Using the Web to Build Influence, Improve Reputation, and Earn Trust”(2010)
3. Lon Safco and David K. Brake , “The Social Media Bible: Tactics, Tools, and Strategies for Business Success” (2009)

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)
Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A	PART – B	PART-C
	7 questions	6 questions	One case study with 2 questions
UNIT -1:	one question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	
		(One question from 2 or 3or 4 Unit)	

- hall of India (p)
7. Henry.E Korth and Abraham Silbersehatz "Database system concepts-"McGraw hill Book Company
 8. Martin, "Database Management" Prentice hall of India, New Delhi
 9. Paneerselvam, "Database management systems,"PHI,
 10. Gerald Post, "Database Management systems Designing and building Business applications", McGraw hill publication,3rd Edition

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A 7 questions	PART – B 6 questions	PART-C one case study with 2 questions
UNIT -1:	one question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	
		(One question from 2 or 3or 4 Unit)	

SEMESTER – III
SYSTEM ANALYSIS AND DESIGN

ELECTIVE - 33
Teaching Hours : 38hrs
Field Work: 15 hrs

COURSE CODE: MBA15/3E/SAD
Credits : LTP: 2.5-0-0.5

OBJECTIVES:

To enable the students to

- Develop a comprehensive understanding of how information systems are developed through the activities of systems planning, analysis, design and implementation; an understanding suited to the needs of a business analyst, information systems selector or managerial consultant.

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COURSE OUTLINE:

UNIT I: Fundamentals of System Design: Understanding System analysis and design – Scope and functions--feasibility study-role of Information System-system and their Interdependencies
5 hrs

UNIT II: Structured Methodologies: Introduction-System Development Life cycle-Prototyping – purpose-Steps-Tools-strategies

15hrs*

UNIT III: Computer Aided System Tools: Role of tools – categories –CASE-design of computer outputs-ways of presenting information- designing of printed output-designing visual display units

15hrs*

UNIT IV:Design of input and control: Objectives-data capture guidelines- input validation-design of online dialogue-purpose and definition-interface--designing dialogue.

13hrs*

UNIT V: Implementation & Maintenance: Systems construction and implementation, maintenance, systems operation and support. Analysis and design of prototype information systems: Marketing –finance & accounting-production- personnel functions.

5hrs

Note * Includes field work of 5 hrs each.

RECOMMENDED BOOKS:

1. Kenneth E.Kendall, Julie E.Kendall, "Systems analysis and design", Prentice hall.
2. James A.Senn, "Analysis and design Information Systems", McGraw hill.
3. Award, "Systems analysis and design", Galgotia publications.

4. V.Ranjaramam,"Analysis and design of information Systems", Prentice hall.
5. Hawryskiewicz , 'Introduction to Systems Analysis and Design', Prentice Hall.
6. Marvn Gure & J.Stubbe,"Elements of System Analysis", Galgotia Book Source Publication.
7. Yourdon and Constantine, "Structured Design: Fundamentals of a Discipline of Computer Program and system Design", Prentice Hall.
8. Hoffer, Joey F. George, Joseph. S Valacich, "Modern Systems Analysis and Design", Addison Wesley.
9. Jeffrey L.Whitten, Lonnie D. Bentley and Kevin C. Dittman, Systems Analysis and Design Methods, McGraw-Hill, Irwin.
10. Page Jone, 'Practical guide to structured systems design', 2nd Ed., Prentice Hall.

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A 7 questions	PART – B 6 questions	PART-C one case study with 2 questions
UNIT -1:	one question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	
		(One question from 2 or 3or 4 Unit)	

SEMESTER – III
BUSINESS INTELLIGENCE

ELECTIVE - 34
Teaching Hours : 38hrs
Field Work : 15 hrs

COURSE CODE: MBA15/3E/BUI
Credits : 3 LTP: 2.5-0-0.5

OBJECTIVES:

To enable the students to

- Make faster, more accurate and insightful decision making a basis for competitive advantage using Business Intelligence.
- Gain a solid basis on: test data, metadata planning, data stewardship, governance, backup planning, ROI measurement, documentation, support preparation, user training, communications planning, and other elements of a successful data warehouse.

COURSE OUTLINE:

UNIT I: Business Intelligence and Business Decisions; Introduction, Concepts; Modelling Decision Processes.

5hrs

UNIT II: Decision support systems; Group decision support and Groupware Technologies.

15hrs*

UNIT III: Executive Information and support Systems; Business Expert System and AI, OLTO & OLAP;

15hrs*

UNIT IV: Data Warehousing; Data Marts, Tools for data warehousing, Data mining and knowledge discovery; Data mining Techniques.

13hrs*

UNIT V: Knowledge Management Systems: Concept and Structure KM systems, techniques of knowledge management appreciation & limitation.

5 hrs

Note * Includes field work of 5 hrs each.

RECOMMENDED BOOKS:

1. Mike Biere, "Business Intelligence to the enterprise" PHI
2. Mahesh Raisinghani, "Business Intelligence in the digital economy, opportunities, limitations and risks", Idea Group Inc (IGI), USA
3. Asokan Anandharajan, "Businness Intelligence Techniques", Springer
4. W.H. Inmon, "Building Data Warehousing", Wiley

5. Robert Theirauf, “Effective Business Intelligence”, Greenwood Publishing Group
6. Elizabeth Vitt, Michael Luckevich, Stacia Misner, Business Intelligence, PHI
7. James O Brien, Management Information System, Tata Mc Graw Hill New Delhi
8. Shgirley Neal and Kenneth le trunik, “Database management systems in business” Prentice hall of India
9. Amrit Tiwana, The Knowledge Management Tool Kit, PHI
10. Alex Berson, Stephen .J”Data Warehousing, Data Mining and OLAP’, Tata Mc Graw Hill New Delhi

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A 7 questions	PART – B 6 questions	PART-C one case study with 2 questions
UNIT -1:	one question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	
		(One question from 2 or 3or 4 Unit)	

SEMESTER – III
TECHNOLOGY MANAGEMENT

ELECTIVE - 35
Teaching Hours : 38hrs
Field Work : 15 hrs

COURSE CODE: MBA15/3E/TEM
Credits : 3 LTP: 2.5-0-0.5

OBJECTIVES:

To enable the students to

- Focus on different matters of importance related to Technology Management.
- Know the various aspects of technological innovation and subsequent diffusion.

COURSE OUTLINE:

UNIT I: Management of Technology: Various aspects and Issues, Strategic Considerations, Technological change and Innovation, Impact of Technological Change on Employment and Productivity, Social consequences.

5hrs

UNIT II: Technology Forecasting, Technology Development, Acquisition and Transfer. Technology Absorption and Diffusion

15hrs*

UNIT III: Evaluation/Assessment of competing Technologies, Foreign Diffusion, Collaboration and Strategic Technological Alliances.

15hrs*

UNIT IV: Law regarding protection of trade intellectual property rights, patents, trademarks; Technological environment in India – Technology policy, role of various government, organisations such as DST, CSIR in development and dissemination of technology.

13hrs*

UNIT V: Technology development at organisation level, role of information system, quality systems and market feedback.

5hrs

Note * Includes field work of 5 hrs each.

REFERENCE BOOKS:

1. Tarek Khalil, “Management of Technology—The Key to Competitiveness and Wealth Creation”, McGraw Hill, Boston
2. V.K.Narayanan,” Managing Technology and Innovation for Competitive Advantage”, Pearson Education

3. Sharif Nawaz, Management of Technology Transfer and Technology, APCTT, Bangalore
4. Fredruck Betz, Managing Technology, Prentice Hall, New Jersey
5. Mauk Dudgeon: Technology Strategy and the Firm, Longman Publications, London
6. UN-ESCAP Technology for Development, ESCAP Secretariat.
7. Francis Cherunilam International Business Text and Cases – PHI
8. Gerard .H.Gaynor, “Hand book of Technology “,Mc Grawhill
9. Managing New Technology Development - Souder, W.C. and C.M. Crawford - McGraw-Hill.
10. Bringing New technology To Market - Kathleen R Allen - Prentice Hall India

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A 7 questions	PART – B 6 questions	PART-C one case study with 2 questions
UNIT -1:	one question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	
		(One question from 2 or 3or 4 Unit)	

SEMESTER – III
SOFTWARE PROJECT MANAGEMENT

ELECTIVE - 36
Teaching Hours : 38hrs
Field Work : 15 hrs

COURSE CODE: MBA15/3E/SPM
Credits : 3 LTP: 2.5-0-0.5

OBJECTIVES:

To enable the students to

- Understand the Systematic software development techniques. Understand systematic ways of doing requirements specification, design, coding, testing maintenance, and project management.
-

COURSE OUTLINE:

UNIT I: Introduction to Project Management ; Importance of software project management; What is Project Management - Stages of Project The Stakeholder of Project ; Software Tools for Project Management 5hrs

UNIT II: Project Planning ; Integration Management; Scope Management; Stepwise Project Planning; Use of Software (Microsoft Project) to Assist in Project Planning Activities. 15hrs*

UNIT III: Project Scheduling; Time Management; Project Network Diagrams; Use of Software (Microsoft Project) to Assist in Project Scheduling 15hrs*

UNIT IV: Project Cost Management; Importance and Principles of Project Cost Management; Resource Planning; Cost Budgeting; Use of Software (Microsoft Project Quality Control) 13hrs*

UNIT V: Quality Planning; Stages of Software Quality Management; Quality Assurance; Project Risk Management; The Importance of Project Risk Management; Common Sources of Risk in IT projects; Risk Identification ; Risk Response Development and Control 5 hrs

Note * Includes field work of 5 hrs each.

REFERENCE BOOKS:

1. “Software Project Management” Bob Hughes and Mike Cotterell, Third Edition, Tata McGraw-Hill.
2. Software Project Management in Practice, Pankaj Jalote, Pearson Education
3. Kathy Schwalbe, “Information Technology Project Management”, International Student Edition, THOMSON Course Technology
4. Elaine Marmel ,“Microsoft Office Project 2003 Bible”, Wiley Publishing Inc
5. Basics of Software Project Management, NIIT, Prentice-Hall India,
6. S.A. Kelkar ,”Software Project Management, A Concise Study”, Revised Edition, Prentice-Hall India
7. Kieron Conway ,”Software Project Management – From Concepts to Deployment “, Dreamtech Publications

8. Roger S Pressman ,”Software Engineering a Practitioner’s approach”,Tata McGraw Hill
9. Ian Sommerville “Software Engineering” Addison Wesley

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)
 Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A	PART – B	PART-C
	7 questions	6 questions	one case study with 2 questions
UNIT -1:	one question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	
		(One question from 2 or 3or 4 Unit)	

SEMESTER – III
DECISION SUPPORT SYSTEM

ELECTIVE - 37

COURSE CODE: MBA15/3E/DSS

Teaching Hours : 38hrs

Credits : 3 LTP: 2.5-0-0.5

Field Work : 15 hrs

OBJECTIVES:

To enable the students to

- Understand the nature and use of modern decision support systems
- Understand the mechanisms that can be used to store and use knowledge

COURSE OUTLINE:.

UNIT I: Managerial decision making and information systems; Requirement for decision support for decision making and other executive work; Types of Decision Support Systems

5 hrs

UNIT II: Decision support systems: Introduction and overview; From human decision making to DSS DSS architecture; Decision modeling and analysis; Data warehousing, access, analysis, mining and visualization.

15hrs*

UNIT III: Group Decision Support Systems; Goals of Group Decision Support Systems; Group versus individual activities; Types of Group DSS; Negotiation Support Systems

15hrs*

UNIT IV: Intelligent Decision support systems; Knowledge-based decision support systems .Knowledge acquisition and validation; Knowledge representation; Inference techniques

13hrs*

UNIT V: Decision Making Under Uncertainty-Introduction and overview; Understanding risk in making decisions; Managerial risk taking and organizational decision making: Advanced Techniques; Neural Network fundamentals; Fuzzy Logic; System integration and future of DSS.

5 hrs

Note * Includes field work of 5 hrs each.

RECOMMENDED BOOKS:

1. Efraim Turban and Jay E. Aronson,” Decision Support Systems and Intelligent Systems”, Prentice Hall International
2. Janakiraman V.S. and Sarukesi. K, “Decision Support Systems”, Prentice Hall of India.

3. Lotfi, “ Decision Support System and Management”, McGraw-Hill Inc., International Edition, New Delhi
4. Maraks,” Decision Support System”, Prentice Hall International Paperback Edition, Delhi
5. Macllah,” Decision Support Systems and Data Warehousing”, TMH,
6. James A Obrien: Management Information systems—Managing information technology in the E-Business Enterprise, 5/e, TMH, New Delhi

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)
 Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A 7 questions	PART – B 6 questions	PART-C one case study with 2 questions
UNIT -1:	one question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	
		(One question from 2 or 3or 4 Unit)	

SEMESTER – III
E-COMMERCE

ELECTIVE - 38
Teaching Hours : 38hrs
Field Work : 15 hrs

COURSE CODE: MBA15/3E/ECO
Credits : 3 LTP: 2.5-0-0.5

OBJECTIVES:

To enable the students to

- Understand the analytical and technical framework to understand the emerging world of e-Business. e-Business poses both a challenge and an opportunity for managers.
- Gain an understanding of the rapidly changing technology and business models. □ □

COURSE OUTLINE:

UNIT I: Introduction to E-Commerce, Benefits, Impact of E-Commerce, Classification of E-Commerce, Application of E-Commerce Technology, Business Models, Framework of E-Commerce., Business to Business, Business to Customer, Customer to Customer

5 hrs

UNIT II: Network Infrastructure for e-commerce: Intranet, Extranet, & Internet, Internet Backbone in India, ISP and services in India, OSI Model.

15hrs*

UNIT III: E-Advertising & Marketing: The new age of information-based Marketing, Emergence of internet as a competitive advertising media, Market Research, Weakness in Internet Advertising, e-Advertising & Marketing in India.

15hrs*

UNIT IV: Electronic Data Exchange: EDI- Definitions & Applications, Privacy Issues, Advantages & Limitations of EDI Securing Business on Network:, Site Security, Firewalls

13hrs*

UNIT V: e-CRM: CRM, what is e-CRM , it's Applications, The e-CRM Marketing in India, CRM utility in India, E-Commerce legal issues and Cyber laws.

5 hrs

Note * Includes field work of 5 hrs each.

RECOMMENDED BOOKS:

1. Bharat Bhasker, "Electronic Commerce – Framework , technologies and Applications" ,TMH Publications
2. Napier, Judd, Rivers, Wagner , "Creating a winning E-Business", Course Technology- Thomson Learning
3. Kalakota & Whinston, "Frontiers of Electronic Commerce", Addison Wesley.
4. Efraim Turbon, Jae Lee, David King, H. Michael Chung, "Electronic Commerce, A Managerial Perspective", Pearson Education Asia

5. Nabil R.Adam, Oktay Dogramaci, Aryya Gangopadhyay and Yelena Yesha, ,”Electronic Commerce”, Amazon
6. Nabil R.Adam and Oktay Dogramaci , “Electronic Commerce: Technical Business and Legal Issues”, Prentice Hall USA
7. Doernberg, Richard L and Hinnekens Luc, Electronic Commerce and International Taxation, Peachpit Press, USA
8. Greenstein Firsman, Electronic Commerce, Tata McGraw Hill
9. Charles Trepper, E-Commerce strategies, Microsoft, Eastern Economy Edition

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A 7 questions	PART – B 6 questions	PART-C one case study with 2 questions
UNIT -1:	one question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	
		(One question from 2 or 3or 4 Unit)	

SEMESTER – III

ENTERPRISE RESOURCE PLANNING & SAP

ELECTIVE - 33

COURSE CODE: MBA15/3E/ERP

Teaching Hours : 38hrs

Credits : 3

LTP: 2.5-0-0.5

Field Work: 15 hrs

OBJECTIVES:

To enable the students to

- Understand the issues involved in design and implementation of ERP systems.
- Focus on the cross-functional processes and integration of events/transactions across different functional areas in organizations.

UNIT I: Introduction to ERP Systems; Evolution of ERP, Benefits of ERP. ERP vs Traditional Information Systems
5 hrs

UNIT II: ERP-and Related Technologies: Business Process Re-engineering (BPR) – Best Practices in ERP, Re-engineering Options – Clean State Re-engineering, Technology Enabled Re-engineering, Business Intelligence Systems-Data Mining, Data Warehousing, On-Line Analytical Processing (OLAP), Supply Chain Management.
15hrs*

UNIT III: ERP & Competitive advantage, Basic Constituent of MRP II model and organizational processes, Sales and Distribution; Procurement; Production Planning. Selection criteria for ERP Packages. Procurement process for ERP Package.
15hrs*

UNIT IV: Overview of ERP packages – PEOPLE SOFT, SAP-R/3, BAAN IV, MFG/PRO, IFS/AVALON, ORACLE-FINANCIAL. SAP: Features -ABAP: Logon to SAP – Environment-ABAP Dictionary –Functions -Objects -Managing SAP Application
13hrs*

UNIT V: ERP Implementation and Maintenance: Implementation Strategy Options, Features of Successful ERP Implementation, and Strategies to Attain Success, User Training, ERP Maintenance. ERP – The Business Modules: Introduction: – Finance, Manufacturing (Production), Human Resource, Quality Management, Sales and Distribution.
5 hrs

Note * Includes field work of 5 hrs each.

REFERENCE BOOKS:

1. Alexis Leon, ERP Demystified, Tata McGraw–Hill Publishing company limited, New Delhi
2. Sadagopan.S, ERP-A Managerial Perspective, Tata McGraw-Hill
3. David L Olson, Managerial Issues of Enterprise Resource Planning Systems, McGraw Hill, International Edition
4. Brady, Enterprise Resource Planning, Thomson Learning
5. Garg & Venkitakrishnan, "ERPWARE, ERP Implementation Framework", Prentice Hall
6. Alex Berson, Stephen .J"Data Warehousing, Data Mining and OLAP", Tata Mc Graw Hill New Delhi
7. Jose Antonio Hernandez, The SAP R/3 Handbook, Tata McGraw-Hill

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A	PART – B	PART-C
	7 questions	6 questions	one case study with 2 questions
UNIT -1:	one question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	
		(One question from 2 or 3or 4 Unit)	

5. Joseph.M.FireStone, Mark McElroy, Key Issues in Knowledge Management, ElServer,
6. Jerry HoneyCutt, Knowledge Strategies, PHI
7. Wendir, Bukowitz & Ruth.L.William, The Knowledge Management FieldBook,PHI
8. Madan Mohan Rao ; Leading With Knowledge ,TMH
9. Carla O’ Dell ; The Executive’s Role In Knowledge Management ,TMH
10. Awad, Elias M. and Ghaziri, Hassan M. ,Knowledge management. Upper Saddle River, NJ: Pearson Education

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A	PART – B	PART-C
	7 questions	6 questions	one case study with 2 questions
UNIT -1:	one question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	
		(One question from 2 or 3or 4 Unit)	

SEMESTER – III

BANKING TECHNOLOGY MANAGEMENT

ELECTIVE - 41
Teaching Hours : 38hrs
Field Work: 15 hrs

COURSE CODE: MBA15/3E/BTM
Credits : 3 LTP: 2.5-0-0.5

OBJECTIVES:

To enable the students to

- Get an in-depth of various technologies in banking management.
- Understand the importance of adoption of technology for banking operation.

Unit - I :Branch Operation and Core Banking -Electronic Banking- Core Banking -Electronic products- Core Banking Banking Technology - Distribution channels- - Teller Machines at the Bank Counters - Cash dispensers - ATMs - Anywhere Anytime Banking - Home banking (Corporate and personal) ,Total Branch Computerization - Opportunities, Challenges & Implementation.
5hrs

Unit -II -Delivery Channels -Overview of delivery channels -Automated Teller Machine (ATM) -Phone Banking -Call centers -Internet Banking -Mobile Banking -Payment Gateways - Card technologies -MICR electronic clearing . 15 hrs*

Unit - III -Back office Operations-Bank back office management -Inter branch reconciliation - Treasury Management -Forex Operations -Risk Management -Data centre Management -Net work Management -Knowledge Management (MIS/DSS/EIS) -Customer Relationships Management (CRM) . 15hrs*

Unit -IV -Inter bank Payment System -Interface with Payment system Network -Structured Financial Messaging system -Electronic Fund transfer -RTGSS -Negotiated Dealing Systems & Securities Settlement Systems -Electronic Money • E Cheques 13hrs*

Unit -V -Contemporary Issues in Banking Techniques-E Banking -Budgeting -Banking softwares - Recent Core Banking Software. 5hrs

Note * Includes field work of 5 hrs each.

REFERENCE BOOKS:

- 1.Financial Services Information Systems -Jessica Keyes Auerbach publication; 2nd edition (March 24, 2000)(Text Book)
- 2.Kaptan S S & Choubey N S., "E-Indian Banking in Electronic Era", Sarup & Sons, New Delhi, 2003
- 3.Vasudeva, "E -Banking", Common Wealth Publishers, New Delhi, 2005
- 4.Turban Rainer Potter, Information Technology, John Wiely & Sons Inc
- 5.Banking Technology -Indian Institute of Bankers Publication

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)
Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A	PART – B	PART-C
	7 questions	6 questions	one case study with 2 questions
UNIT -1:	one question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	
		(One question from 2 or 3or 4 Unit)	

SEMESTER – III
IT LAWS & CYBER CRIMES

ELECTIVE - 42
Teaching Hours : 38hrs
Field Work: 15 hrs

COURSE CODE: MBA15/3E/ITC
Credits : 3 **LTP: 2.5-0-0.5**

OBJECTIVES:

To enable the students to

- To be familiar with different types of cyber crimes
- Acquire necessary knowledge to prevent the occurrence of such crimes in organizations

Unit -I -Introduction to Cyber crime-Computer Forensics -Digital Evidence -Computer Hardware, Software and Internet overview-Understanding how cyber criminals and hackers work-Types of cyber crimes -Hacker Methodology -Trojans, Worms and Viruses. Cyber Forensics..
5 hrs

Unit -II -Investigation Techniques -IP tracing -Analyzing web server logs -Tracking email accounts - Recovering deleted evidence -Handling encrypted files -Handling steganography -Handling hidden data -Investigation Tools-tracing and recovering electronic evidence .
15 hrs*

Unit -III -The criminalization of on-line conduct-identity theft -access device fraud -computer fraud - copyright infringement -Electronic evidence and communication -Intercepting electronic communications.
15hrs*

Unit -IV -Real World Cyber Crime Investigations -Source code theft -Accounting fraud -Forgery and counterfeiting --Cyber Sabotage case -Online Banking Fraud -Online Share Trading Fraud -Tracking the author of virus.
13 hrs*

Unit -V -Litigating Cyber-Crime-Digital Evidence -availability, reliability and admissibility -Emerging Surveillance, Control and Enforcement Methods -New Issues and New Technologies -PDAs, cell phones, wireless networks -Electronic Communications Privacy Act.
5hrs

Note * Includes field work of 5 hrs each.

REFERENCE BOOKS:

- 1.Eoghan Casey, Digital Evidence & Computer Crime, Forensic Digital Science, Computers and the Internet (Academic Press, 2000) (Text Book)
- 2.Lawrence Lessig, The Law of the Horse: What Cyberlaw Might Teach , 113 Harv.L.Rev. 501 (1999);
- 3.Scott Charney, The Internet, Law Enforcement and Security , Internet Policy Institute (2001);
- 4.James Boyle, Foucault in CyberSpace: Surveillance, Sovereignty, and Hardwired Censors, 66 U. Cin. Rev. 177 (Excerpt)

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)
Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A	PART – B	PART-C
	7 questions	6 questions	one case study with 2 questions
UNIT -1:	one question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	
		(One question from 2 or 3or 4 Unit)	

SEMESTER – III
INTERNATIONAL BUSINESS MANAGEMENT

ELECTIVE - 43
Teaching Hours: 38 hrs
Field Work: 15 hrs

COURSE CODE: MBA1/3E/IBM
Credits: 3 LTP –2.5-0-0.5

OBJECTIVES:

To enable the students to

- Get an overview of the world of international business and management by studying cultural influences, government, and business structures in our global economy.
- Understand the international business and management by studying cultural influences, government, and business structures in our global economy□□.

COURSE OUTLINE:

UNIT I: Introduction to International Business – Globalisation of markets and production – The emerging global economy - Drivers of Globalisation. Modes and entry strategies of international business -Differences between domestic and international business. 5 hrs

UNIT II: International Business Environment – Cultural aspects – values and norms – social structure – religious and ethical systems –Political and legal factors- Economic factors- Ethical issues in international business 15 hrs*

UNIT III: International product management: International product positioning, Product saturation Levels in global Market, International product life cycle, New products in Intentional Marketing, Product and culture, brands in International Market. 15 hrs*

UNIT IV: International productions and logistics –country factors – technological factors – product factors – locating manufacturing facilities – make or buy decisions – sourcing purchasing and supplier relations – relevance and significance of global marketing. 13 hrs*

UNIT V: An Overview-International Trade Liberalization:General Agreement in Tariff and Trade(GATT) – World Trade Organisation(WTO) – GATS – UNCTAD – Trade Blocks; Customs Union – EU- Preferential Trade Area(PTA) – European Free Trade Area(EFTA) – Central American Common Market(CACM) – Latin American Free Trade Association(LAFTA) – North American Free Trade Agreement – Association Of South East Asian Nations(ASEAN)- CARICOM – GSP-SAPTA-Indian Ocean RIM Initiative – BIMSTEC – EC- World Bank, IMF, International Finance Corporation – 5 hrs

Note: * (Unit II III & IV includes Field work of 5hrs each)

REFERENCE BOOKS:

1. R.L Varshney and B.Bhattacharya – International Marketing Management
2. Francis Cherunilam : International Business Text and Cases – PHI, 3/e, 2003
1. Charles W L Hill. International Business: competing in the global market place, Mc Graw-Hill., 5th Edition, 2005

2. John D. Daniels Lee H Radebaugh, International Business: Environments and Operations. Addison Wesley
3. Michael R. Czinkota, Ilkka A. Ronkainen, Michael H. Mofett : International Business Sixth Edition – Thomson South-Western, 2003
4. Oded Shenkar Yadong Luo : International Business – John Wiley & Co., 2004
5. Wild J. John, Wild L. Keneth and Han C. Y. Jerry, International Business: An integrated approach, Prentice Hall International
6. Alan M. Rugman and Richard M. Hodgetts, International Business by Pearson Education, 3/e, 2004
7. David . B offie., Benjamin Gomes – Casseres International trade and competition
8. Annual report of the department of commerce, Ministry of Commerce and Industry, Govt Of India time to time

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A 7 questions	PART – B 6 questions	PART-C one case study with 2 questions
UNIT -1:	One question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	
		(One question from 2 or 3 or 4 Unit)	

SEMESTER – III
INTERNATIONAL MARKETING MANAGEMENT

ELECTIVE - 44
Teaching Hours: 38 hrs
Field Work: 15 hrs

COURSE CODE: MBA15/3E/IMM
Credits: 3 LTP –2.5-0-0.5

OBJECTIVES:

To enable the students to

- Understand international marketing concepts, identification of emerging marketing opportunities, entry modes and decision making process.

COURSE OUTLINE:

UNIT I: Framework of international marketing

Definition – scope and challenges – difference and transition from international marketing and domestic marketing - Introduction to Balance Of Payments (BOP) 5 hrs

UNIT II: Developing a global vision through marketing research

Breadth and scope of international marketing research - Identifying foreign markets – classification based on demand — other bases for division of world markets 15 hrs*

UNIT III: Global marketing management – planning and organization

Global perspective – global gateways – global marketing management — planning for global markets – alternative market entry strategies – organizing for global competition. 15 hrs*

UNIT IV:

Quality – products and culture – analyzing product components for adaptation – marketing consumer services globally – brands in international markets

Demand in global business to business markets – quality and global standards – business services. 13 hrs*

UNIT V:

Direct exports – indirect exports – licensing – joint ventures – wholly owned subsidiaries – franchising – other methods - International marketing channels, International advertising – sales promotion in international markets – international advertising generic promotions in international marketing

5 hrs

Note: * (Unit II III & IV includes Field work of 5hrs each)

REFERENCE BOOKS:

1. Suend Hollensen, "Global Marketing", PHI, 5th edition, 2001
2. Cateora, Graham, "International Marketing" TMH 12/E, 2005
3. Warren Keegan, "Global Marketing Management" Pearson / PHI, 7/e, 2004
4. Rakesh Mohan Joshi, "International Marketing", Oxford, 2004
5. Dana, Nicoleta, Lascu, "International Marketing" Biztantra, 2003
6. Sak Onkvisit, Johnshaw, "International Marketing: Analysis And Strategy" Pearson Education/PHI, 3/e

7. Varshney, Bhattacharya,” International Marketing “ S Chand,Newdelhi,2004
8. Francis Cherunillam,” International Marketing “ HPH, 7/e, 2004
9. Michael Czinkota, Illka A Ronkainen ,” International Marketing” Thomson, 7/e, 2004
10. Jean Pierre Jeannet, A David Hennessey ,” Global Marketing Strategies “ Biztantra, 6/e, 2005
11. R Srinivasan,” International Marketing “,PHI, 2/e,2004
12. Pierre David,” International Logistics “ Biztantra, 2004/05

Note: * (Unit II III & IV includes Field work of 5hrs each)

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A 7 questions	PART – B 6 questions	PART-C one case study with 2 questions
UNIT -1:	one question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	
		(One question from 2 or 3or 4 Unit)	

SEMESTER - III
INTERNATIONAL FINANCE

ELECTIVE - 45
Teaching Hours: 38 hrs
Field Work: 15 hrs

COURSE CODE: MBA15 /3E/IFI
Credits: 3 LTP –2.5-0-0.5

OBJECTIVES:

To enable students to

- Understand the fundamental concepts and managerial issues pertaining to international finance.
- Understand foreign exchange, derivatives, international capital budgeting and financing.

COURSE OUTLINE:

UNIT I: Introduction

International Finance – Overview – Globalization - International monetary system - Internationalization process. 5 hrs

UNIT II: Foreign Exchange

Balance of payments - Exchange rates - Basic equations - Foreign exchange markets - Theories of foreign exchange rate - Definitions of foreign exchange risk - Financial accounting and foreign exchange. 15 hrs*

UNIT III: For ex Exposure & Management

Principles of exposure management - Internal techniques of exposure management - External techniques of exposure management. – Economic Exposure, Transaction Exposure, Translation Exposure. 15 hrs*

UNIT IV: International Capital Budgeting

International Capital Budgeting: Exchange controls and corporate tax in international investment - International capital budgeting framework - International capital budgeting model - International investment - Political risk. International Financing: Bond Financing - Loan Financing - Securitised Financing - Equity Financing - Features of Loan Agreements - Issues in Overseas Funding Choices - Financing international trade and minimizing credit risk 13 hrs*

UNIT V: Derivatives

Currency Forwards – Currency Options – Currency Futures - Currency Swaps - Interest rate risk. 5 hrs

Note: * (Unit II III & IV includes Field work of 5hrs each)

REFERENCE BOOKS:

1. P.G.Apte, International Financial Management, Tata McGraw-Hill Publishing Company Limited, New Delhi, Fourth Edition, 2006.
2. Sharan Vyaptakesh, International Financial Management, Prentice Hall of India Ltd., 5th Edition.

3. Adrian Buckley, Multinational Finance, Prentice Hall of India, 3rd edition-1998.
4. Levi, International Finance, Tata McGraw-Hill, 3rd Edition, 1997.
5. Shapiro, Multinational Financial Management, Prentice Hall of India, 4th edition, 2001.
6. Madura, International Financial Management, South Western, 6th edition, 2001.
7. Adrian Buckley, International Capital Budgeting, Prentice Hall of India Pvt., Ltd., New Delhi-1996.
8. Jain, P.K., et.al, International Financial Management, Macmillan, New Delhi, 1998.
9. Eun Cheol, International Financial Management, Tata McGraw-Hill Publishing Company Limited, New Delhi, Third Edition, 2004.

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A 7 questions	PART – B 6 questions	PART-C one case study with 2 questions
UNIT -1:	one question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	
		(One question from 2 or 3or 4 Unit)	

SEMESTER - III
INTERNATIONAL HUMAN RESOURCE MANAGEMENT

ELECTIVE - 46
Teaching Hours: 38 hrs
Field Work: 15 hrs

COURSE CODE: MBA15/3E/IHR
Credits: 3 LTP –2.5-0-0.5

OBJECTIVES:

To enable students to

- Understand the fundamental International HR
- Understand the concepts and managerial issues pertaining to Global HR practice

COURSE OUTLINE:

- UNIT I:** Introduction – Definition, Difference between domestic and international HR management, IHRM approaches. 5hrs
- UNIT II:** IHRM the functional aspects – Recruitment, selection and staffing in International concept, Training and development – compensation management – performance management 15 hrs*
- UNIT III:** Organisational Process of IHRM – Inter-cultural communication and behavior, global leadership, decision making in global context – role of global HR manager. 15 hrs*
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- UNIT IV:** Cross cultural issues - role of culture – cross cultural theories – organizational and national culture – issues in diversity management in international scenario. 13 hrs*
- UNIT V:** Global HR issues –employee relations- managing international industrial relation. IHRM trends and future challengers – International business ethics, recent developmental issues. 5 hrs

Note: * (Unit II III & IV includes Field work of 5hrs each)

REFERENCE BOOKS:

1. 1.Dowling, P., Welch, D. and Schuler, R. (1999) International HRM: Managing People in a Multinational Context (3rd ed) South Western College Publishing
2. S.P.Gupta, International Human Resource Management: Text and cases, Mcmillan
3. Dr. Nilanjan Sengupta and Dr.Mousumi S Bhattacharya, International Human Resource Management, Excell Books.
4. Marquardt M and Engel D, Global Human Resource Development, Prentice Hall
5. Bhatia, S.K., International Human Resource management – Global perspective, Deep & Deep publication, New Delhi.
6. Roa V.S.P. Human Resource management, Excell Books.
7. Harzing A & Ruysseveldt J.V., International Human Resource management, Sage Publication

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A	PART – B	PART-C
	7 questions	6 questions	one case study with 2 questions
UNIT -1:	one question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	
		(One question from 2 or 3or 4 Unit)	

ODD SEMESTER – NON FUNCTIONAL ELECTIVE I
DISASTER MANAGEMENT

ELECTIVE- NF2
Teaching Hours: 45

COURSE CODE: MBA15/OE/DIM
Credits: 3 LTP –3-0-0

Objective

- To understand the basic concept in Disaster Management
- Greater understanding of the complexities and realities emergency management
- To undertake Mitigation and Risk reduction steps

UNIT-I: Disaster Preparedness -Meaning and nature of natural disasters, their types and effects. Prevention, Preparedness, and Mitigation- The effects of disasters on human lives, property and livestock through adequate preparedness. Preparedness plan, use and application of emerging technologies, role and responsibilities of various agencies 5 hrs

UNIT-II: - Disaster Response and Development- Disaster response plan, communication, participation, and Activation of Emergency Plan. Reconstruction and Rehabilitation as a Means of Development. Damage Assessment. Role of Various Agencies in Disaster Management and Development 15 hrs*

UNIT-III:-Disaster Management- Effect to migrate natural disaster at national and global levels. International strategy for disaster reduction. Concept of disaster management, national disaster management framework; financial arrangements; 15 hrs*

UNIT IV Role of NGOs- Community –based organizations and media. Central, state, district and local administration; Armed forces in disaster response. 13 hrs*

UNIT V- Disaster Response- Disaster response plan, communication, participation, and Effect to migrate natural disaster at national and global levels. International strategy for disaster reduction. Concept of disaster management 5 hrs

Note: * (Unit II III & IV includes Field work of 5hrs each)

REFERENCE BOOKS:

1. Principles of Emergency planning and Management. Harpended: Terra publishing. Gupta HK.2003.Disater Management

2. Worst Natural Disasters In History B. Wisner, P. Blaikie, T. Cannon, and I. Davis (2004). At Risk - Natural hazards, people's vulnerability and disasters. Wiltshire: Routledge.
3. Hodgkinson PE & Stewart M. 1991. Coping with Catastrophe: A handbook of Disaster Management. Routledge.
4. Dealing with natural Disaster by Taylor and Francis [Rita Pellen](#), [William Miller \(Other\)](#)
5. Environmental Studies and Disaster Management- Haroun er Rashid- the University Press Limited (UPL)

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A 7 questions	PART – B 6 questions	PART-C one case study with 2 questions
UNIT -1:	one question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	
		(One question from 2 or 3or 4 Unit)	

ODD SEMESTER- NON-FUNCTIONAL ELECTIVE II
SOCIAL ENTREPRISE MANAGEMENT

ELECTIVE-NF2
Teaching Hours: 45

COURSE CODE: MBA15/OE/SOE
Credits: 3 LTP –3-0-0

OBJECTIVES:

To enable students to

1. To expose students to the various functions of CSR
2. To analyze different concepts and models.
3. To learn how students could accept leadership position in NGOs

UNIT I:

Theories and Philosophies- Social Development Theories/ Social Philosophies- Plato, Adam smith, Jeremy Bentham Karl Marx. 5 hrs

UNIT II:

Welfare state- Definition- Meaning of welfare, social security systems in western countries, social security in developing countries and social security and welfare in India. 15 hrs*

UNIT III:

Corporate Social Responsibility- Classification of societies, classification of public, private and corporate sector, why Multi-Nationals and corporations of IT and Business Enterprise launch into social responsibility programs? Methodology to pursue Corporate Social Responsibility 15 hrs*

UNIT IV: Project Management-NGO's Role in Social Development & Social Enterprising-

Project Conception and Initiation, Project planning to comply with Social Problems, NGO's effectiveness and its focus on Disaster Management 13 hrs*

UNIT V: Developing the sense of Ethics and Social Commitment of HR Executives in Society-

Social problem in General, Social Problem in Indian Society, Globalization – Winners & Losers? NGO leadership for HR executives 5 hrs

Note: * (Unit II III & IV includes Field work of 5hrs each)

REFERENCE BOOKS

1. Management for Social Enterprise- Bob Doherty, George Foster and Maureen Royce- Rayer Publication 2009
2. Bob Doherty and John Thompson- emerald Group Publishing 2006
3. The Management of NGO - David Lewis 2009

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A 7 questions	PART – B 6 questions	PART-C one case study with 2 questions
UNIT -1:	one question	one question	
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UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	
		(One question from 2 or 3or 4 Unit)	

SEMESTER III

BASIC LIFE SKILLS

Value Education-III

Contact Hours: 15

COURSE CODE: MBA15/3V/BLS

OBJECTIVE

- To provide with the required level of training, skills and knowledge in First Aid, and comply with the requirements of the Health and Safety.
- To meets the standards required to comply with Health and safety (first aid).

Preparing to respond to a Health Emergency-The role of the first aider, Basic life support.-
Understanding the legal aspects of providing first-aid care, Understanding the effects of stress, and fear of infection

Life-Threatening Emergencies -Performing rescue breathing-Chest pain-Stroke- Assessing and treating a victim who has an unexplained change in level of consciousness or sudden illness;

Assessing the Scene and the Victim(s)- Assessing each victim for responsiveness, Taking a victims history at the scene, including determining the mechanism of injury; Repositioning ill/injured victims to prevent further injury

SEMESTER III
ENTREPRENEURIAL SKILL DEVELOPMENT –III

Skill Development III
Contact Hours: 24

COURSECODE: MBA15/SD/ED3

- To provide hands on experience in the process of creating new venture and provide basic entrepreneurship skills including business modeling, writing business plans.

New Venture Creation: Business Model Generation and Writing a Business Plan

Unit I: Initial Business Models and Key Numbers for a new venture, Marketing, Understanding the ingredients for a successful venture; Steps to develop a business model, need to create a business model before a business plan.

Unit II : Need and importance-process of conducting marketing survey,, key components, questionnaire, tips for effective market survey,, collection of data, analysis of data and report preparation.

Unit III: Understanding financial concepts i.e. fixed cost, Variable cost, Break Even Point, assessment of working capital.

Unit IV: Business Plan Preparation: Introduction to business plan, format -process of preparation, how to write and present it effectively.

SEMESTER – IV
STRATEGIC MANAGEMENT

CORE -13
Teaching Hours: 60

COURSE CODE: MBA15/4C/STM
Credits: 4 LTP – 4-0-0

OBJECTIVES:

To enable students to

- Have an exposure to various perspectives and concepts in the field of Strategic Management achieve conceptual clarity.

COURSE OUTLINE:

UNIT I: Introduction, Business Policy, business as a social system /Economic system; Social Responsibilities of Business. Corporate Mission, Vision

5 hrs

UNIT II: Policy formulation and Implementation, objectives, characteristics, importance; Different types of policies. Strategies, procedures, Programmes, evaluating strategies, Monitoring performance and evaluating deviations, Environmental Scanning and analysis. Porters 5 force Model, 7s framework, BCG matrix.

17 hrs

UNIT III: Concept of Corporate Strategy and Tactics, Strategic Management Process; Strategy formulation -, Purpose & Objectives. SWOT Analysis.

17 hrs

UNIT IV: Strategic Alternatives: Identification of strategic alternatives, Alternate strategies, Stability, Growth, Expansion, Retrenchment, Turnaround, Divestment, and Liquidation. Combination Strategies. Process of Strategy Implementation

16 hrs

UNIT V:Resource Allocation, Organisation structures and Processes, Strategy Evaluation and Reformulation.

5 hrs

REFERENCE BOOKS:

1. Azhar Kazmi : " Business Policy ", Tata McGraw Hill , New Delhi.
2. Lawrence R Januch & William I Glueek," Business Policy and Strategic Management"
3. Mamoria,"Business Policy" Himalaya Publishers
4. Arthur A. Thomson Jr., A.J.Strickland III, John E. Gamble;,"Crafting and Executing Strategy " Tata McGraw Hill,
5. Charles W.L.Hill, Gareth R. Jones" Strategic Mangement – An Integrated Approach "BIZZANTRA,
6. John A Pearce II & Richard B Robinson Jr," Strategic Management " AITBS/TMH
7. Fred R.David;" Strategic Management Concepts & Cases", Pearson Education/PHI.
8. Robert A. Pitts, David Lei Thomson South," Strategic Management Building and Sustaining Competitive Advantage " Western,
9. Garry Johnson, Keven Scholes," Exploring Corporate Strategy Text and Cases –"Prentice Hall India, 6/e

10. Jauch and Glueck : " Business Policy and Strategic Management ", McGraw Hill.

QUESTION PAPER PATTERN:

HOURS: 3 HRS

TOTAL MARKS: 60

PART – A - FOUR QUESTIONS OUT OF SEVEN QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 5 MARKS. (4X5 = 20)

PART – B- FOUR QUESTIONS OUT OF SIX QUESTIONS TO BE ANSWERED. EACH QUESTION CARRIES 10 MARKS. (4X8 = 32)

PART- C-COMPULSORY CASE STUDY (1X8= 8)

Case study shall be on any case situations/Hypothetical situations and need not be compulsory questions or problem.

QUESTION PAPER TEMPLATE:

	PART – A 7 questions	PART – B 6 questions	PART-C one case study with 2 questions
UNIT -1:	one question	one question	
UNIT-2	Two questions	one question	
UNIT-3	Two questions	one question	
UNIT-4	Two questions	one question	
UNIT-5	NIL	one question	

(One question from 2 or 3or 4 Unit)

SEMESTER – IV
BUSINESS ETIQUETTE

SOFT SKILL-4
Teaching Hours : 30

COURSE CODE : MBA15/4S/MBE
Credits : 2

OBJECTIVES:

To enable the students to

- Understand the concepts of business etiquette and learn how to apply business etiquette rules in a wide variety of typical business situations.

COURSE OUTLINE:

UNIT I: Office / Professional Protocol:

Office etiquette – Understanding business etiquette – maintaining a professional appearance – Office relationship – Developing positive relationship with co – workers – Avoiding rumors and gossip – Developing relationship with superiors and staff - Maintaining loyalty and confidentiality – Personal issues in the workplace – Handling personal issues in the workplace.

UNIT II: Etiquette in Communication

Introduction – Introducing people – Following etiquette while being introduced – Conversations – Making Conversations – Etiquette in meeting – Understanding meeting protocol – Conducting yourself properly in the meetings.

Telephone courtesy – Applying telephone courtesy – Using voicemail and speakerphones – E-mail etiquette – Using subject lines and e-mail signatures – Composing the body of e-mail messages – Writing guidelines – formatting a business letter – Writing memos and informal letters.

UNIT III: Business functions and Traveling etiquette:

Attending business functions – Identifying types of business function - Following etiquette at business functions – Business dining – Identifying table settings at formal dinners – Following etiquette for business dining – Handling utensils and napkins – Applying basic rules of dining etiquette.

The courteous traveler – Being a courteous traveler - Being courteous on an aero plane. on the train . or in a car – Following the rules of etiquette at hotels – International cultural orientation – Showing respect to your hosts.

