

SCHEME OF INSTRUCTIONS & EVALUATION FOR TWO YEAR MBA DEGREE PROGRAMME

S. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits (C)	Evaluation Scheme-Marks								
				L	T	P		CIE-TA Marks						ESE	Total Marks	
								PRE				Minor	MSE			Total
								ATLP	CRP	CCS	CRP/CCS Presentations					
1	PC	P20MB101	Management and Organizational Behaviour	4	-	-	4	8	8	8	6	10	20	60	40	100
2	PC	P20MB102	Business Environment	4	-	-	4	8	8	8	6	10	20	60	40	100
3	PC	P20MB103	Managerial Economics	4	-	-	4	8	8	8	6	10	20	60	40	100
4	PC	P20MB104	Accounting for Managers	4	-	-	4	8	8	8	6	10	20	60	40	100
5	PC	P20MB105	Statistics for Management	4	-	-	4	8	8	8	6	10	20	60	40	100
6	PC	P20MB106	Management of Information Technology	4	-	-	4	8	8	8	6	10	20	60	40	100
7	PC	P20MB107	Management of Information Technology Lab	-	-	2	1	-	-	-	-	-	-	100	-	100
8	AC	P20MB108	Audit Course - I	2	-	-	1	8	8	8	6	10	20	60	40	100
Total				26	-	02	26	-	-	-	-	-	-	520	280	800

[L= Lecture, T = Tutorials, P = Practicals, C = Credits, ATLP = Assignments, CRP = Course Research Paper, CCS = Course Case Study, CRP/CCS = Course Presentation, Minor=Minor Examination, MSE=Mid Semester Examination and ESE=End Semester Examination]

Audit Course-I

P20108A: English for Research Paper Writing
P20108B: Sanskrit for Technical Knowledge
P20108C: Constitution of India
P20108D: Pedagogy Studies

Total Contact Periods/Week:28 Total Credits: 26

Note: Additional Learning: Students are advised to do MOOCs to bridge the gap in the curriculum, as suggested by the Department Academic Advisory Committee (DAAC). The credits earned by the students through MOOCs will be printed in the semester grade sheet.

P20MB101:MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

Class:MBA I Semester

Teaching Scheme:

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation	60 marks
End Semester Exam	40 marks

Course Learning Objectives (LOs):

This course will develop students' knowledge in/on...

LO1: fundamentals of management and decision making techniques

LO2: organizing, directing and controlling organizations

LO3: organizational behavior and individual behavior

LO4: organizational structure, organizational change and culture affecting working relationships within organizations

UNIT-I (12)

Introduction to Management: Management - Definition and characteristics, Management as an art, science and profession; Functions of management; An overview of classical, Human relations and systems approaches; Planning- Process, Types of plans; MBO; Decision making - Process, Individual verses group decision making, Techniques of decision making.

(Chapter 1, 2, 5, 7 of Text book -1)

UNIT-II (12)

Organizing, Directing and Controlling: Organizing - Concept, Departmentation Span of Management; Power and Authority - Concept, Responsibility, Accountability, Centralization and Decentralization, Authority relationship, Line and staff ; Direction - Principles ; Motivation - Types, Theories; Leadership - Theories, Styles; Communication - Process, Types and barriers; Coordination - Essentials; Controlling - Need , Process.

(Chapter 8, 9, 10, 14, 15, 16, 17, 18 of Text book - 1)

UNIT-III (12)

Organizational Behavior: Introduction to OB - Discipline that contribute to OB, Challenges and opportunities, Develop OB model.

Individual Behavior: Meaning of individual - Nature of man; Attitudes - Components of an attitudes; Personality - Factors, Stages of development of personality; Emotions and Mood - Affect; Perception - Factors influencing perception; Learning - Theories of learning.

(Chapter 1, 3, 4, 5, 6 of Textbook-2)

UNIT-IV (12)

Organization Structure and Organizational Change: Organizational structure - Framework and structures; Organizational culture; Conflicts - Types of conflicts, Strategies for resolution of conflicts; Organizational change - Resistance to change, Approaches to

managing organizational change; Organizational stress - Factors of stress, Coping strategies, Stress and performance; Creativity and innovation; Organizational effectiveness - Quality of work life.

(Chapter 14, 15, 16, 17 of Textbook - 2)

Text Book(s):

1. Prasad.L.M, *Principles and Practice of Management*, 20th ed. New Delhi: Sultan Chand & Sons, 2020.
2. Stephen P Robbins Timothy A. Judge NeharikaVohra, *Organizational Behavior*, 18th ed. Tamilnadu: Pearson India Education Services, 2019.

Reference Book(s):

1. Chandrani Sing, AditiKhatri, *Principles and Practices of Management and Organizational Behaviour*, 1st ed. New Delhi: SAGE publications, 2019.
2. Ashwatappa, *Organizational Behaviour*, 12th ed. NewDelhi: Himalaya Publishing House, 2019.
3. SubbaRao P, *Management and Organizational Behaviour*, 5th ed. New Delhi: Himalaya Publishing House, 2012.
4. Ramaswamy I, *Principles of Business Management*, 8th ed. Himalaya Publishing House, New Delhi, 2011.

Course Learning Outcomes (COs):

On completion of the course, the student will be able to...

CO1: *make use of management concepts for effective planning and decision making*

CO2: *develop strategies for effectively organizing, directing and controlling the business operations*

CO3: *apply the knowledge of organizational behavior and individual behavior for achieving organizational objectives*

CO4: *adapt organizational change by designing contemporary organizational structures that will resolve conflict and manage stress*

Course Articulation Matrix(CAM): P20MB101: Management and Organizational Behaviour								
Course Outcomes		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	P20MB101.1	2	1	1	-	1	1	1
CO2	P20MB101.2	1	1	1	-	1	2	1
CO3	P20MB101.3	1	1	2	-	1	1	1
CO4	P20MB101.4	1	1	-	1	1	1	1
P20MB101		1.25	1	1.3	1	1	1.25	1

P20MB102 :BUSINESS ENVIRONMENT

Class: MBA I Semester

Teaching Scheme :

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation :	60 marks
End Semester Exam :	40 marks

Course Learning Objectives (LOs):

This course will develop student's knowledge in/ on...

LO1: *business environment & international business strategies.*

LO2: *political, cultural & social environment.*

LO3: *managing technology and knowledge in international operations.*

LO4: *international economic institutions, agencies and agreements.*

UNIT-I (12)

Introduction: Concept of business environment - Characteristics, Significance; Environmental scanning - Process, Practices of environmental scanning; An overview of international business environment; International business strategies of the firm; Profiting from global expansion; Pressures for cost reductions and local responsiveness; Theory of global competitiveness alignment; Mapping competitiveness shifts. (Chapter 1 of Text - 1&2)

UNIT-II (12)

Political, Cultural & Social Environment: Political institutions - Legislature, Executive, Judiciary and Judicial activism; Culture and business ethics; Corporate governance & Corporate social responsibility; Social audit. (Chapter 7 of Text - 1)

UNIT-III (12)

Managing Technology and Knowledge in International Operations: Problems of control in an international company; Designing an international control system; Understanding technology; Technology transfer; Knowledge in organizations - The process of knowledge management in international organizations; Negotiations and decision making across borders and cultures; Mergers and Acquisitions (M&A); Implications and recommendations for the practice of global leadership in Indian business. (Chapter 3 of Text - 2)

UNIT-IV (12)

International Economic Institutions, Agencies and Agreements: Regional trading agreements; The European Union (EU), SAARC and NAFTA; Bilateral and multilateral trade agreements; An overview of GATT, WTO, IMF; World bank group - UNCTAD, ILO; Trade areas and economic unions; OPEC; Commercial policy implications of customs union; Regional economic integration; International economic policies; Policy implications

of barriers to trade; Impact of international economic institutions and agencies. (Chapter 8 ,12& 18 of Text - 2)

Text Books:

1. K.Aswathappa, *Essentials of Business Environment*, 11th ed. Mumbai:Himalaya Publishing House, 2014.(Chapters 1&2)
2. P. SubbaRao, *International Business – Text & Cases*, 3rd ed.Mumbai :Himalaya Publishing House, 2012. (Chapter 1,3&4)

Reference Books:

1. Francis Cherunilam, *Business Environment*,1st ed. Mumbai:Himalaya Publishing House, 2009.
2. Charles W.L. Hill and Arun Kumar Jain, *International Business: Competing in the Global Market Place*, 1st ed. New Delhi: McGraw Hill, 2007.
3. Aravind V. Phatak, Rabi S. Bhagat&Roser J. Koushikar, *International Management*, 2nd ed.TataMcGrawhill, 2007.
4. Sheikh Saleem, *Business Environment*, 3rd ed. New Delhi: PearsonPublication,2015.

Course Learning Outcomes (COs):
 Upon completion of this course, students will be able to...
 CO1: describe the key concepts of international Business Environment and business strategies
 CO2: interpret political, cultural and social environment
 CO3: examine the facts of managing technology and knowledge in international operations
 CO4: identify the role of various international economic institutions, agencies and agreements

Course Articulation Matrix(CAM): P20MB102: BUSINESS ENVIRONMENT								
Course Outcomes		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	P20MB102.1	1	-	1	1	1	-	-
CO2	P20MB102.2	2	-	1	1	1	-	1
CO3	P20MB102.3	1	-	1	-	1	-	2
CO4	P20MB102.4	1	-	1	1	2	-	1
P20MB102		1.2	-	1	1	1.2	-	1.3

P20MB103 :MANAGERIAL ECONOMICS

Class: MBA I - Semester

Teaching Scheme :

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation	60 marks
End Semester Examination	40 marks

Course Learning Objectives (LOs) :

This course will develop students' knowledge in/on ...

LO1: basic economic principles for business decision making

LO2: demand and supply in real time situations

LO3: production policies by assessing the cost behaviour

LO4: pricing strategies under different market structures and profit theories

UNIT- I (12)

Introduction to Managerial Economics : Definition, Nature and scope, Relationship with other disciplines ; The role of managerial economist ; Basic economic principles –Concept of opportunity cost, Marginalism, Equi-marginalism, Incremental concept, Time perspective, Discounting principle, Risk and uncertainty.

UNIT- II (12)

Demand and Supply Analysis: Demand concepts - Demand function, Law of demand, Determinants and types; Elasticity of demand - Types and measurement, Significance; Demand forecasting - Methods; Supply analysis - Function, Determinants, Law of supply, Elasticity of supply.

UNIT- III (12)

Production and Cost Analysis: Production function; Marginal rate of technical substitution; Isoquants and Isocosts; Returns to scale; Economies of scale; Cost concepts - Determinants of cost, Cost-output relationship in short-run and long-run.

UNIT- IV (12)

Market Structures and Pricing Practices: Classification of market structures - Features, Competitive situations; Price-output determination under perfect competition, Monopoly, Monopolistic and Oligopoly; Pricing practices - Price discrimination; Pricing strategies - Pricing over product life cycle; Profit theories.

Text Book(s):

[1] P.L. Mehta, *Managerial Economics*, 13th ed. New Delhi: Sultan Chand & Sons, 2007.

Reference book(s):

[1] Varshney & Maheshwari, *Managerial Economics*, 22nd revised ed. New Delhi: Sultan Chand & Sons, 2014

[2] H L Ahuja, *Business Economics*, 13th ed. New Delhi: S. Chand & Co, 2016.

[3] D. M Mithani, *Managerial Economics*, 7th ed. Mumbai: Himalaya Publishing House, 2013.

Course Learning Outcomes (COs):

On completion of this course, students will be able to ...

CO1: make use of basic economic principles in solving business problems

CO2: analyze the demand and supply conditions to assess the position of an organization

CO3: develop optimal policy by integrating the concepts of production and cost

CO4: formulate pricing policies under different competitive markets and profit policies

Course Articulation Matrix (CAM): P20MB103 MANAGERIAL ECONOMICS

CO		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	P20MB103.1	1	1	-	2	1	1	-
CO2	P20MB103.2	2	1	-	2	-	1	-
CO3	P20MB103.3	2	1	-	2	1	1	-
CO4	P20MB103.4	2	1	-	1	-	1	-
P20MB103		1.75	1	-	1.75	1	1	-

P20MB104: ACCOUNTING FOR MANAGERS

Class:MBA I Semester

Teaching Scheme :

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation :	60
End Semester Exam :	40

Course Learning Objectives (LOs):

This course will develop students' knowledge in/on...

LO1: basics of accountancy, principles of financial accounting and process

LO2: pricing the inventory for issue of materials and methods of depreciation for valuation of fixed assets

LO3: preparation, practice of final account applications in business

LO4: evaluation of financial statements through ratio analysis

UNIT-I (12)

Accounting and Economic Decisions: Processing transactions; Basic accounting concepts and conventions; Accounting cycle- Journal, Ledger, Subsidiary books, Trial balance; Accounting for merchandising transaction; Internal control systems relating to cash and receivables (*Part-I, II of Text-1*).

UNIT-II (12)

Accounting for Inventory: Inventory Valuation- Pricing the Inventory, Specific Identification Method (SIM), First In First Out method (FIFO), Last In First Out method (LIFO), Weighted Average Method (WAM). (*Chapter-17 of Text-2*).

Accounting for Fixed Assets: Determining cost of acquisition; Accounting for depreciation; Methods of depreciation- Straight line method, Written down value method, Sum of the years digits method, Annuity method, Special problems in depreciation accounting; Capital and Revenue expenditure (*Part-II of Text-1*).

UNIT-III (12)

Preparation of Final Accounts: Final Accounts-Preparation of Trading, Profit and Loss account, Balance sheet with adjustments. (*Part-III of Text -1*).

UNIT-IV (12)

Financial Statement Analysis: Using financial ratios- Liquidity, Solvency, Profitability and Turnover Ratios; Funds flow and Cash flow statement concept and meaning (*Part-III of Text -1*).

Text Books:

1. R. Narayana swamy, *Financial Accounting - A Managerial Perspective*, 6th ed. New Delhi:Prentice Hall of India, 2017.
2. P. Periaswamy, *A Text Book of Financial, Cost and Management Accounting*, 2nd ed. New Delhi: Himalaya Publishing House, 2018.

Reference Books:

1. Maheshwari S.N., *Financial Accounting*, 5th ed. New Delhi: Sultan Chand Publishers, 2012.
2. SP. Jain, KL Narang, *Financial Accounting-I*, 1st ed. New Delhi: Kalyani Publishers, 2016.
3. Ashish K. Bhattacharya, *Essentials of Financial Accounting*, 2nd ed. New Delhi: Prentice Hall of India, 2011.
4. Ashok Banerjee, *Financial Accounting- A Managerial Emphasis*, 2nd ed. New Delhi: Excel Books, 2009.
5. S. Jayapandian, *Accounting for Managers- Effective Techniques for Decision Making*, 2nd ed. New Delhi: ANE Books, 2011.

Course Learning Outcomes (COs):

On completion of the course, the student will be able to...

CO1: make use the principles of financial accounting and maintain the books of accounts

CO2: prepare stock ledgers and apply the depreciation methods for evaluating the fixed assets

CO3: prepare the final accounts of a business

CO4: interpret the effect of accounting decisions on financial performance through ratio analysis

Course Articulation Matrix (CAM): P20MB104 ACCOUNTING FOR MANAGERS

Course Outcomes		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	P20MB104.1	1	1	-	1	-	1	-
CO2	P20MB104.2	-	2	-	1	-	2	-
CO3	P20MB104.3	1	1	-	1	-	1	-
CO4	P20MB104.4	1	2	-	2	1	2	-
P20MB104		0.75	1.50	-	1.25	0.25	1.50	-

P20MB105: STATISTICS FOR MANAGEMENT

Class: MBA I Semester

Teaching Scheme :				Examination Scheme :	
L	T	P	C		
4	-	-	4	Continuous Internal Evaluation	60 marks
				End Semester Exam	40 marks

Course Learning Objectives (LOs):

The course will develop student's knowledge in/on...

LO1: *statistical techniques correlation and regression*

LO2: *concepts of probability, theorems and distributions*

LO3: *small sample, large sample and their application*

LO4: *techniques of Non-parametric tests Chi-square and ANOVA*

UNIT I - (12)

Introduction: Statistics - Meaning and salient features of statistics; Statistical techniques; Role of statistical techniques in management decision making; Techniques of business forecasting - Measures of central tendencies, Correlation and regression analysis with two variables, Continuous series. (Problems) (Chapter 7, 10 &11, Volume I, of Text 1)

UNIT II - (12)

Probability Distributions: Probability-Concepts of probability, Additive and multiplicative theorems; Baye's decision rule; Probability distributions - Binomial, Poisson and Normal distribution. (Problems)(Chapter 1 & 2, Volume II, of Text 1)

UNIT III - (12)

Sampling Theory and Tests of Significance: Sampling - Concept of sampling, Reasons for sampling, Types of samples, Estimation; Hypothesis testing - Type I and type II errors; Large sample tests - Mean test, Difference between two means, Difference between two standard deviations; Small sample tests - Mean test, Difference between means of two independent samples, Difference between two dependent samples or paired observations. (Chapter 3, Volume II, of Text 1)

UNIT IV - (12)

Non-Parametric Tests and ANOVA : Meaning - Advantages and limitations; Run tests - One sample run test, Test of randomness using runs above and below the Median; Chi-square-definition, Degrees of freedom, Distribution, Chi-square test for goodness of fit; ANOVA-Meaning, Assumptions, Procedure for analysis of variance, General form of ANOVA ,One-way classification, Two-way classification, Computation of variance. (Chapter 4 & 5, Volume II, of Text 1, and Chapter 12 of Text 2)

Text Books:

1. SP Gupta, *Statistical Methods*, 43rd ed. New Delhi: Sultan Chand & Sons, 2015 (Chapter 1 to 4)
2. GC Beri, *Business Statistics*, 3rd ed. New Delhi: Tata McGraw Hill, 2015 (Chapter 4)

Reference Books:

1. Anderson R, David Sweeney J, Dennis & Williams A Thomas, *Statistics for Business and Economics*, 9th ed. New Delhi: Thomson publications, 2010
2. ND Vohra, *Management Decisions*, 12th ed. New Delhi: New Age Publications, 2010

Course Learning Outcomes :(COs)

After completion of the course, the student will be able to...

CO1: apply correlation and regression in practical business situations

CO2: use probability decision-making effectively in business

CO3: differentiate between concepts of samples and identify the chances of error percentage

CO4: analyze failure and success rate of the products by using chi-square and ANOVA techniques

Course Articulation Matrix (CAM): P20MB105: ACCOUNTING FOR MANAGERS									
CO/PO		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	P20MB105.1	3	-	-	-	1	-	3	1
CO2	P20MB105.2	2	-	-	-	1	-	2	1
CO3	P20MB105.3	2	-	-	-	1	1	2	1
CO4	P20MB105.4	2	-	-	-	1	1	3	1
P20MB105		2.25	-	-	-	1	1	2.5	1

P20MB106: INFORMATION TECHNOLOGY FOR MANAGERS

Class: MBA I Semester

Teaching Scheme:

L	T	P	C
4	-	-	4

Examination Scheme:

Continuous Internal Evaluation	40 marks
End Semester Exam	40 marks

Course Learning Objectives (LOs):

This course will develop students' knowledge in/on...

LO1: operating systems, networks & world wide web

LO2: database concepts, security and privacy

LO3: information systems, knowledge management and decision making support systems

LO4: electronic business concepts, trends & models

Unit-I (12)

Using Operating Systems: Operating System Basics - Overview, Types of operating systems, providing a user interface, Enhancing an OS with utility Software Survey of PC and Network Operating System- Overview, PC operating system.

Networks: Networking Basics- Overview, The uses of a network, Common types of networks, Hybrid networks, How networks are structured, Network topologies and protocols.

Presenting the Internet: The Internet and the World Wide Web- Overview, The internet's history, the internet's major services, Understanding the World Wide Web, Electronic Mail and Other Internet Services- Overview, Using electronic mail.

(Chapters 6, 7 and 8 from Text book 1)

Unit-II (12)

Database Management: Database Management Systems - Overview, Databases and database management systems, Data warehouses, Working with a database, Survey of Database Systems - Common corporate database management systems.

Protecting Your Privacy, Your Computer, and Your Data: Understanding the Need for Security Measures - Overview, Basic security concepts, Threats to users, Threats to hardware, Threats to data Taking Protective Measures - Overview, Protecting yourself, Protecting your privacy, Managing cookies, Spyware, and other bugs, Keeping your data secure.

(Chapters 11 and 13 from Text book 1)

Unit-III (12)

IT Supports Systems: Concepts and Management: Information systems: concepts and definitions, Classifications and types of information systems, How IT supports people and organizational activities, How information technology supports supply chain and enterprise systems, Information systems infrastructure and architecture.

Managing Knowledge: Introduction to knowledge management, Knowledge management activities, Approaches to knowledge management, Information technology in knowledge management, Knowledge management systems implementation, Roles of people in knowledge management, Ensuring success of knowledge management efforts.

Managerial Decision Making and IT Support Systems: Managers and decision making, Decision support systems: for individuals, groups and the enterprise, Intelligent support systems: the basics, Expert systems, Automated decision support.

Unit-IV (12)

Introduction: Key issues, Defining e-business, The development of the new economy, Types of electronic business and related industries, The growth of electronic business, Use of the internet

E-Business Technology: Key issues, Introduction, Electronic data interchange, Payment systems

E-Business Markets and Models: Key issues, Introduction, Electronic businesses, Electronic business environment, Electronic marketplaces, Electronic business markets, Electronic business models, Types of electronic business models, A framework for analyzing electronic business models

E-Marketing: Key issues, Introduction, Internet marketing, Electronic marketing plan, Online advertising, Targeting online customer, Customer relationship management

Case Study: Amazon

Text Books:

- [1] Peter Norton, *Introduction to Computers*, 6th ed. New Delhi: Tata McGraw Hill, 2008.
- [2] Efraim Turban, Dorothy Leidner, Ephraim McLean, James Wettheerbe, *Information Technology for Management*, 6th ed. New Delhi: Wiley-India, 2008.(UNIT III)
- [3] Colin Combe, *Introduction to E-Business Management and Strategy*, Burlington: Butterworth-Heinemann publications, 2006. (UNIT-IV)

Reference Books:

- [1] V.Rajaraman, *Introduction to Information Technology*, 2nd ed. New Delhi: PHI publications, 2013
- [2] Kenneth C. Laudon, Jane Price Laudon, *Management Information Systems*, 12th ed., Prentice Hall, 2012.
- [3] C.S.V Murthy, *e-Commerce, Concepts, Models, Strategies*, Hyderabad: Himalaya publishing house, 2010.

Course Learning Outcomes (COs):

Upon completion of the course, the student will be able to...

CO1: describe the concepts of operating system, networks and world wide web

CO2: create database and apply the privacy techniques to protect the systems

CO3: utilize information systems for effective decision making

CO4: develop and implement electronic business models

Course Articulation Matrix(CAM): P20MB106								
INFORMATION TECHNOLOGY FOR MANAGERS								
Course Outcomes		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	P20MB106.1	2	2	3	2	2	1	1
CO2	P20MB106.2	-	1	-	-	-	-	-
CO3	P20MB106.3	-	1	-	-	-	1	-
CO4	P20MB106.4	2	2	1	3	1	2	2
P20MB106		2	1.5	2	2.5	1.5	1.33	1.5

P20MB107 :INFORMATION TECHNOLOGY FOR MANAGERS LABORATORY

Class: MBAI-Semester

TeachingScheme: Examination Scheme:

L	T	P	C
-	-	2	1

Continuous Internal Evaluation	20
End Semester Examination	-

Course Learning Objectives (LOs):

This course will develop students' knowledge on/in...

LO1: micro soft word for documenting the data

LO2: micro soft excel in analyzing the data

LO3: micro soft power point in creation of the presentations

LO4: micro soft access in creation of databases and reports

List of Experiments

Experiment-I

1. Creating and formatting a document by text editing and saving it by using MS-Word.
2. Write a leave letter to the Principal by using different alignments, correct formats in MS Word.

Experiment-II

3. Create a document by organizing information with tables and outlines by using MS-Word.
4. Create a Visiting Card of your college using page size as page width=3.2, page height=2.2.

Experiment-III

5. Create a generic letter with different data sources by using Mail merge.

Experiment-IV

6. Create different word documents and publishing on Web.

Experiment-V

7. Creating and editing worksheets with cell formatting in MS-Excel.

Experiment-VI

8. Create a worksheet with data set and apply formulas and functions in MS-Excel.

Experiment-VII

9. Create a worksheet with student marks and perform Sorting and querying operations using MS-Excel.

Experiment-VIII

10. Create a worksheet which shows sales of different products for 5 years and make product analysis by generating graphs and charts using MS-Excel.

Experiment-IX

11. Develop a Professional presentation on Business Plans, Institutions, Products, People etc., by creation of slides using various templates in MS-Power Point.

Experiment-X

12. Create Databases, Tables and build Relationships among them using MS-Access.

Experiment-XI

13. Create forms to enter data and apply various filter options in MS-Access.

Experiment-XII

14. Create Databases, apply queries for data manipulation and generating different reports using MS -Access

Reference Books:

- [1] Winston, *Microsoft Office Excel 2007 Data Analysis and Business Modeling*, 2nd ed. Michigan: Microsoft Press, 2007.
- [2] Steve Lambert, M. Lambert, Joan Lambert, *Microsoft Office Access 2007 Step-by-Step*. New Delhi: Pearson Education, 2007.
- [3] Curtis Frye, Joan Preppernau, Joyce Cox, Steve Lambert, *2007 Microsoft Office System Step-by- Step*, 2nd ed. New Delhi: Prentice Hall India, 2007.

Course Learning Outcomes: (CO's)

After completion of the course, the student will be able to...

CO1: *design the professional documents*

CO2: *apply the knowledge of excel for generation of spread sheets*

CO3: *create the power point slides for professional presentations*

CO4: *analyze the reports generated using micro soft access*

U18MB107 :								
INFORMATION TECHNOLOGY FOR MANAGERS LABORATORY								
Course Outcomes		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	P20MB107.1	-	-	-	-	-	-	-
CO2	P20MB107.2	1	1	-	-	-	1	-
CO3	P20MB107.3	-	-	-	-	-	-	-
CO4	P20MB107.4	2	2	-	1	-	1	-
P20MB107		1.5	1.5	-	1	-	1	-

P20AC108A:ENGLISH FOR RESEARCH PAPER WRITING

Class: M.B.A I-Semester

Teaching Scheme:

L	T	P	C
2	-	-	1

Examination Scheme:

Continuous Internal Evaluation	60 Marks
End Semester Examination	40 Marks

UNI

Course Learning Objectives (LOs):

This course will develop students' knowledge in/on

LO1: planning for quality research writing with improved level of readability

LO2: constituents and attributes of a research paper

LO3: specifications for research transcription and pedagogic skills for reporting research

LO4: guidelines for publishing research papers in quality journals

UNIT-I (6)

Skills for Research Writing: Planning and Preparation, Word Order, Breaking up long sentences, Structuring Paragraphs and Sentences, Being Concise and Removing Redundancy,

Improving Level of Readability: Avoiding Ambiguity and Vagueness, Clarifying Who Did What, Highlighting Your Findings, Hedging and Criticizing, Paraphrasing and Plagiarism.

UNIT-II (6)

Constituents of a Research Paper: Abstract, Styles of abstract, Keywords, Characteristics of poor abstract, Assessing quality of abstract, Introduction- outline in introduction, Assessing quality of introduction, Review of Literature, Ways of referring to authors in literature.

Attributes of a Research paper: Methodology, Use of tenses and articles in methodology, Results, Styles of reporting results, Discussion, Styles of writing discussions, Conclusions, Impact of writing conclusions, Assessing quality of conclusions, Final Check-Do's and Don'ts.

UNIT-III (6)

Specifications for Research Transcription: Structuring phrasing and summarizing of title and abstract, Structuring phrasing and summarizing of introduction, Critical review of literature, Limitations of previous work and demonstration of innovation in proposed research.

Pedagogic skills for reporting research: Structuring and justifying the methodology, Structuring, Reporting, Interpreting and summarizing results, Structuring, Comparing, Interpreting and summarizing discussions, Styles of writing discussions, Structuring, differentiating and summarizing of conclusions

UNIT-IV (6)

Quality Assurance and Corroboration of Research: Indexing and harnessing useful phrases, Adapting final check for readability, Clarity in logical order of argumentation, Checking for

journal guidelines, Consistency, Accuracy, Acknowledgements and spell-check.

Text Books:

- [1] Adrian Wallwork, *“English for Writing Research Papers”*, 2nded., New York, Dordrecht Heidelberg London, Springer books, 2016.

Reference Books:

- [1] Goldbort R, *“Writing for Science, London”*, 2nded Yale University Press, 2006
 [2] Day R, *“How to Write and Publish a Scientific Paper”*, 8thed, Cambridge University Press, 2016
 [3] Adrian Wallwork, *“English for Academic Research ,Grammar, Usage and Style”*, 2nded, Springer New York Dordrecht Heidelberg London, Springer Books ,2012.

Course Learning Outcomes (Cos):

On completion of this course, the student will be able to...

CO1: develop essential skills for research writing with improved level of readability.

CO2: organize the constituents of research paper and derive conclusions with a final check of Do's and Don'ts

CO3: justify, interpret, compare and summarize results for proposed methodologies in research paper

CO4: adopt quality assurance methods like final check for readability, consistency and accuracy of a research paper.

Course Articulation Matrix: P20AC108A ENGLISH FOR RESEARCH PAPER WRITING

CO Code	PO 1	PO 2	PO 3	PSO 1	PSO 2
P20AC108A.1	1	2	2	-	-
P20AC108A.2	1	2	2	-	-
P20AC108A.3	1	2	2	-	-
P20AC108A.4	1	2	2	-	-
P20AC108A	1	2	2	-	-

P20AC108B:SANSKRIT FOR TECHNICAL KNOWLEDGE

Class: M.B.A I – Semester

Teaching Scheme:

L	T	P	C
2	-	-	1

Examination Scheme:

Continuous Internal Evaluation	60 Marks
End Semester Examination	40 Marks

Course Learning Objectives (LOs):

This course will develop students' knowledge in/on

LO1: proficiency in illustrious Sanskrit, the scientific language in the world

LO2: the depth of grammar in sanskrit

LO3: deeper insight into tenses used in sanskrit

LO4: concepts related to various technical fields

UNIT - I (6)

Introduction: Alphabets, vowels, consonants, Māheśvara sutras, combined alphabets, verbs, basic words

UNIT -II (6)

Study of grammar I: Singular/dual/plural, nominative case, accusative case, instrumental case, dative case, ablative case, genitive case, locative case

UNIT- III (6)

Study of grammar II: Nouns and adjectives, indeclinable, present tense, past tense, future tense, order and request, prefixes, number word, combinations ablative case, genitive case, locative case and cases.

UNIT - IV (6)

Technical concepts related to various fields: Technical concepts of Mathematics, Chemistry, Electrical science, Mechanics & Mechanical Science, Metallurgy, Aeronautics, Marine science, measurement of time, astronomy, architecture, botany, agriculture, hygiene & health

Text Book(s):

[1] Dr.Vishwas, *Abhyaspustakam*, 1st ed. New Delhi: Samskrita-Bharti Publication, 2014

[2] Suresh Soni, *India's Glorious Scientific Tradition*, 1st ed. New Delhi: Ocean books (P) Ltd, 2008 (Unit IV)

Reference Book(s):

KITSW-Scheme for I to IV Semester MBA 2 – year MBA Degree Programme

[1] VempatiKutumbshastri, *Teach Yourself Sanskrit*, 1st ed. New Delhi:
PrathamaDeekshaRashtriya Sanskrit Sansthanam, 2012

Course Learning Outcomes (COs):

On completion of this course, students will be able to...

CO1: *understand to read and write basic Sanskrit language*

CO2: *identify the usage of grammar in the ancient Indian language*

CO3: *make use of tenses in Sanskrit language*

CO4: *analyze the ancient Sanskrit literature on Science and Technology*

Course Articulation Matrix (CAM): P20AC108B : SANSKRIT FOR TECHNICAL KNOWLEDGE

CO		PO1	PO2	PO3	PSO1	PSO2
CO1	P20AC108B.1	2	1	1	-	-
CO2	P20AC108B.2	2	1	1	-	-
CO3	P20AC108B.3	2	1	1	-	-
CO4	P20AC108B.4	2	1	1	-	-
P20AC108B		2	1	1	-	-

P20AC108C:CONSTITUTION OF INDIA

Class:MBA I - Semester

Teaching Scheme:

L	T	P	C
2	-	-	1

Examination Scheme:

Continuous Internal Evaluation	40 marks
End Semester Examination	60 marks

Course Learning Objectives (LOs):

This course will develop students' knowledge in/on

LO1:statepolicy and parliamentary form of government, council of ministers

LO2: necessity of act of information technology and its powers, cyber security and its laws

LO3: consumer protection act, rights of consumer-deficiency in service

LO4:crimes against women, different legislations, process of investigation and right to information act

UNIT - I (6)

Constitutional Law: Constitution meaning and significance-constitutional history-status of fundamental rights-role of fundamental duties-implementation of the directive principles of the state policy-parliamentary form of government-president-prime minister-council of ministers-federal structure in constitution-relations between central and state-amendment of constitution –procedure and kinds of amendments.

UNIT -II (6)

Law of information technology: Evolution-genesis and necessity of information technology act-features and various authorities under it act-their powers-impact of other related enactments-e-commerce laws in india-digital and electronic signatures in indian laws-e-contracts and its validity in india-cyber tribunals-definition and necessity of cyber security-computer and cyber security-e-mail security-database security-operating system security-advance computers-network and mobile security techniques- sensitive personal data and information in cyber laws-cyber crimes-hacking-phishing –stalking-cyber terrorism.

UNIT- III (6)

Corporate Law: Definition and essentials of valid contract - corporate incorporation and management-directors of company-company secretary-corporate governors-different system of corporate governors-corporate governance and social responsibility-emerging trends-corporate and social environment responsibility-competition law-objectives competition commission of india-consumer protection act-consumerism-rights of consumer-deficiency in service-unfair trade practices-e-contracts etc.

UNIT - IV (6)

Criminal Law: Definition of crime--crimes against women including cyber crimes-criminal justice systems-protection for women for atrocities-different legislations like constitution, indianpenalcode, human rights, domestic violence, equality in rights, dowry prohibition, prevention of child marriage, prevention of sexual harassment against woman at work place, protection of children some sexual harassment - investigation - compliant - process of investigation - FIR, panchanama, closure report, charge sheet etc - procedure of search

Right to Information Act: Freedom of information - indian constitution and right to information - legislating the right to information - salient features of the right to information act 2005 - public authority under RTI act - nature of RTI, exemptions and limitations - composition, powers and functions of the information commissions - right to information and implementation issues

Text Book(s):

- [3] M.P.Jain, *Indian Constitutional Law*, Vol.1, Wadhwa & Co, Nagpur, 2003
- [4] Vakul Sharma, *Information Technology – Law and Practice*, Universal Law Publishing, 3rd Ed. 2011
- [5] Gower and Davies, *Principles of Modern Company Law*, Sweet and Maxwell Publishing, 10th Ed.
- [6] Ratan Lal and Dhiraj Lal: *Indian Penal Code*, Wadhwa & Co., 36th Ed. 2000
- [7] O.P.Srivastava: *Principles of Criminal Law*, Eastern Book Company, 6th Ed. 2016
- [8] KM Shrivastava, *The Right to Information: A Global Perspective*, Lancer Publisher, New Delhi (2013)

Reference Book(s):

- [1] H.M.Seervai, *Constitutional Law of India*, Vol.3, N.M.Tripathi , 4th Ed., 1997
- [2] G.C.V.SubbaRao, *Indian Constitutional Law*, S.Gogia& Co., Hyderabad
- [3] Dr.S.R.Myneni, *Information Technology Law (Cyber Laws)*, Asia Law House, Hyderabad, 1st Ed. 2018.
- [4] J.M. Thomson: *Palmer’s Company Law*, Vol.4, 21st Ed. Wildy& Sons Ltd.
- [5] P.S.AchutanPillai: *PSA Pillai’sCriminal Law*, Butterworth Co., 2000.
- [6] K.D.Gour: *Criminal Law, Cases and Materials*, 9th Ed. LexisNexis, 2019.
- [7] Sairam Bhat, *Right to Informationand Good Governance*, National Law School of India University, 2016.
- [8] DheeraKhandelwal and KK Khandelwal ,A Commentary and Digest on the *Right to Information Act, 2005*, 2nd Ed., 2014.

Course Learning Outcomes (COs):

On completion of this course, students will be able to ...

CO1: develop the knowledge in state policy and parliamentary form of government

CO2: make use of information technology act and cyber security

CO3: utilize the consumer protection act and rights consumer

CO4: perceive the legislations and understand the process of investigation and right to information act

Course Articulation Matrix (CAM): P20AC108C : CONSTITUTION OF INDIA						
CO		PO1	PO2	PO3	PSO1	PSO2
CO1	P20AC108C.1	1	1	1	-	-
CO2	P20AC108C.2	1	1	1	-	-
CO3	P20AC108C.3	1	1	1	-	-
CO4	P20AC108C.4	1	1	1	-	-
P20AC108B		1	1	1	-	-

P20AC108D: PEDAGOGY STUDIES

Class:M.B.A I -Semester

Teaching Scheme:

L	T	P	C
2	-	-	1

Examination Scheme:

Continuous Internal Evaluation	60 Marks
End Semester Examination	40 Marks

Course Learning Objectives (LOs):

This course will develop student's knowledge in/on

LO1: terminology of pedagogy studies, role of curriculum, relation between teaching and learning

LO2: effectiveness of pedagogical practices and teaching strategies

LO3: student centered approaches of learning

LO4: factors supporting effective pedagogy, research gaps and future directions of potential areas

UNIT-I (6)

Methodology: Aims and rationale, Policy background, conceptual framework and terminology, Theories of learning- Behaviourism, Constructivism, Social constructivism, Critical theory, Difference between curriculum and syllabus, Curriculum, Importance of curriculum for students and teachers, Role played by the curriculum

Teaching- Learning Process: Introduction, Concept of pedagogy, Principles of teaching, Maxims of teaching, Phases of learning, Relationship between teaching and learning, Factors of teaching and learning in classroom situation, Difference between teaching and learning.

UNIT-II (6)

Overview of pedagogical practices in developing countries: Overview and aims, Pedagogy approaches, Pedagogy as practice, Pedagogy as ideas, Pedagogy and equity, Curriculum, Teacher education - initial teacher education, Continuing professional development, Training unqualified teachers, Effectiveness of pedagogical practices, Pedagogic theory and pedagogical strategies, Teachers' attitudes and beliefs

Strategies of Teaching: Features, Characteristics, Advantages and limitations of lecture method, Demonstration method, Experimental method and Discussion method

UNIT-III (6)

Student Centred Approaches: Features, characteristics, Advantages and limitations of constructivist approach of learning, Discovery method of learning, Enquiry method, Project Based Learning (PBL), Activity Based Learning (ABL)

Practical Approaches: Features of experiential learning and Teacher's role, Peer tutoring, Field visits and process of organizing, E-learning tools, Strengths and weaknesses.

KITSW-Scheme for I to IV Semester MBA 2 – year MBA Degree Programme

UNIT-IV (6)

Role of teacher education, school curriculum, guidance materials in supporting effective pedagogy: Professional development, Alignment with classroom practices and follow-up support, Peer support, Support from the head teacher and the community, Curriculum and assessment, Barriers to learning: limited resources and large class sizes

Research gaps and future directions: Research design, contexts, Pedagogy, Teacher education, curriculum and assessment, Dissemination and research impact

Textbooks:

- [1] Dr. S. K. Bhatia, Dr. Sonia Jindal, *A Textbook of curriculum, pedagogy and evaluation*, 1st ed., New Delhi: Paragon International Publishers, 2016.
- [2] Jo Westbrook, Naureen Durrani, Rhona Brown, David Orr, John Pryor, Janet Boddy, Francesca Salvi, *Pedagogy, Curriculum. Teaching Practices and Teacher Education in Developing Countries*, Education Rigorous Literature Review, Center for International Education, University of Sussex, December 2013.

Reference books:

- [1] Ackers J, Hardman F, *Classroom interaction in Kenyan primary schools*, *Compare*, 31 (2): 245-261, 2001.
- [2] Agrawal M, *Curricular reform in schools: The importance of evaluation*, *Journal of Curriculum Studies*, 36 (3): 361-379, 2004.
- [3] Akyeampong K, *Teacher training in Ghana - does it count? Multi-site teacher education research project (MUSTER) country report 1*. London: DFID, 2003.
- [4] Akyeampong K, Lussier K, Pryor J, Westbrook J, *Improving teaching and learning of basic maths and reading in Africa: Does teacher preparation count?* *International Journal Educational Development*, 33 (3): 272-282, 2013.
- [5] Alexander RJ, *Culture and pedagogy: International comparisons in primary education*. Oxford and Boston: Blackwell, 2001.
- [6] Chavan M, *Read India: A mass scale, rapid, 'learning to read' campaign*, 2003.
- [7] www.pratham.org/images/resource%20working%20paper%202.pdf.

Course Learning Outcomes (Cos)

On completion of this course, the students will be able to.....

KITSW-Scheme for I to IV Semester MBA 2 – year MBA Degree Programme

CO1: describe the significance of curriculum, relationship between teaching and learning
 CO2: justify the effectiveness of pedagogical practices of teaching and compare the lecture, demonstration, experimental and discussion methods of teaching strategies
 CO3: analyze the role of student centered approaches in learning of a student and identify suitable approaches for the improvement
 CO4: exemplify the role of professional development, curriculum, assessment for effective pedagogy and identify the research gaps in allied areas

Course Articulation Matrix: P20AC108D : PEDAGOGY STUDIES						
CO		PO 1	PO 2	PO 3	PSO 1	PSO 2
CO1	P20AC108D.1	-	1	-	-	-
CO2	P20AC108D.2	1	1	1	-	-
CO3	P20AC108D.3	1	1	1	-	-
CO4	P20AC108D.4	1	1	1	-	-
P20AC108D		1	1	1	-	-

DEPARTMENT OF MANAGEMENT
KAKATIYA INSTITUTE OF TECHNOLOGY & SCIENCE, WARANGAL - 15

(An Autonomous Institute under Kakatiya University, Warangal)

PRR-20M
MBA SEM-II

SCHEME OF INSTRUCTIONS & EVALUATION FOR TWO YEAR MBA DEGREE PROGRAMME

S. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits (C)	Evaluation Scheme - Marks								
				L	T	P		CIE-TA Marks						ESE	Total Marks	
								I ² RE				Minor	MSE			Total
								ATLP	CRP	CCS	CRP/CCS Presentation					
1	PC	P20MB201	Human Resource Management	4	-	-	4	8	8	8	6	10	20	60	40	100
2	PC	P20MB202	Marketing Management	4	-	-	4	8	8	8	6	10	20	60	40	100
3	PC	P20MB203	Financial Management	4	-	-	4	8	8	8	6	10	20	60	40	100
4	PC	P20MB204	Cost and Management Accounting	4	-	-	4	8	8	8	6	10	20	60	40	100
5	PC	P20MB205	Business Research and Data Analytics	4	-	-	4	8	8	8	6	10	20	60	40	100
6	PC	P20MB206	Soft Skills	-	-	2	1	-	-	-	-	-	-	100	-	100
7	PROJ	P20MB207	Mini Project with seminar	-	-	4	2	-	-	-	-	-	-	100	-	100
8	AC	P20MB208	Audit Course-II	2	-	-	1	8	8	8	6	10	20	60	40	100
Total				26	-	06	24	-	-	-	-	-	-	560	240	800

[L= Lecture, T = Tutorials, P = Practicals, C = Credits, ATLP = Assignments, CRP = Course Research Paper, CCS = Course Case Study, PPT = Course Presentation, Minor=Minor Examination, MSE=Mid Semester Examination and ESE=End Semester Examination]

P20208A: Stress Management by Yoga
P20208B: Value Education
P20208C: Personality Development through Life Enlightenment Skills
P20208D: Disaster Management

Total Contact Periods/Week:

Total Credits: 19

Note: Additional Learning: Students are advised to do MOOCs to bridge the gap in the curriculum, as suggested by the Department Academic Advisory Committee (DAAC). The credits earned by the students through MOOCs will be printed in the semester grade sheet.

P20MB201:HUMAN RESOURCE MANAGEMENT

Class: MBA II Semester

Teaching Scheme :

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation :	60 marks
End Semester Exam :	40 marks

Course Learning Objectives (LOs):

This course will develop student's knowledge in/on...

LO1: concepts of human resource management

LO2: human resource planning and contemporary issues

LO3: induction, placement, training and development, performance appraisal and HR ethics

LO4: industrial relations and industrial disputes settlement mechanism

UNIT- I (12)

Introduction to Human Resource Management: Meaning, Concepts, Nature, Scope, Functions and significance of Human Resource Management, HRM Vs Personnel management; HRD; Human Capital Management; HRM model; Qualities of HR manager; Strategic HRM and International HRM - Concept and issues, e- HRM.

UNIT- II (12)

Human Resource Planning: Meaning, Nature and process; Job analysis -Nature, Process, Purpose; Job description; Job specification; Job design; Recruitment - Factors influencing process and sources, e-recruitment; Selection - Nature and Process, e-selection; Contemporary issues - HRIS, HR accounting, HR audit, Competency mapping, Balanced score card, Attrition, Exit interviews.

UNIT- III (12)

HRD Functions: Induction and placement; Training - Nature, Process and Techniques; Performance Management - Nature, Uses, Process and methods; Development - Career planning and development; Knowledge management; Talent management; Compensation management - Objectives, Components; Basic HR digitalization concept.

UNIT-IV (12)

Industrial Relations: Concept of Industrial relations, Importance; Trade union - Nature, Trade union movement in India; Industrial disputes - Nature, Causes, Machinery for settlement of disputes, Workers participation in management; Labour laws - An overview.

Text Book(s):

- [1] Aswathappa K, *Human Resource Management: Text and Cases*, 8th ed. New Delhi: Tata McGraw Hill Publishing Company Limited, 2017.

Reference Book(s):

- [1] Mondy R Wayne and Noe M Robert, *Human Resource Management*, 9th ed. New Delhi: Pearson Education, 2006.
- [2] SubbaRao P, *Essentials of Human Resource Management and Industrial Relations: Text, Cases and Games*, Mumbai: Himalaya Publishing House, 2008.
- [3] V S P Rao, *Human Resource Management: Text and Cases*, 2nd ed. New Delhi Excel Books, 2007.
- [4] Ivancevich M John, *Human Resource Management*, 8th ed. Boston: McGraw Hill Irwin, 2001.

Course Learning Outcomes (COs):

After completion of the course, the student will be able to...

CO1: identify the trends and their impact on human resource management

CO2: forecast human resources and discuss contemporary issues in HR

CO3: evaluate and manage the human resources in organization

CO4: assess and improve employee and employer relations

Course Articulation Matrix(CAM): P20MB201: HUMAN RESOURCE MANAGEMENT

Course Outcomes		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	P20MB201.1	2	-	-	-	-	-	2
CO2	P20MB201.2	-	2	-	-	-	-	2
CO3	P20MB201.3	-	2	1	-	2	-	2
CO4	P20MB201.4	-	-	1	2	1	-	2
P20MB201		2	2	1	2	1.5	-	2

P20MB202:MARKETING MANAGEMENT

Class: MBA II Semester

Teaching Scheme :

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation :	60 marks
End Semester Exam :	40 marks

Course Learning Objectives (LOs):

This course will develop student's knowledge in/on...

LO1: concepts of marketing, societal marketing and competitive strategies

LO2: developing marketing strategies and plans

LO3: marketing information, consumer and business markets

LO4: products, brands, services and marketing channel

UNIT-I (12)

Introduction: Marketing- Definition, Understanding the market place and customer needs; Marketing management concepts - Production, Product, Selling, Marketing, Societal marketing; Basics of Digital marketing, E-Commerce; Building customer value - Satisfaction and loyalty; Competitive strategies for market leaders; Market challengers; Market followers and Market nichers. (Chapter -1 of Text-1)

UNIT - II (12)

Developing Marketing Strategies and Plans: Companywide strategic planning- Defining marketing role ; Designing and analyzing the current business portfolio; Developing strategies for growth and downsizing; Marketing strategy and the marketing mix- Customer driven marketing strategy, Market segmentation, Market targeting, Market differentiation and positioning ; Developing an integrated marketing mix. (Chapter -2 & 3 of Text-1)

UNIT - III (12)

Marketing Information, Consumer and Business Markets: Managing marketing information to gain customer insight; Developing marketing information - Marketing research, Analyzing and using marketing information; Customer Relationship Management (CRM); Consumer markets and consumer buyer behaviour- Model of consumer behaviour, Characteristics affecting consumer behaviour, Types of buying decision behaviour, Buyer decision process. (Chapter - 4,5 & 6 of Text-1)

UNIT- IV (12)

Product, Brands, Services and Marketing channels: Product - Levels of product, Product classifications; New product development - Strategy, Process; Product life cycle strategies; Branding strategy-Brand equity, Building strong brands; Services marketing - Nature and

characteristics; Marketing channel- Nature and importance, Design decisions, Management decisions, Marketing logistics and Supply chain management. (Chapter -8,9& 12 of Text-1)

Text Book:

1. Philip Kotler, Gary Armstrong, PrafullaY.Agnihotri, EhsanulHaque, *Marketing Management - A South Asian Perspective*, 13th ed. New Delhi: Pearson Education Inc,2010.

Reference Books:

1. Philip Kotler, Kevin Keller, *Marketing Management*, 13th ed. New Delhi: Prentice Hall of India, 2008.
2. Tapan K. Panda, *Marketing Management (200 Text and Cases Indian context)*1st ed. New Delhi : Excel Books, 2007.
3. Michael.J.EtzelBranceJ.Walker, *Marketing : Concepts and Cases*, New Delhi : McGraw Hill Education, 2005.

Course Learning Outcomes (COs):

Upon completion of this course, students will be able to...

CO1: review the concepts of marketing, societal marketing and competitive strategies

CO2: develop marketing strategies and plans

CO3: utilize marketing information to comprehend consumer and business markets

CO4: recognize products, brands, services and marketing channel

Course Articulation Matrix(CAM): P20MB202: MARKETING MANAGEMENT

Course Outcomes		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	P20MB202.1	1	-	1	-	-	-	2
CO2	P20MB202.2	-	-	2	1	1	-	1
CO3	P20MB202.3	1	-	-	-	-	-	1
CO4	P20MB202.4	1	-	1	-	1	1	-
P20MB202		1	-	1.3	1	1	1	1.3

P20MB203: FINANCIAL MANAGEMENT

Class:MBA II Semester

Teaching Scheme :

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation	60 marks
End Semester Exam	40 marks

Course Learning Objectives (LOs):

This course will develop students' knowledge in/on...

LO1: concepts, functions and objectives of financial management

LO2: raising finance, capital structure theories and its leverages

LO3: techniques used to evaluate investment projects and forecasting the financial requirements

LO4: dividend policies, theories and its impact on the market value of the firm

UNIT - I (12)

Introduction: Concept-Scope and Functions of Financial Management, Profit maximization Vs. Wealth maximization; Financial planning- Concept, Types and Estimation of financial requirements, Time value of money.

UNIT - II (12)

Financing Decision: Concept of capital structure- Capital structure determinants; Sources of financing: Cost of capital-Cost of debt, Cost of equity, Cost of preference, Cost of retained earnings; Theories of capital structure- NI, NOI, Traditional and MM approach; Operating and Financial Leverage-EBIT and EPS Analysis (problems).

UNIT - III (12)

Investment Decision and Working Capital Management: Nature of capital budgeting decision- Investment evaluation criterion, Traditional Vs. Discounted cash flow techniques (problems); Working capital management- Concept, Components, Determinants, Operating cycle, Forecasting working capital requirements (problems); Management of inventory, Management of Receivables and Management of cash, Financing current assets (theory only).

UNIT - IV (12)

Dividend Decision: Types of dividend- Dividend Vs. Profit retention decision, Dividend policies, factors influencing dividend policy; Dividend theories- Relevance and Irrelevance of dividends, Walter and Gordon's models, MM approach (Problems).

Text Book:

1. M Y Khan and P K Jain, *Financial Management – Text problems and cases*, 5th ed. New Delhi: Tata Mc Graw Hill, 2017. (Part I, II, III, V and VIII)

Reference Books:

1. Prasanna Chandra, *Fundamentals of Financial Management*, 2nd ed. New Delhi: Tata Mc Graw Hill, 2017.
2. IM Pandey, *Financial Management*, 11th ed. New Delhi: Vikas Publications, 2015.
3. S N. Maheswari, *Financial Management: Principles and practice*, 4th ed. New Delhi: Sultan Chand Publication, 2013.
4. James C, Van horne, *Financial Management and Policy*, 12th ed. New Delhi: Prentice Hall of India, 2001.

Course Learning Outcomes (COs):

On completion of the course, the student will be able to...

CO1: describe the finance functions and objectives of financial management

CO2: apply the capital structure theories to construct the best capital mix for better market value of the firm.

CO3: assess the feasibility of projects through capital budgeting techniques and estimate the working capital requirements

CO4: implement the dividend decisions in the interest of the stakeholders.

Course Articulation Matrix (CAM): P20MB203 : FINANCIAL MANAGEMENT

Course Outcomes		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	P20MB203.1	1	-	-	1	1	1	-
CO2	P20MB203.2	1	2	-	1	2	2	-
CO3	P20MB203.3	1	2	-	1	2	2	-
CO4	P20MB203.4	1	2	-	1	2	1	-
P20MB203		1	1.5	-	1	1.75	1.5	-

P20MB204:COST AND MANAGEMENT ACCOUNTING

Class: MBA II - Semester

Teaching Scheme :

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation	60 marks
End Semester Examination	40 marks

Course Learning Objectives (LOs) :

This course will develop student's knowledge in/on...

LO1: basic concepts of management accounting and cost accounting

LO2: CVP analysis used for decision making

LO3: standard costing and preparation of different budgets

LO4: activity based costing and responsibility accounting

UNIT- I (12)

Introduction: Management Accounting - Definition, Scope, Importance ; Nature of management control system ; Role of management accountant ; Cost accounting vs. Management accounting, Management accounting vs. Financial accounting; Cost concepts- Manufacturing costs-Direct costs, Absorption costs (Theory only)

UNIT- II (12)

Cost Analysis for Decision Making: Cost Volume Profit Analysis- Concept of BEP, Margin of safety, Managerial uses for decision making - Optimization of product mix, Make or Buy, Capacity utilization, Plant shutdown, Add or Drop, Equipment replacement. (Problems)

UNIT-III (12)

Management Accounting for Control: Standard costing - Types of standards, Standard setting, Advantages (Theory only); Budget and budgetary control - Objectives, Production budget, Sales budget, Cash budget and Flexible budget. (Problems)

UNIT-IV (12)

Activity Based Costing and Responsibility Accounting: Activity based costing systems - Tracing costs from activities to products and services , Activity based costing vs. Traditional costing; Responsibility Centers - Need for Divisionalisation, Types of responsibility centers, Performance reports; Transfer Pricing. (Problems)

Text Book(s):

[1] Dr.PrashantaAthma, *Cost and Management Accounting*,1st ed. Mumbai: Himalaya Publishing House.

Reference Book(s):

- [1] Hansen & Mown, *Cost Management – Accounting and Control*, 4th ed. New Delhi: Thomson South.
- [2] Maheswari S.N., *Principles of Management Accounting*, Vol. II, New Delhi, Sultan Chand and Sons, 2014.
- [3] Shashi K. Gupta and R.K. Gupta, *Management Accounting Principles and Practices*, New Delhi: Kalyani publication, 2016.
- [4] Khan and Jain, *Management Accounting*, 4th ed. New Delhi: Tata Mc Graw Hill, 2009.

Course Learning Outcomes (COs):

On completion of this course, the students will be able to...

CO1: develop basic knowledge on concepts of management accounting and cost analysis for decision making

CO2: apply CVP Analysis for business decision making

CO3: estimate standards and propose suitable budgets based on requirement

CO4: recommend decisions by applying concepts of ABC system and Responsibility Accounting

Course Articulation Matrix (CAM): P20MB204 : COST AND MANAGEMENT ACCOUNTING								
CO		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	P20MB204.1	1	-	-	-	1	1	-
CO2	P20MB204.2	2	2	-	-	1	1	-
CO3	P20MB204.3	2	2	-	1	2	1	-
CO4	P20MB204.4	2	1	-	-	1	1	-
P20MB204		1.75	1.67	-	1	1.25	1	-

P20MB205:BUSINESS RESEARCH AND DATA ANALYTICS

Class: MBA II - Semester

Teaching Scheme :

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation	60
End Semester Examination	40

Course Learning Objectives (LOs) :

This course will develop students' knowledge in/on...

LO1: conceptualization of research, research design and research problem

LO2: collection and visualization of data

LO3: using descriptive and predictive statistical software tools

LO4: technical report writing and presentation of report

UNIT- I (12)

Introduction to Research: Conceptual foundations of research – Research types, Research process; Variables – Types, Validity of data variables; Sampling; Measurement – Scales of measurement, types of measurement; sources of errors.

Research Design: Definition, Types; Literature survey-methods; Problem formulation.

UNIT- II (12)

Data Collection and Data Visualization:

Data collection – Types of data, Methods of data collection; Questionnaire – Essentials for constructing effective questionnaire.

Data Visualization: Tabulation – Single variant, Bi variant, Multi variant and cross tabulation; Charts and diagrams.

UNIT- III (12)

Data Analytics: (Using Data analytics software tools)

Descriptive analytics: Introduction, Descriptive statistics –Mean, Median, Mode, Standard deviation, Coefficient of variance.

Predictive Analytics: Karl –Pearson correlation – Spearman's rank correlation, Regression – simple and multiple regression, T- test, Chi – square test, ANOVA.

UNIT- IV (12)

Technical writing and Reporting of Research: Structure and organization of research report – Prerequisites of report, Types; Mechanics of style; Importing, Exporting and editing of tables through word; Displaying results – Tables, Figures and References.

Anti-plagiarism test: Checking of data using anti-plagiarism software tools.

Text Book(s):

- [1] C.R Kothari and Gaurav Garg, “*Research Methodology, Methods & Techniques*”, 4th ed., New Age International Publishers, 2019
- [2] Bhimasankam Pochiraju, Sridhar S, *Essentials of Business Analytics: A Textbook*, 1st ed. Springer Nature Switzerland, 2019. (Units-II, III, IV).
- [3] *Anti-plagiarism policy of KITSW* - A handout prepared by Dean, Research and Development, KITSW, Jan 2020.

Reference book(s):

- [1]. R N Prasad, Seema Acharya, *Fundamentals of Business analytics: Big Data*, 2nd ed. Wiley Publications, 2017.
- [2]. Foster Provost, Tom Fawcett *Data Science for Business*;, 1st ed. USA: O’Reilly, 2013.

Course Learning Outcomes (COs):

On completion of this course, students will be able to ...

CO1: *develop and formulate research problem using research methodology techniques.*

CO2: *apply the data collection and data visualization methods in business analytics.*

CO3: *analyze the data using data analytics tools.*

CO4: *choose an appropriate methodology to write a technical research report.*

Course Articulation Matrix (CAM): P20MB205 : BUSINESS RESEARCH AND DATA ANALYTICS								
CO		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	P20MB205.1	1	-	-	1	-	-	1
CO2	P20MB205.2	1	2	-	-	-	1	2
CO3	P20MB205.3	1	2	-	1	-	2	2
CO4	P20MB205.4	1	-	-	1	-	2	-
P20MB205		1	2	-	1	-	1.67	1.67

P20MB206:SOFT AND INTERPERSONAL SKILLS

Class: MBA II Semester

Teaching Scheme :

L	T	P	C
2	-	2	3

Examination Scheme :

Continuous Internal Evaluation	100 Marks
End Semester Examination	-

Course Learning Objectives (LOs):

This course will develop students' knowledge in/on....

LO1: developing language skills and speaking with logical sequence & confidence

LO2: knowing their skills in public speaking and overcome emerging industrial challenges

LO3: understanding the gap between their present skill levels and skills required to be obtained so as to become industry ready

LO4: developing career goals, and strategies for gaining employability skills

LIST OF ACTIVITIES

Introduction

UNIT - I (08)

- Team Interaction
- Just a Minute
- Body Language
- Role Play

UNIT - II (08)

- Public Speaking
- Cross Cultural Communication
- Email & Telephone Etiquettes
- Emotional Intelligence

UNIT - III (08)

- Group Discussion
- Presentation Skills - PPT
- Listening Skills
- Interview Skills

UNIT - IV (08)

- My Dream Company
- Goal Setting - SWOT
- Resume Building
- Networking & Career planning, Professional body membership.

Suggested references: (Helpful website to get employable)

www.indiabix.com

www.freshersworld.com

www.slideshare.com

www.ted.com

Course Learning Outcomes (COs):

Upon completion of this course, the students will be able to....

CO1: exhibit their verbal, non- verbal skills and public speaking skills

CO2: identify clearly defined career objective and improve positive thinking

CO3: come out of their comfort zone and boldly face the emerging digital work age

CO4: identify their skills and prepare themselves for industry requirements

Note:

Teacher Assessment : 50 marks Mock Interviews
(Post Assessment) : 50 marks
Total : 100 marks

Course Articulation Matrix (CAM): P20MB206: SOFT AND INTERPERSONAL SKILLS

CO		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	P20MB206.1	-	-	-	-	-	-	1
CO2	P20MB206.2	-	-	-	-	-	-	1
CO3	P20MB206.3	-	-	1	-	-	-	-
CO4	P20MB206.4	-	-	-	-	2	-	1
P20MB206		-	-	1	-	2	-	1

P20AC208A :STRESS MANAGEMENT BY YOGA

Class: M.B.A II-Semester

Teaching Scheme:

L	T	P	C
2	-	-	1

Examination Scheme:

Continuous Internal Evaluation	60marks
End Semester Examination	40 marks

Course Learning Objectives (LOs):

This course will develop student's knowledge in/on

LO1: awareness about different types of stress

LO2: yoga in the management of stress

LO3: positive health and overall wellbeing

LO4: prevention of stress related health problems by yoga practice

UNIT - I (6)

Stress: Definition of Stress, Types of stress - Acute and chronic; Stressors; Definition of Yoga from various sources, Types of yoga - Karma yoga, Gnana yoga, Bhakti yoga and Raja yoga; Concept of Bhagavad Gita; Yoga versus exercise; Basics of Physiology and Psychology; Brain and its parts - central nervous system (CNS), peripheral nervous system (PNS), hypothalamic pituitary adrenal (HPA) axis; Sympathetic and Parasympathetic nervous systems; Fight and Flight mechanism; Relationship between stress and yoga.

UNIT -II (6)

Ashtanga Yoga: Do's and Don'ts in life; Yamas - ahimsa, satya, asteya, bramhacharya and aparigraha; Niyama - shaucha, santosha, tapa, svadhyaya, ishvarapranidhana; Asana; Pranayama; Pratyahara; Dharana; Dhyana; Samadhi.

UNIT- III (6)

Asana and Stress: Definition of Asana from Patanjali; Origin of various names of asanas; Various yoga poses and their benefits for mind and body; Sequence of performing asanas - standing, sitting, lying down on stomach, lying down on back and inverted postures; Activation of Annamayakosha; Effect on various chakras, systems and glands thereby controlling the stress levels through the practice of asanas.

UNIT - IV (6)

Pranayama: Anulom and Vilom Pranayama, Nadishudhi Pranayama, Kapalabhati Pranayama, Bhramari Pranayama, Nadanusandhana Pranayama.

Meditation Techniques: Om Meditation; Cyclic meditation; Instant Relaxation technique (IRT); Quick Relaxation Technique (QRT); Deep Relaxation Technique (DRT).

Text Book(s):

- [1] “Yogic Asanas for Group Training - Part-I”, Nagpur: Janardhan Swami YogabhyasiMandal.
 [2] Swami Vivekananda, “Rajayoga or Conquering the Internal Nature”, Kolkata: AdvaitaAshrama (PublicationDepartment).

Reference Book(s):

- [1] Nagendra H.R and Nagaratna R, “Yoga Perspective in Stress Management”, Bangalore : Swami Vivekananda Yoga Prakashan.

Course Learning Outcomes (COs):

On completion of this course, students will be able to ...

CO1: differentiate yoga and exercise

CO2: explain eight steps of Ashtanga yoga

CO3: describe different yogasanas, and their benefits for mind and body

CO4: discuss the benefits of pranayama and meditation as an effective tool for stress management

Course Articulation Matrix (CAM): P20AC208A : STRESS MANAGEMENT BY YOGA						
CO		PO1	PO2	PO3	PSO1	PSO2
CO1	P20AC208A.1	1	1	-	-	-
CO2	P20AC208A.2	1	1	-	-	-
CO3	P20AC208A.3	1	1	-	-	-
CO4	P20AC208A.4	1	1	-	-	-
P20AC208A		1	1	-	-	-

P20AC208B : VALUE EDUCATION

Class: M.Tech. II - Semester

Specializations: SCE, DE, VE, PE, SE, DS & CSP

Teaching Scheme:

Examination Scheme:

L	T	P	C
2	-	-	1

Continuous Internal Evaluation	40
End Semester Examination	60

Course Learning Objectives (LOs):

This course will develop students' knowledge on /in...

LO1: need and importance of value education

LO2: human values & global development on ethical values

LO3: negative thoughts & reinforcement of positive thoughts

LO4: human rights & constitutional provisions

UNIT - I (6)

Need and Importance of Value Education: Meaning and definition, concept of values, aims of value education; Types of values; need and importance of value education; Personal development- personality, necessity to know our mind; character formation towards positive attitude, character, essential qualities for personality development

UNIT - II (6)

Human values: Human values - role of family, society and educational institutions; Common human values - co-operation, honesty, love, faith, beauty, trust, integrity, wisdom; Importance of values; Categorization of values; National integration- meaning, causes of national disintegration, activities to promote national integration, role of education; International understanding- meaning and need, role of education in promoting internationalism.

Global development on ethical values impact: Ethics- definition of ethics; Cross-border Education- complexities and challenges, real love

UNIT - III (6)

Negative Thoughts: Sources of negativity, steps to create positive thought process, awareness of your thoughts, identification of negative thoughts, replacement of negative thoughts with positive thoughts

Reinforcement of positive thoughts- Adolescence, biological transitions, cognitive development, emotional changes, social development, moral development, change in attitudes, interest and interpersonal relationships, coping with stress, cognitive-behavioral skills, self-esteem and self-confidence; Adolescence and emotions - storm and stress, common emotional patterns, anger, fear, worry, jealousy, affection, joy

UNIT - IV (6)

Human Rights: Concept of human rights, evolution of the concept of human rights, international perspective, emergence of universal declaration of human rights, enumeration of rights in the declaration, civil and political rights as per the declaration, economic and social rights, limitations, India and the universal declaration, classification of human rights;

Human rights and constitutional provisions- Right to life and liberty, present view,

fundamental right's growth in India

Human rights of women and children - Discrimination against women, steps to eliminate women discrimination, human rights of child

Text Book:

1. Dr. R. RajiniSurenranath, Mrs. M. Lavanya and Mrs. K. Gowri., *Value Education*, Charulatha Publications, Chennai, 2021.

Reference Books:

1. R. S. Naagarazan, *Professional Ethics and Human Values*, New Age International Publishers, New Delhi, 2006.
2. Swami Vivekananda, *Personality Development*, AdvaitaAshrama, Kolkata, 2009.
3. Swami Jagadatmananda, *Learn to Live*, Sri Ramakrishna Math, Chennai, 2019.

Course Learning Outcomes (COs):

On completion of this course, students will be able to...

CO1: describe the importance of value education and inculcate personality development

CO2: build human values and ethical values for global development

CO3: develop positive thought process by replacing negative thoughts

CO4: make use of human rights for betterment of human life

Course Articulation Matrix (CAM): P20AC208B : VALUE EDUCATION						
	CO	PO1	PO2	PO3	PSO1	PSO2
CO1	P20AC208B.1	-	2	-		
CO2	P20AC208B.2	-	1	-		
CO3	P20AC208B.3	-	2	-		
CO4	P20AC208B.4	-	1	-		
	P20AC208B		1.5			

**P20AC208C:PERSONALITY DEVELOPMENT THROUGH LIFE
ENLIGHTENMENTSKILLS**

Class:M.B.A II Semester

Teaching Scheme:

L	T	P	C
2	-	-	1

Examination Scheme:

Continuous Internal Evaluation	60 marks
End Semester Examination	40 marks

Course Learning Objectives (LOs):

This course will develop students' knowledge on/in...

LO1: holistic development of personality

LO2: accomplishment of day to day responsibilities and to achieve the highest goal

LO3: basic knowledge to maintain a stable mind, pleasing personality and determination

LO4: personality building towards becoming a role model

UNIT - I (6)

Holistic development of personality: Neetisatakam - Verses-19, 20, 21, 22(wisdom), Verses-29, 31, 32 (pride& heroism), Verses-26, 28, 63, 65(virtue), Verses-52, 53, 59(don'ts), Verses-71, 73, 75, 78(do's)

UNIT - II (6)

Approach to day to day work and duties: ShrimadBhagwadGeeta- Chapter2-Verses 41, 47, 48 chapter3-Verses 13, 21, 27, 35; ShrimadBhagwadGeeta - Chapter6-Verses 5, 13, 17, 23, 35, chapter18-Verses 45, 46, 48

UNIT - III (6)

Statements of basic Knowledge: ShrimadBhagwadGeeta - Chapter2-Verses 56, 62, 68 chapter12-Verses 13, 14, 15, 16, 17, 18

UNIT - IV (6)

Personality of Role model: ShrimadBhagwadGeeta- Chapter2-Verses 17, chapter3-Verses 36,37,42 chapter4-Verses 18,38,39, chapter18-Verses 37,38,63

Text Book:

[1] Swami Swarupananda, *Shrimad Bhagavad Geeta*, AdvaitaAshram(Publication Department),Kolkata:Printed in Sharada Press, Car Street, Mangalore.

Reference Books:

[1] Prof. SatyavrataSiddhantalankar, *Bhagavad Geeta* , New Delhi: Oriented Publishing
[2] P.Gopinath,*Bhartrihari's Three Satakam (Niti-sringar-vairagya)*, New Delhi: Rashtriya Sanskrit Sansthanam

- [3] Maharaja Bhadrhari , *Nithishatakam Translated by P.JwalaDutta Sharma*,
 DharmDiwakar Press, Moradabad, 1909, First Edition
 [4] world.com/section_personality_development.html

Course Learning Outcomes (COs):

On completion of this course, students will be able to...

CO1: build an holistic personality

CO2: develop himself to accomplish his responsibilities and achieve his highest goal in life

CO3: perceive basic knowledge to maintain stable mind, pleasing personality and determination

CO4: originate himself to become a role model thus leading mankind to peace and prosperity

Course Articulation Matrix (CAM): P20AC208C						
PERSONALITY DEVELOPMENT THROUGH LIFE ENLIGHTENMENT SKILLS						
CO		PO1	PO2	PO3	PSO1	PSO2
CO1	P20AC208C.1	2	1	1	-	-
CO2	P20AC208C.2	2	1	1	-	-
CO3	P20AC208C.3	2	1	1	-	-
CO4	P20AC208C.4	2	1	1	-	-
P20AC208C		2	1	1	-	-

P20AC208D: DISASTER MANAGEMENT

Class: M.B.A II – Semester

Teaching Scheme:

L	T	P	C
2	-	-	1

Examination Scheme:

Continuous Internal Evaluation	60 Marks
End Semester Examination	40 Marks

Course Learning Objectives (LOs):

This course will develop students' knowledge in/on

LO1: disaster management cycle and relation between disaster & development

LO2: risk / vulnerability assessment and reduction strategies

LO3: management strategies, approaches, frameworks and governance

LO4: disaster mitigation aspects and recovery strategies

UNIT - I (6)

Introduction to Disaster: Concepts of hazard, vulnerability & risks; natural and manmade disasters- earthquake, cyclone, floods , volcanoes; famine, displaced populations, industrial & transport accidents; slow and rapid onset disasters - famine, draught , epidemics , air crash, tidal waves & tsunami

Mitigation and Management techniques of Disaster: Basic principles of disasters management, disaster management cycle, political, social, economic impacts of disasters, gender and social issues during disasters, principles of psychosocial issues and recovery during emergency situations, Impact of disaster on development, different stake holders in disaster relief, refugee operations during disasters, human resettlement and rehabilitation issues during and after disasters, intersectorial coordination during disasters, models in disasters

UNIT -II (6)

Disaster Risk and Vulnerability: Introduction to disaster risk and vulnerability, risk analysis techniques, process of risk assessment, analytical systems for risk assessment, natural hazard/ risk assessment, understanding climate risk, mapping of risk assessment, decision making for risk reduction, problems in risk assessment, strategies for risk reduction, community-based risk reduction; observation and perception of vulnerability, vulnerability identification, vulnerability types and dimensions, vulnerability and social and economic factors.

Preparedness and Response: Disaster preparedness significance & measures, institutional mechanism for disaster preparedness, disaster preparedness policy & programmes, concept and significance of disaster preparedness plan, community based disaster preparedness plan, prediction, early warnings and safety measures of disaster, resource mobilization,

post disaster reliefs & logistics management, emergency support functions and coordination mechanism.

UNIT- III (6)

Disaster Management and Governance: Institutional arrangements, disaster management strategies & approaches, Community Based Disaster Preparedness (CBDP) - components, teams, preparedness, linkages with development programmes.

Disaster Response in India: Legal framework, National disaster management Act, 2005, institutions for disaster management - NDMA, NIDM, role of government agencies, NCMC committee, crisis management group, need, media, community resilience, social & economic problems, funding mechanism.

UNIT - IV (6)

Disaster Risk Mitigation: Background, strengthening, Sendai framework and strengthening disaster risk governance, responsibility matrix.

Disaster Recovery: Scope, approach, recovery process, steps involved in recovery process, early, mid& long-term recovery, reconstruction; coordination–central, state, & private sectors and voluntary organizations;rehabilitation–economical and psychological.

Text Books:

- [1] Manual on *Natural Disaster Management in India*, M C Gupta, NIDM, New Delhi, 2016(Chapters 1- 5,7,9&10)
- [2] N. G. Dhawan, A. S. Khan, *Disaster Management and Preparedness*, 1st ed., New Delhi: CBS Publication, 2014.(Chapters 1,2,3,4,6,7,8 &10)

Reference Books:

- [1]Ashok Kumar and VipulAnekant, *Challenges to internal security of India*, Tata McGraw hill,2020
- [2] Larry R. Collins, *Disaster management and Preparedness*, CRC Press, 2004
- [3]Tony Moore and Raj Lanka, *Hand book of Disaster and Emergency Management*, 3rd ed., Elsevier, 2006.
- [4]R. K. Dave, *Disaster Management in India: Challenges and Strategies*, Prowess Publishing, 2018
- [5] M. M. Sulphery, *Disaster Management*, 1st ed.,Prentice Hall of India, 2016.
- [6] M. Pandey, *Disaster Management*, 1st ed., Wiley India, 2014.
- [7] R. B. Singh, *Natural Hazards and Disaster Management: Vulnerability and Mitigation*, Noida: Rawat Publications, 2006

Course Learning Outcomes (COs):

On completion of this course, students will be able to ...

CO1: categorize disasters, analyse the phases of disaster management cycle and relation between disaster & development

CO2: perform risk / vulnerability assessment and devise response & preparedness strategies for risk / vulnerability reduction

CO3: identify the role of government and private agencies involved in disaster assistance

CO4: analyse the mitigation measures and recovery strategies to inculcate a culture of resilience

Course Articulation Matrix (CAM): P20AC208D DISASTER MANAGEMENT

CO		PO1	PO2	PO3	PSO1	PSO2
CO1	P20AC208D.1	2	1	1	-	-
CO2	P20AC208D.2	2	1	1	-	-
CO3	P20AC208D.3	1	1	-	-	-
CO4	P20AC208D.4	2	1	-	-	-
P20AC208D		1.75	1	1	-	-

DEPARTMENT OF MANAGEMENT
KAKATIYA INSTITUTE OF TECHNOLOGY & SCIENCE, WARANGAL - 15
(An Autonomous Institute under Kakatiya University, Warangal)
SCHEME OF INSTRUCTIONS & EVALUATION FOR TWO YEAR MBA DEGREE PROGRAMME

PRR-20M
MBA SEM-III

S. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits (C)	Evaluation Scheme - Marks								
				L	T	P		CIE-TA-Marks						ESE	Total Marks	
								PRE			Minor	MSE	Total			
								ATLP	CRP	CC						CRP/CCS Presentations
1	PC	P20MB301	Quantitative Analysis for Business Decisions/MOOCs	4	-	-	4	8	8	8	6	10	20	60	40	100
2	PC	P20MB302	Operations Management/MOOCs	4	-	-	4	8	8	8	6	10	20	60	40	100
3	PC	P20MB303	Strategic Management/MOOCs	4	-	-	4	8	8	8	6	10	20	60	40	100
4	PS	P20MB304	Specialization-I/MOOC-I	4	-	-	4	8	8	8	6	10	20	60	40	100
5	PS	P20MB305	Specialization-II/MOOC-II	4	-	-	4	8	8	8	6	10	20	60	40	100
6	PS	P20MB306	Specialization-III/MOOC-III	4	-	-	4	8	8	8	6	10	20	60	40	100
7	PROJ	P20MB307	Project Work Phase I	-	-	-	3	-	-	-	-	-	-	100	-	100
Total				24	-	-	27	-	-	-	-	-	-	460	240	700

[L= Lecture, T = Tutorials, P = Practicals, C = Credits, ATLP = Assignments, CRP = Course Research Paper, CCS = Course Case Study, CRP/CCS = Course Presentation, Minor=Minor Examination, MSE=Mid Semester Examination and ESE=End Semester Examination]

Specialization-I/MOOC-I	Specialization-II/MOOC-II	Specialization-III/MOOC-III
P20MB304H: Labour Laws and Industrial Relations P20MB304M: Consumer Behaviour and CRM P20MB304F: Security Analysis and Portfolio Management	P20MB305H: Performance Management P20MB305M: Advertising and Sales Management P20MB305F: Corporate Taxation and Planning	P20MB306H: Strategic Human Resource Management P20MB306M: Digital and Social Media Marketing P20MB306F: Strategic Financial Management

****Note: Students can choose any three of the four courses in their respective specialisation**

P20MB301: QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

Class : MBA III Semester

Teaching Scheme :

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation	60 marks
End Semester Exam	40 marks

Course Learning Objectives (LOs):

This course will develop students' knowledge in/on...

LO1: comprehend business decisions at various levels

LO2: decision making at critical situations

LO3: identifying minimum transportation costs

LO4: aueuing structure in different situations

UNIT-I(12)

Decision making: Anatomy of Decision Theory, Decision Models - Probabilistic Decision Models, Maximum, Anatomy of Decision Theory: Decision Models - Probabilistic Decision Models, Maximum, Likelihood Rule, Expected Payoff Criterion; Competitive Decision Models - Maximin, Minimax, Savage, Hurwicz, Laplace Decision Models. (*Chapter 10 of Text 1*)

Game Theory: Two Person-Zero-Sum Game - Saddle Point, Value of Game, Dominating Strategy, Mixed. (*Chapter 11 of Text 1*)

UNIT-II (12)

Linear Programming Problem (LPP): Meaning - Assumptions, and characteristics of LPP; Business Applications of Linear Programming Technique; Formulation of LPP - Solution by Graphic Method - Simplex Method. (*Chapter 2 of Text 1*)

UNIT-III (12)

Transportation and Assignment Problems: Transportation Models, Problem statement - Loops in Transportation Table - Steps in Transportation; Transportation Methods: North-West-Corner-Method, Least Cost Method (LCM), Vogel's Approximation Method (VAM), Modified Distribution ((MODI) Method(*Chapter 5 of Text 1*)

Assignment Problems: Meaning - Presentation of Assignment Problem - Steps in Assignment Problem - Hungarian Assignment Method (HAM) (*Chapter 6 of Text 1*).

UNIT-IV (12)

Sequential decision Making and Queuing Theory: Meaning, Need and Importance, Steps in Sequential decision making; Applications of Sequential decision making to different situations. Travelling Salesman problems.(Chapter 7 of Text 1).

Queuing Theory: General structure of Queuing system-Arrival process-Service system-Queue structure-Operating characteristics of Queuing system-Basic concepts in Queuing Theory, Queuing Models; Poisson Exponential Single Server Model with Infinite population, Poisson Exponential Single Server Model with finite population, Poisson Exponential Multi Server model, Erlang's model (Chapter 9 of Text 1).

Text Book:

[1] V.K.Kapoor, *Operations Research (Quantitative Techniques for Management)*,18th ed. New Delhi: Sultan Chand and Sons, 2015 (Chapters 2, 5, 6, 7, 9, 10, 11)

Reference Books:

- [1] Shenoy G.V., Srivastava U.K., and Sharma S.C., *Operations Research for Management*, 10th ed. New Delhi: New Age Publications, 2011.
- [2] Hamdy A. Taha, *Operations Research- An Introduction*, 8th ed. New Delhi: Prentice Hall of India.

Course Research Papers: Research papers (Journal/Conference papers) relevant to the course content will be posted by the course faculty in Course Web page

Course Case Study: Case studies relevant to the course content will be posted by the course faculty in Course Web page

Course Projects: Course project is an independent project carried out by the student during the course period, under the supervision of course faculty. Course faculty will post few course projects titles in Course Web page. Students are encouraged to come up and experiment with the ideas that interest them.

Course Learning Outcomes (COs):
 Upon completion of the course, the student will be able to...
 CO1: *apply the different decisions in practical business situations*
 CO2: *solve typical situations by using graphic and simplex methods*
 CO3: *find optimal solution by using various transportation models*
 CO4: *analyse and prepare queue structure in different situations*

Course Articulation Matrix (CAM): P20MB301: QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS								
Course Outcomes		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	P20MB301.1	2	2				2	

CO2	P20MB301.2	2	2				2	
CO3	P20MB301.3	2	2				2	
CO4	P20MB301.4	2	2				2	
P20MB301		2	2				2	

P20MB302: OPERATIONS MANAGEMENT

Class: MBA III Semester

Teaching Scheme:

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation	60 marks
End Semester Exam	40 marks

Course Learning Objectives (LOs):

This Course will develop students' knowledge in/on....

LO1: operations management in an organization, its strategies , priorities, product, process design and facilities location

LO2: various layouts and work study techniques used in operations

LO3: production planning and control, process technologies including, project, job shop, batch, assembly line and continuous flow

LO4: inventory control, statistical quality control and project management

UNIT-I (12)

Introduction: Definition, Concept, Evolution, Scope, Challenges, Priorities; Operations strategy - Strategy formulation; Role of operations management.

Designing operations: Product design; Process design; Facilities location - Steps in facilities location, Factors influencing facilities location. (*Chapter 1, 2, 8 of Text of 1& Chapter 4,11 of Text 2*)

UNIT- II(12)

Plant Layout: Factors influencing plant layout, Process and Product system, Group and Static Product Layout; Plant capacity - Line balancing, Capacity planning.

Work Study: Techniques of work study- Method study, Work measurement, Methods of work measurement. (*Chapter 6,7 of Text1 & Chapter 5,7,11 of Text 2*)

UNIT- III (12)

Production planning and control: Scope, Classification, Functions, Factors determining Production Planning and Control, Plan Do Check Act (PDCA) cycle, Total productive maintenance.

Characteristics of Process Technologies: Project, Job Shop, Batch, Assembly and continuous. (*Chapter 9, 14 of Text 1& Chapter 3 of Text 2*)

UNIT- IV (12)

Inventory planning and quality control: Purchasing system; Inventory planning, Inventory control techniques; Quality control- Standards and specifications, Quality

assurance and quality circles, Statistical quality control, Control charts for average, range, fraction defectives , Elements and issues in JIT; Total Quality Management

Project Management: Concept of Project, Types of Projects, Feasibility report, Detailed Project Report, Project management techniques PERT and CPM (*Chapter 4, 17 of Text 1 & Chapter 8,12,14 of Text 2*)

Text Books:

- [1] B Mahadevan, *Operations Management: Theory and Practice*, 3rd ed. Pearson Education India, 2015.
- [2] Aswathappa, K & Shridhara Bhat, K, *Production and Operations Management*, 2nd ed. Himalaya Publishing House Mumbai, 2015

Reference Books:

- [1] Chunawalla & Patel, *Production and Operations Management*”, 3rd ed. Himalaya Publishing House, Mumbai, 2009.
- [2] Richard Chase, Ravi Shanker, F. Robert Jacobs, *Operations and Supply Management*, 12th ed. McGraw Hill Education, 2010.

Course Research Papers: Research papers (Journal/Conference papers) relevant to the course content will be posted by the course faculty in Course Web page

Course Case Study: Case study relevant to the course content will be posted by the course faculty in Course Web page

Course Projects: Course project is an independent project carried out by the student during the course period, under the supervision of course faculty. Course faculty will post few course projects titles in Course Web page. Students are encouraged to come up and experiment with the ideas that interest them.

Course Learning Outcomes (COs):

Upon Completion of this course, students will be able to....

CO1: *outline operations management in an organization, its strategies, and priorities*

CO2: *appraise approaches to designing products, process, plant layout and improving processes*

CO3: *identify the functions of Production planning and control and differentiate between the various process technologies*

CO4: *suggest inventory planning and control, quality control techniques and prepare a detailed project report*

Course Articulation Matrix(CAM): P20MB302 : OPERATIONS MANAGEMENT								
Course Outcomes		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	P20MB302 .1	1	-	-	-	1	-	-
CO2	P20MB302 .2	-	1	-	-	-	-	-
CO3	P20MB302 .3	1	2	-	-	1	-	-
CO4	P20MB302.4	1	1	-	-	1	2	-
P20MB302		1	1.3	-		1	2	-

P20MB303: STRATEGIC MANAGEMENT

Class: MBA III Semester

Teaching Scheme :

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation :	60 marks
End Semester Exam :	40 marks

Course Learning Objectives (LOs):

This course will develop student's knowledge in/ on

LO1: *strategic management including the concept, model and objectives.*

LO2: *functional areas of strategic management.*

LO3: *unique strategic issues of organizations, strategic Analysis, choice and implementation.*

LO4: *strategic evaluation and control.*

UNIT-I (12)

Introduction to Strategic Management: Concept of strategy; Levels; Strategic decision making; Strategic management - Elements, Process, Model, Vision, Mission; Business Definition; Goals and Objectives; Strength, Weakness, Opportunity and Threat (SWOT); Political, Economic, Social and Technological (PEST); Blue ocean strategy; McKinsey 7s Model. (*Chapter 1 of Text 1*)

UNIT-II (12)

Environmental and Organizational Appraisal: Appraising the environment; Factors affecting environmental appraisal - Internal environment, Organisational resources, Synergistic effects, Competencies; Organisational capability factors; Methods and techniques used for organisational appraisal; Preparing the organisational capability profile. (*Chapter 3 of Text 1*)

UNIT-III (12)

Corporate Level Strategies, Strategic Analysis and Choice, Implementation: Corporate Level Strategies- Expansion, Stability, Retrenchment, Combination, Concentration, Integration, Diversification, Internationalization strategies, Merger and acquisition strategies, Stability, Retrenchment, Turnaround, Combination Strategies; Strategic Analysis, Strategic Choice and Implementation-Process of strategic choice; Factors in Strategic Choice; Strategic analysis; Strategy implementation; Project implementation; Procedural implementation; Resource allocation; Structural implementation; Balanced scorecard model. (*Chapter 5,6,7 of Text 1*)

UNIT-IV (12)

Strategic Evaluation and Control: An overview of strategic evaluation and control; Strategic control, Operational control; Techniques of strategic evaluation and control; Role

of organizational systems in evaluation.(Chapter14 of Text 1)

Text Book:

[1] AzharKazmi, *Strategic Management and Business Policy*, Tata McGraw Hill, 3 rd ed., 2008.

Reference Books:

[1] R.M. Srivastava, *Management Policy and Strategic Management – Concepts, Skills and Practices*, Himalaya Publishing House.2nd ed., 2008.

[2] V.S. Ramaswamy, *Strategic Planning- Formulation of Corporate Strategy Text & Cases the Indian Concept*,Macmillan Business Books. 2nd ed., 2008.

Course Research Papers: Research papers (Journal/Conference papers) relevant to the course content will be posted by the course faculty in Course Web page.

Course Case Study: Case studies relevant to the course content will be posted by the course faculty in Course Web page.

Course Projects: Course project is an independent project carried out by the student during the course period, under the supervision of course faculty. Course faculty will post few course projects titles in Course Web page. Students are encouraged to come up and experiment with the ideas that interest them.

Course Learning Outcomes (COs):

Upon completion of this course, students will be able to

CO1: *contrast assessment and development of companies starting or current business model and strategy.*

CO2: *elaborate analysis of company's internal resources and capabilities.*

CO3: *justify analysis of company's external environment including value chain, competitors, industries, markets and measure assessment of strategic options.*

CO4: *evaluate recommendation of company strategy.*

Course Articulation Matrix(CAM): P20MB303 STRATEGIC MANAGEMENT

Course Outcomes		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	P20MB303.1	2	2	1	2	1	-	2
CO2	P20MB303.2	1	-	-	-	2	-	-
CO3	P20MB303.3	2	1	2	2	2	-	1
CO4	P20MB303.4	2	1	1	2	-	-	2
P20MB303		1.7	1.3	1.3	2	1.6	-	1.6

P20MB304H: LABOUR LAWS AND INDUSTRIAL RELATIONS

Class:MBA III Semester

Teaching Scheme :

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation	60 marks
End Semester Exam	40 marks

Course Learning Objectives (LOs):

This Course will develop students' knowledge in/on....

LO1: code on wages, 2019 and corresponding provisions of acts under this code

LO2: code on social security, 2020 and corresponding provisions of acts under this code

LO3: occupational safety, health and working conditions code, 2020 and corresponding provisions under this code

LO4: industrial relations code, 2020 and corresponding provisions of acts under this code including the concepts of industrial relations

UNIT-I (12)

Code on wages, 2019 and corresponding provisions of the following: Minimum wages act, 1948; Equal remuneration act, 1976; Payment of bonus act, 1965; Payments of wages act, 1936. (*Chapter 18, 19 of Text1 & Division 1 of Text2*)

UNIT-II (12)

Code on Social Security, 2020 and corresponding provisions of the following: Employee's compensation act, 1923; Employee's state insurance act, 1948; Employees' provident funds and miscellaneous provisions act, 1952; Maternity benefit act, 1961; Payment of gratuity act, 1972; Unorganised workers' social security act, 2008; Building and other construction workers' welfare cess act, 1996. (*Chapter 25,26,27,28 of Text1 & Division 3 of Text2*)

UNIT-III (12)

Occupational Safety, Health and working Conditions Code, 2020 and corresponding provisions of the following: Factories act, 1948; Plantations labour act, 1951; Mines act, 1952; Contract labour (regulation and abolition) act, 1970; Inter-state migrant workmen (regulation of employment and conditions of services) act, 1979. (*Chapter 16, 20, 22 of Text1 & Division 4 of Text2*)

UNIT-IV (12)

Industrial Relations Code, 2020 and corresponding provisions of the following:

Trade unions act, 1926; Industrial employment (standing order) act, 1946;
Industrial disputes act, 1947.

Industrial relations: Concepts and systems; Trade unions - Objectives and functions;
Industrial disputes: Meaning, Causes, Handling and settling disputes; Employee
grievances - Steps in grievance handling; collective bargaining: Meaning and definition,
Functions and Importance; workers participation in management.

(Chapter 1, 10, 11,12,13,14 of Text1& Division 2 of Text2)

Text books:

- [1] P. R. N. Sinha, InduBalaSinha, SeemaPriyadarshiniShekhar, *Industrial Relations, Trade Unions and Labour Legislation*, India, Pearson India 2018.
- [2] Taxmann, *New labour& industrial laws*, 2020 ed. Taxmann publications (P) ltd, New Delhi, October 2020.

References:

- [1] Ghosh.P and Nandan.S, *Industrial relations and Labour laws*, 3rd ed. McGraw Hill, 2015.
- [2] B.D. Singh, *Industrial Relations and Labour Laws*, 2nd ed.N.Delhi, EXCEL Books, 2009.
- [3] SubbaRao, P. *Essentials of Human Resource Management and Industrial Relations, Text, Cases and Games*, India: Himalaya Publishing House. 2010.

Course Research Papers: Research papers (Journal/Conference papers) relevant to the course content will be posted by the course faculty in Course Web page.

Course Patents: Patents relevant to the course content will be posted by the course faculty in Course Web page

Course Projects: Course project is an independent project carried out by the student during the course period, under the supervision of course faculty. Course faculty will post few course projects titles in Course Web page. Students are encouraged to come up and experiment with the ideas that interest them.

COURSE LEARNING OUTCOMES (CO's):

Upon Completion of this course, students will be able to...

CO1: recommend for adaption of wage code in formulating latest wage structure

CO2: advice the employers in strict implementation of code of social security

CO3: frame rules and regulations for following the code of occupational safety, health and work conditions

CO4: assess the significance of industrial relations in following the code of industrial relations

Course Articulation Matrix(CAM):								
P20MB304H: LABOUR LAWS AND INDUSTRIAL RELATIONS								
Course Outcomes		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	P20MB304H.1	1	-	-	2	1	-	2
CO2	P20MB304H.2	1	-	1	2	1	-	2
CO3	P20MB304H.3	1	-	1	2	1	-	2
CO4	P20MB304H.4	1	-	1	2	1	-	2
P20MB304H		1	-	1	2	1	-	2

P20MB304M: CONSUMER BEHAVIOUR & CRM

Class: MBA III Semester

Teaching Scheme :

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation :	60 marks
End Semester Exam :	40 marks

Course Learning Objectives (LOs):

This course will develop student's knowledge in/ on

LO1: concepts of consumer behaviour

LO2: internal and external determinants of consumer behaviour

LO3: consumer decision making process and models

LO4: CRM concept and components

UNIT-I (12)

Introduction: Concept; Types of consumers; Current trends in consumer behaviour; Approaches to studying Consumer behaviour; Interdisciplinary analysis; Consumer behaviour applications in designing marketing strategies; challenges in studying Consumer behaviour. (Chapter I of Text 1)

UNIT-II (12)

Internal Determinants and External Determinants of Consumer Behaviour: Motivation; Learning; Perception; Attitude; Personality and Life Style; **External Determinants** -Family; social class; Reference group and Opinion leader; Diffusion of innovations; Culture and subculture. (Chapter I, II, V, VI, of Text 1)

UNIT-III (12)

Consumer Decision Making: Process; **Consumer Decision Making Models**-Howard Sheth Model; EKB model.

Organisational Buyer Behavior - Influences on organisational buyer behaviour; Consumer dissonance. (Chapter IV of Text 1)

UNIT-IV (12)

CEM, CRM concept and components: Evolution and development; Challenges in implementing CRM; Organization for CRM; CRM Strategy cycle; CRM programme measurement and Tools; CRM practices in Banking; Insurance, Telecom and Retail; CEM; Customer engagement. (Chapter I of Text 2)

Text Books:

- [1] Suja R. Nair, *Consumer Behaviour in Indian Perspective*, Himalaya Publishing House. 2nd ed., 2014.
- [2] S.ShanmukaSundaram, *Customer Relationship management, Modern Trends and Perspective*, Prentice Hall of India 1st ed., 2008.

Reference Books:

- [1] Schiff man, Leon, G and Kannuk, Leslie Lazar, *Consumer Behaviour*,Prentice Hall of India.
- [2] David Loudon& Albert J. Della Bitta, *Consumer Behaviour*, McGraw Hill.
- [3] Dr. Rajeev Kumara, *Consumer Behaviour*,Himalaya Publishing.
- [4] Roger J. Baron, Robert J. Galka, Deniel P. Strunk, *Customer Relationship Management*,South West Cengage Learning.
- [5] Peelan – *Customer Relationship Management*, Pearson Education.

Course Research Papers: Research papers (Journal/Conference papers) relevant to the course content will be posted by the course faculty in Course Web page.

Course Case Study: Case studies relevant to the course content will be posted by the course faculty in Course Web page.

Course Projects: Course project is an independent project carried out by the student during the course period, under the supervision of course faculty. Course faculty will post few course projects titles in Course Web page. Students are encouraged to come up and experiment with the ideas that interest them.

Course Learning Outcomes (COs):

Upon completion of this course, students will be able to

- CO1: *discuss the concepts of consumer behaviour*
- CO2: *determine the internal and external determinants of consumer behaviour*
- CO3: *design consumer decision making models*
- CO4: *analyze challenges in implementing CRM*

Course Articulation Matrix(CAM): P20MB304M CONSUMER BEHAVIOUR & CRM

Course Outcomes		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	P20MB304M.1	2	-	2	-	2	-	2
CO2	P20MB304M.2	-	-	2	-	-	-	-
CO3	P20MB304M.3	2	-	-	2	2	-	-

CO4	P20MB304M.4	2	-	-	1	2	-	2
P20MB304M		2	-	2	1.5	2	-	2

P20MB304F:SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Class: MBA III Semester

Teaching Scheme :

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation	60 marks
End Semester Exam	40 marks

Course Learning Objective (LOs):

This course will develop students' knowledge in/on...

CO1: *overview of investments*

CO2: *fundamental and technical analysis*

CO3: *portfolio theory and analysis*

CO4: *portfolio selection and portfolio performance evaluation*

UNIT-I (12)

Investment overview: Investment environment- Meaning, Objective of investment, Investment vs. Gambling and speculation; Investment alternatives- Life insurance corporation, Mutual fund, Real estate; Investment process; Concept of return and risk for investment decision; Bond valuation- Bond characteristics, Bond prices and yields, Risk in bonds and duration, Analysis and valuation of straight and convertible bonds; Concept of crypto currency. (*Part-I&II of Text 1*)

UNIT-II (12)

Fundamental analysis and Technical analysis: Equity analysis- Objectives, Approaches, Fundamental analysis; Economic analysis - Global economy, Government policy and macro economy; Industry analysis - Industry classification, Key characteristics, Industry life cycle analysis; Company analysis- Earnings; Technical analysis - Charting the market movements and Dow theory. (*Part-III of Text 1*)

UNIT-III (12)

Portfolio theory: Concept of portfolio, Portfolio theory, Basic principles of portfolio theory, Process of portfolio management, Traditional portfolio; Diversification- concept, Random walk hypothesis, Markowitz diversification, Effects of combining securities; Portfolio return and Portfolio risk - Portfolio standard deviation, Co-variance; Portfolio beta-Concept and measurement, Generating efficient frontier, Markowitz theory, Sharpe Index Model (simple problems). (*Part III of Text 2*)

UNIT-IV (12)

Portfolio selection and evaluation: Portfolio selection, Optimization, Significance of beta in the portfolio selection, Capital market theory- Basic assumptions, Capital market line (CML), Security market line (SML), Capital asset pricing model (CAPM), Arbitrage pricing theory (APT); Evaluation of portfolio- Sharpe reward to variability ratio, Treynor reward to volatility ratio and Jensen measure (simple problems). (*Part III of Text 2*)

Text Books:

- [1]. V. K. Bhalla, *Investment Management*, 18th ed. New Delhi:Sultan Chand Publications, 2016. (UNIT I& II)
- [2]. Prasanna Chandra, *Investment Analysis and Portfolio Management*, 5th ed. New Delhi: Tata McGraw Hill, 2017. (UNIT III & IV)

Reference Books:

- [1]. V A Avadani, *Securities Analysis and Portfolio Management*, 12th ed. New Delhi: Himalaya Publishing House, 2019.
- [2]. PunithavathyPanidan, *Securities Analysis and Portfolio Management*, 2nd ed. New Delhi: Vikas Publications, 2012.
- [3].Kevin S, *Security Analysis and Portfolio Management*, 2nd ed. New Delhi: PHI Learning, 2015.
- [4]. Donald E. Fischer, Ronald J. Jordan & A K Pradhan, *Security Analysis and Portfolio Management*, 7th ed. New Delhi: Pearson Education, 2018.

Course Research Papers: Research papers (Journal/Conference papers) relevant to the course content will be posted by the course faculty in Course Web page.

Course Case study: case studies relevant to the course content will be posted by the course faculty in Course Web page

Course Projects: Course project is an independent project carried out by the student during the course period, under the supervision of course faculty. Course faculty will post few course projects titles in Course Web page. Students are encouraged to come up and experiment with the ideas that interest them.

Course Learning Outcomes (COs):
 Upon completion of the course, the student will be able to..
CO1: identify the various investment opportunities, prepare the investment policy statement
CO2:take an investment decision, whether to buy, hold or sell financial asset traded in a market.
CO3: construct the portfolio, and identify the optimum portfolio.
CO4: select the optimum portfolio, measures the portfolio performance and benchmark portfolios.

Course Articulation Matrix (CAM): P20MB305F Security Analysis and Portfolio Management								
Course Outcomes		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	P20MB305F.1	-	-	-	-	-	2	-

CO2	P20MB305F.2	-	-	-	1	-	2	-
CO3	P20MB305F.3	-	1	-	1	-	2	-
CO4	P20MB305F.4	-	-	2	2	-	2	-
P20MB305F		-	1	2	1.3	-	2	-

P20MB305H: PERFORMANCE MANAGEMENT

Class: MBA III Semester

Teaching Scheme:

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation	60 marks
End Semester Exam	40 marks

Course Learning Objectives (LOs):

This course will develop student's knowledge in/on....

LO1: performance management

LO2: essential features of effective performance management system

LO3: challenges in performance management

LO4: competitive advantage of performance management

UNIT-I (12)

An overview of performance management: Definition, Principles, Features, Scope, Objectives and process of Performance Management, Components of performance management, The performance contract principles and limitations; Performance appraisal methods for modern work force; True value of hiring and retaining top performers. *(Chapter 1 of Text 2)*

UNIT-II (12)

Essential features of effective performance management system: Objectives and Key Results (OKR), Balance score card, Top management commitment, Recognizing excellence in performance, Consistent reward system, Organizational goal linked performance management, Deciding key performance indicators (KPIs), Performance linked increments and promotions, Conditions for the successful outcomes from performance management, Assessment of the organizational effectiveness in Performance Management, Linking rewards to performance management and performance counseling, Performance management strategy for creating high performance organization. *(Chapter 5,6,7 of Text 2)*

UNIT - III (12)

Strategies and interventions of performance management: Organization specific PMS, Reward based performance management system and its significance, Interventions and Drivers; Career based performance management; Team based performance management, Significance, theoretical foundations; Culture based performance management, Lessons of culture theories; Competence based performance management; Leadership based performance management, Lessons of leadership theories; Performance management practices in Indian organizations. *(Chapter 2 to 8 of*

Text 1)

UNIT - IV (12)

Competitive advantage of performance management: Competitive advantage through performance management, Performance management and strategic HR planning and linkage, Planning performance for role clarity, Accountability and effectiveness, Implications of performance management on knowledge management, Role of CEO's in leveraging knowledge through performance management; Employee engagement. (Chapter 7 of Text 2)

Text Books:

[1] Srinivas R. Kandula, *Performance Management*, 2nd ed. New Delhi: Prentice - Hall India, 2006 (Unit I and Unit III)

[2] SoumendraNarianBagchi, *Performance Management*, 2nd ed. Cengage Learning, 2013. (Unit II and Unit IV)

Reference Books:

[1] Tapomoy Deb, *Performance Appraisal and Management*, Excel Books, 2008

[2] Herman Aguinis, *Performance management*, 3rd ed. Pearson, 2014.

[3] Dinesh K. Srivastava, *Strategies for Performance Management*, Excel Books, 2005

Course Research Papers: Research papers (Journal/Conference papers) relevant to the course content will be posted by the course faculty in CourseWeb page.

Course Patents: Patents relevant to the course content will be posted by the course faculty in CourseWeb page

Course Projects: Course project is an independent project carried out by the student during the course period, under the supervision of course faculty. Course faculty will post few course projects titles in CourseWeb page. Students are encouraged to come up and experiment with the ideas that interest them.

COURSE LEARNING OUTCOMES (COs):

Upon completion of this course, students will be able to...

CO1: discuss the importance of performance management

CO2: examine the essential features of effective performance management system

CO3: analyze challenges in performance management

CO4: design competitive advantage of performance management

Course Articulation Matrix(CAM): P20MB305H PERFORMANCE MANAGEMENT								
Course Outcomes		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	P20MB305H.1	1	-	1	1	-	-	1
CO2	P20MB305H.2	1	-	-	1	1	-	2
CO3	P20MB305H.3	1	-	1	-	-	-	2
CO4	P20MB305H.4	1	-	-	-	2	-	2
P20MB305H		1	-	1	1	1.5	-	1.75

P20MB305M ADVERTISING AND SALES MANAGEMENT

Class: MBA III Semester

Teaching Scheme:

L	T	P	C
4	-	-	4

Examination Scheme:

Continuous Internal Evaluation	60 marks
End Semester Exam	40 marks

Course Learning Objectives (LOs):

This Course will develop students' knowledge in/on....

LO1: concepts of integrated marketing communication ,advertising, media and advertising copy

LO2: methods of determining advertising budget functioning and regulatory mechanism of an advertising agency

LO3: sales management and personal selling

LO4:channels of distribution and logistics management

UNIT -I (12)

Integrated Marketing Communication: Meaning, Definition, IMC planning process; **Introduction to Advertising :** Definition , Meaning, Objectives, Scope, Functions and importance, DAGMAR; 5Ms of advertising; Advertising for social causes ; Advertising Media- Planning and strategy, Types , Media scheduling decisions, Media mix decisions; Advertising copy - Meaning, Types, Essentials of good advertising copy.(Chapter 1,2,8,9,11 of Text 1)

UNIT - II (12)

Advertising Budget: Need, Methods of determining advertising budget; Advertising effectiveness - Need and problems, Tools and techniques of measuring advertising effectiveness

Advertising Agency Industry and Regulations: Structure of Indian advertising industry; Advertising agencies- Functions, Selecting and compensation, Advertising agencies in India; Legislation affecting advertising- The Advertising Standards Council of India (ASCI) - Self regulating code of advertising (Chapter 6,12 of Text 1)

UNIT -III (12)

Introduction to Sales Management: Concept, Nature and scope, Contemporary issues in sales management ; Personal Selling - Concept, Qualities of salesmanship, Theories of selling , Steps in selling process; Selling function - Sales organization, Sales department, Functions, Sales forecasting and control, Sales budgets, Sales quotas (Chapter - 1,2,3,10,11 of Text 2)

UNIT -IV(12)

Managing Channel of Distribution: Marketing channels, Channel dynamics, Channel Co-operation and conflict, Linking of sales and distribution management, International sales and distribution management

Logistics and Supply Chain Management: Definition, Scope, Origin, Key logistic activities, Order process, Inventory, Transportation and storage, Contemporary issues in supply chain management. (Chapter 21,23,24,29 of Text 2)

Text Books:

- [1]. ManendraMohan ,*Advertising Management*, 1st ed. Tata McGraw Hill Co, 2017.
- [2]. Krishna K. Havaldar and VasantCavale, *Sales and Distribution Management*, 3rd ed.Tata McGraw-Hill Co. 2017.

Reference Books:

- [1]. SH.Kazmi, Sathish K Batra, *Advertising & Sales Promotion*, 5th ed. Excel Books, 2018.
- [2]. JaishriJethwaney and Shruti Jain, *Advertising Management*, Oxford University Press,2010

Course Research Papers: Research papers (Journal/Conference papers) relevant to the course content will be postedby the course faculty in Course Web page

Course Case Study: Case study relevant to the course content will be posted by the course faculty in Course Web page

Course Projects: Course project is an independent project carried out by the student during the course period, under the supervision of course faculty. Course faculty will post few course projects titles in Course Web page. Students are encouraged to come up and experiment with the ideas that interest them.

Course Learning Outcomes (COs):
 Upon Completion of this course, students will be able to....
CO1: assess the need for implementing new trends in advertising to enhance brand identity and categorize the different types of advertising copies
CO2 : appraise size of advertising budget and understand the regulatory mechanism in advertising
CO3: manage sales and sales organization
CO4: select channels for distribution and logistics

Course Articulation Matrix(CAM): P20MB305M :ADVERTISING AND SALES MANAGEMENT								
Course Outcomes		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	P20MB305M .1	-	-	-	1	2	-	1
CO2	P20MB305M .2	-	-	-	1	2	-	1
CO3	P20MB305M .3	-		1	1	1	-	1

CO4	P20MB305M.4	-	-	-	1	1	-	1
	P20MB305M	-	-	1	1	1.5		1

PR20MB305F: CORPORATE TAXATION AND PLANNING

Class: MBA III Semester

Teaching Scheme :

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation	60 marks
End Semester Exam	40 marks

Course Learning Objectives(LOs):

This course will develop students' knowledge in/on...

LO1: direct and indirect taxes

LO2: computation of Total income

LO3: tax planning in respect of Mergers and Amalgamation

UNIT-I(12)

Direct and Indirect Taxes: Significance of Corporate taxation, Basic concepts and definitions, Residential status and scope of Total income of a Company, Classification of companies for tax purpose, Incomes exempt from tax applicable to Company. (*Unit 1, Part 1 of Text 1*)

UNIT-II (12)

Computation Total of Income: Income from House Property, Income from Business, Capital Gains, Other Sources (problems), Set-off and carry forward of losses, Deductions from GTI (Gross Total Income) U/s 80 applicable to Companies, Computation of total income and tax liability (problems), New provisions of MAT (Minimum Alternate Tax) (*Unit 1, 2, 3,4,5,6 and 8 , Part 2 of Text 1*)

UNIT-III (12)

Tax planning: Meaning and scope of tax planning and tax management, Tax Evasion vs. Tax Avoidance, Special provisions relating to avoidance of tax; Tax planning with reference to financial management decisions - Capital structure decisions, Dividend, and Bonus shares (*Unit 3 and 5, Part 3 of Text 1*)

Tax planning in respect of mergers and amalgamations: Tax concessions to Amalgamating and Amalgamated companies; Consideration in setting up new industrial undertaking; Tax planning in respect of export promotion, Tax planning provisions with reference to investment of capital gains applicable to companies. (U/s 54, 54D, 54EC, 54G and 54GA) (Problems on choice of capital structure, and capital gains investments) (*Chapters 5,6,7,8, Part 1 of Ref 1*)

UNIT-IV (12)

Goods and Service Tax (GST): Meaning-Overview- State and Central level GST- Impact of GST on employees, non- employees, business and Service sectors. Input tax credit: Basic concept, calculation of GST, calculation of input tax credit, order of adjustment of input tax credit against output CGST(Central Goods and Service Tax) , SGST (State Goods and Service Tax) and IGST(Integrated Goods and Service Tax) (Simple problems) (*Chapter 3 of Text 2*).

Text Books:

- [1] V.P.Gaur and D.B.Narang, *Income Tax Law and Practice*, 48th ed. New Delhi: Kalyani Publishers, 2020
- (2) Gupta, S.S., Vaastu and Sevakar, *Basics of GST*, 12 th ed. New Delhi: Taxmann Publications, 2020

Reference Books:

- 1. Rajeev Puri, Puja Puri, *Corporate Tax planning and Management*, 15th ed. New Delhi: Kalyani Publishers, 2020s (*Part 1 Chapter 8, 9*)
- 2. Vinodh . K. Singhania, *Direct Taxes law and practice*, 54th ed. New Delhi: Taxmann Publishers, 2019

Course Research Papers: Research papers (Journal/Conference papers) relevant to the course content will be posted by the course faculty in Course Web page

Course Case Study: Case studies relevant to the course content will be posted by the course faculty in Course Web page

Course Projects: Course project is an independent project carried out by the student during the course period, under the supervision of course faculty. Course faculty will post few course projects titles in Course Web page. Students are encouraged to come up and experiment with the ideas that interest them.

Course Learning Outcomes (COs):
 Upon completion of the course, the student will be able to...
CO1: assess the concept of direct and indirect taxes and different companies
CO2: compute Individual Tax and Total Tax
CO3: calculate SGST and CGST
CO4: analyze tax planning and management with respect to mergers and amalgamations

Course Articulation Matrix (CAM): P20MB305F: CORPORATE TAXATION AND PLANNING								
Course Outcomes		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	P20MB305F.1	2	-	-	-	-	2	-
CO2	P20MB305F.2	2	-	-	2	-	2	-

CO3	P20MB305F.3	2	-	-	2	-	2	-
CO4	P20MB305F.4	2	-	-		-	-	-
P20MB305F		2	-	-	2	-	2	-

P20MB306H: STRATEGIC HUMAN RESOURCE MANAGEMENT

Class:MBA III Semester

Teaching Scheme :

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation	60 marks
End Semester Exam	40 marks

Course Learning Objectives (LOs):

This Course will develop students' knowledge on....

LO1: strategic human resource management and HR management strategy

LO2: human resource strategy formulation and implementation

LO3: human resource environmental scanning , cross culture and management diversity

LO4: approaches and evaluation of human resource strategies

UNIT-I (12)

Introduction to Strategic Human Resource Management:Concept, Characteristics of effective HR strategy, Difference between SHRM & HR Strategies, Components of HRM strategy, Models of strategy, Contribution of HR in formulating and implementation of business strategy, Methods of structuring, Linkage between strategic business planning (SBP) and strategic HR development (SHRD), SHRM contribution to organizational learning, Competency mapping, Building the core competencies, Talent management, Employee engagement. (*Chapter 3, 5, 11, 12 of Text1*)

UNIT-II (12)

HR strategy formulation: Strategic planning, Multinational Strategies, Strategic alliance, Sustainable global competitive advantage, Assessment of strategic alternatives, Managerial issues in strategic formulation.

HR Strategy Implementation: Implementation of human resource and reallocation decisions, Cross training and flexibility in assigning work, Using work teams, Improving the quality of performance measures, Results oriented vs. Process oriented measures, Universal practices vs. Contingency perspective, Practices for evolution of high performance HR systems.

(*Section 2, 4 of Text2*)

UNIT-III (12)

HR environment scanning: Environmental scanning, Technology and organizational structure, Environment turbulence, Adaptation, and competitive intelligence.

Cross Culture HRM: Domestic Vs International HRM - Cultural dynamics - Culture assessment - Cross cultural education and Training programs - Leadership and strategic HR. Issues in international assignments - Current challenges in outsourcing, Cross border Merger and Acquisition - Repatriation - Building multicultural organization.

(*Chapter 1 of Text1 & Section 2 of Text2*)

UNIT-IV (12)

HR strategy evaluation: HR strategy evaluation process, Approaches to evaluation, Audit approach, Analytical approach, Quantitative and qualitative measures, Balanced score card perspective, Bench marking, Evaluating strategic contribution of traditional areas such as selection, Training, And compensation, HR score card, L&D strategy, Performance management strategy, Diversity strategy, and Retention strategy .

(Chapter 6 of Text1 & Section 6 of Text2)

Text books:

- [1] Bailey, Catherine, et al. *Strategic Human Resource Management*, 1st ed. United Kingdom, Oxford University Press, 2018.
- [2] Charles R. Greer, *Strategic Human Resource Management*, 2nd ed. Pearson Education Asia, 2007.

References:

- [1] Sharma, A., Khandekar, A. *Strategic Human Resource Management: An Indian Perspective*. (n.p.): Lulu.com 2014.
- [2] Jeffray A. Mello, *Strategic Human Resource Management*, 4th ed. Cengage Learning Indian Pvt. Ltd., New Delhi, 2013.
- [3] R. Srinivasan, *Strategic Management - The Indian Context*, 5th ed. Prentice Hall of India Pvt. Ltd., New Delhi, 2014.
- [4] Richard Regis, *Strategic Human Resource Management and Development*, 4th ed. Excel Books, New Delhi, 2008.

Course Research Papers: Research papers (Journal/Conference papers) relevant to the course content will be posted by the course faculty in Course Web page.

Course Patents: Patents relevant to the course content will be posted by the course faculty in Course Web page

Course Projects: Course project is an independent project carried out by the student during the course period, under the supervision of course faculty. Course faculty will post few course projects titles in Course Web page. Students are encouraged to come up and experiment with the ideas that interest them.

COURSE LEARNING OUTCOMES (COs):

Upon Completion of this course, students will be able to...

CO1: evaluate strategic business planning and HR development

CO2: formulate and implement human resource strategies for meeting the HR dynamics

CO3: conduct environmental scanning, manage cross culture challenges

CO4: develop strategically oriented practices for evaluation of high performance HR system

Course Outcomes-Programme Outcomes (CO-PO) matrix:

Course Articulation Matrix(CAM): P20MB306H: STRATEGIC HUMAN RESOURCE MANAGEMENT								
Course Outcomes		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	P20MB306H.1	1	1	-	1	1	-	2
CO2	P20MB306H.2	1	2	-	1	1	1	2
CO3	P20MB306H.3	1	1	2	1	1	1	2
CO4	P20MB306H.4	2	2	-	-	2	-	2
P20MB306H		1.25	1.5	2	1	1.25	1	2

P20MB306M: DIGITAL AND SOCIAL MEDIA MARKETING

Class: MBA III Semester

Teaching Scheme:

L	T	P	C
4	-	-	4

Examination Scheme:

Continuous Internal Evaluation	60 marks
End Semester Exam	40 marks

Course Learning Objectives (LOs):

This course will develop students' knowledge in/on...

LO1: concept, strategies, digital marketing channels and trends

LO2: digital marketing plan and marketing in digital era

LO3: various methods of online advertising

LO4: understanding social media marketing

UNIT-I(12)

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

Marketing in the Digital Era: Segmentation – Importance of Audience Segmentation, How different segments use Digital Media – Organizational Characteristics, Purchasing Characteristics, Using Digital Media to Reach, Acquisition and Retention of new customers, Digital Media for Customer Loyalty. (*Chapter 1 of Text 1*)

UNIT-II (12)

Channels of Digital Marketing: Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing.

Digital Marketing Plan: Need for Digital Marketing Plan, Elements of Digital Marketing Plan, Writing the Marketing Plan and Implementation. (*Chapter 2 of Text 1*)

UNIT-III (12)

Online Advertising: Concept, Need, scope and benefits of Online Advertising, Online Advertising vs. Traditional Advertising, Payment Methods of Online Advertising – CPM (Cost-per-Thousand) and CPC (Cost-per-click), Display Ads - choosing a Display Ad Format, Landing Page and its importance. (*Chapter 3 of Text 1*)

UNIT-IV (12)

Social Media Marketing: Understanding Social Media, Social Networking, Blogging as a social medium, Social Sharing, Social Media for Customer Reach, Acquisition and Retention.

Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance. (*Chapter 1 of Text 2*)

Text Books:

[1] Seema Gupta, *Digital Marketing*, Mc-Graw Hill 1st ed., 2017.

[2] Michael R Solomon, Tracy Tuten, *Social Media Marketing*, Pearson, 1st ed., 2015.

Reference Books:

[1] Michael Miller, *B2B Digital Marketing*, 1st ed.e, Pearson, 2014.

[2] Vandana Ahuja, *Digital marketing*, Oxford University Press 2015.

Course Research Papers: Research papers (Journal/Conference papers) relevant to the course content will be posted by the course faculty in Course Web page.

Course Case Study: Case studies relevant to the course content will be posted by the course faculty in Course Web page.

Course Projects: Course project is an independent project carried out by the student during the course period, under the supervision of course faculty. Course faculty will post few course projects titles in Course Web page. Students are encouraged to come up and experiment with the ideas that interest them.

Course Learning Outcomes (COs):

Upon completion of the course, the student will be able to...

CO1: analyze the concept, strategies, digital marketing channels and trends

CO2: evaluate the process of digital marketing plan and marketing in digital era

CO3: determine thevarious methods of online advertising

CO4: recommend about social media marketing

Course Articulation Matrix (CAM):P20MB306M DIGITAL AND SOCIAL MEDIA MARKETING								
Course Outcomes		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	P20MB306M.1	2			2	1	-	2
CO2	P20MB306M.2	2	1	2	2	1	-	1
CO3	P20MB306M.3	-	1	2	-	2	-	1
CO4	P20MB306M.4	-	2	2	-	-	-	2
P20MB306M		2	1.3	2	2	1.3	-	1.5

P20MB306F: STRATEGIC FINANCIAL MANAGEMENT

Class: MBA III - Semester

Teaching Scheme :

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation	60
End Semester Examination	40

Course Learning Objectives (LOs) :

This course will develop students' knowledge in/on ...

LO1: concepts of strategic financial management

LO2: capital structure planning and impact of debt

LO3: methods of corporate restructuring

LO4: different approaches of corporate valuation

UNIT- I (12)

Introduction to Strategic Financial Management: Definition, Features, Functions; Strategic decision making and planning- Strategic choices and planning, Strategic financial planning, Process of financial planning.(Chapter 26 of Text-1)

UNIT- II (12)

Capital Structure Planning: Estimating financial requirements; Debt securitization - Syndicatisation, Debt policy; Pecking order hypothesis; EBIT-EPS analysis, Indifference point(simple problems).(Chapter 15 of Text-1 & Chapter 20 of Text-2)

UNIT- III (12)

Corporate Restructuring: Mergers and acquisitions – Reasons for merger, Cost-Benefit analysis of merger, Exchange ratio; Takeovers – Business alliances, Managing an acquisition; Ownership restructuring - Dynamics of restructuring, Privatisation, Buy back of shares , Leveraged buy-outs (LBOs) ; Divestiture – Demergers, Spin off, Split up. (Chapter 18, 32 of Text-1 & Chapter 34 of Text-2)

UNIT- IV (12)

Corporate Valuation: Corporate valuation approaches- Estimating equity free cash flows, Valuation based on EFCF,DCF (simple problems); Value based management- Methods and Key premises, Marakon approach, Alcar approach, McKinsey approach, EVA approach.(Chapter16 of Text-1 & Chapter 32, 33of Text-2)

Text Books:

- [1]I. M. Pandey, *Financial Management*, 10th ed. Mumbai: Vikas publishing house,2014. (Chapters15, 16,26& 32)
- [2] Prasanna Chandra, *Financial Management*,7thed. New Delhi:Tata McGraw hill, 2008. (Chapters 20, 32, 33&34)

Reference book:

- [1] Khan & Jain, *Financial Management*,7th ed. New Delhi:Tata McGraw Hill Education, 2014.

Course Research Papers: Research papers (Journal/Conference papers) relevant to the course content will be posted by the course faculty in Course Web page

Course Case Study: Case study relevant to the course content will be posted by the course faculty in Course Web page

Course Projects: Course project is an independent project carried out by the student during the course period, under the supervision of course faculty. Course faculty will post few course projects titles in Course Web page. Students are encouraged to come up and experiment with the ideas that interest them.

Course Learning Outcomes (COs):
 On completion of this course, students will be able to ...
CO1: develop knowledge on strategic financial planning decisions
CO2: determine the capital structure decisions
CO3: recommend different corporate restructuring methods
CO4: assess the value of the company by using various techniques of corporate valuation

Course Articulation Matrix (CAM): P20MB306F:STRATEGIC FINANCIAL MANAGEMENT								
CO		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	P20MB306F.1	1	1	1	2	1	1	1
CO2	P20MB306F.2	1	2	-	1	1	2	-
CO3	P20MB306F.3	1	2	1	1	1	2	1
CO4	P20MB306F.4	1	2	1	1	1	2	-
P20MB306F		1	1.75	1	1.25	1	1.75	1

DEPARTMENT OF MANAGEMENT
KAKATIYA INSTITUTE OF TECHNOLOGY & SCIENCE, WARANGAL - 15
(An Autonomous Institute under Kakatiya University, Warangal)

PRR-20M
MBA SEM-IV

SCHEME OF INSTRUCTIONS & EVALUATION FOR TWO YEAR MBA DEGREE PROGRAMME

S. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits (C)	Evaluation Scheme - Marks								
				L	T	P		CIE-TA Marks						ESE	Total Marks	
								I ² RE				Minor	MSE			Total
								ATLP	CRP	CC	CRP/CCS Presentations					
1	PC	P20MB401	Business Laws and Ethics/ MOOCs	4	-	-	4	8	8	8	6	10	20	60	40	100
2	PC	P20MB402	Entrepreneurship and Innovation /MOOCs	4	-	-	4	8	8	8	6	10	20	60	40	100
3	PC	P20MB403	Financial Institutions, Markets and Services/MOOCs	4	-	-	4	8	8	8	6	10	20	60	40	100
4	PS	P20MB404	Specialization - IV /MOOC IV	4	-	-	4	8	8	8	6	10	20	60	40	100
5	PS	P20MB405	Specialization -V/MOOC V	4	-	-	4	8	8	8	6	10	20	60	40	100
6	PROJ	P20MB406	Project Work Phase II	-	-	-	6	-	-	-	-	-	-	60	40	100
Total				20	-	-	26	-	-	-	-	-	-	360	240	600

[L= Lecture, T = Tutorials, P = Practicals, C = Credits, ATLP = Assignments, CRP = Course Research Paper, CCS = Course Case Study, CRP/CCS = Course Presentation, Minor=Minor Examination, MSE=Mid Semester Examination and ESE=End Semester Examination]

Specialization-IV/MOOC-IV	Specialization-V/MOOC-V
P20MB404H: Compensation Management P20MB404M: Retail and Services Marketing P20MB404F: Financial Derivatives	P20MB405H: International Human Resource Management P20MB405M: Product and Brand Management P20MB405F: International Financial Management

****Note: Students can choose any three of the four courses in their respective specialisation**

P20MB401:BUSINESS LAWS & ETHICS

Class: MBA IV Semester

Teaching Scheme :

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation	60 marks
End Semester Exam	40 marks

Course Learning Objectives (LOs):

This course will develop students' knowledge in/on...

LO1: procedure in formation, formalities and liquidation of companies

LO2: different concepts of Contract and Sale of goods act

LO3: various Acts applicable to business

LO4: business ethics and corporate social responsibility

UNIT-I(12)

Indian Companies Act 2013: Definition of Company, Features, Types of companies, Steps in formation of a company, General meetings and proceeding, Accounts audit and dividend, Inter corporate loans and investments, Company secretary- Duties and powers, Winding up of Companies - Winding up by the tribunal, Voluntary winding up. (*Section 5 of Text 1*)

UNIT-II (12)

Contract Act: Nature and types of contracts, Essential elements of valid contract, Performance of contract, Discharge of contract, Remedies for breach of contract.

Sale of Goods Act 1930: Essentials of contract of sale, Goods and their classification, Conditions and Warranties, Transfer of title, Performance of contract of sale of goods, Unpaid seller and his rights and duties.

Negotiable Instruments Act 1881: Types of Negotiable instruments, Holder and Holder in due course, Presentation and dishonor. (*Section 1, 2 and 4 of Text 1*)

UNIT-III (12)

Miscellaneous Acts:

The Consumer Protection Act 1986: Need, Importance and different consumer council centers

The Competition Act 2002: Need, Importance, Role of competition Act in the business

Foreign Exchange Management Act 1999: Need, Importance and procedure of Foreign Trade

The Information Technology Act 2000: Need, Importance and role of IT Act in the business.

(*Section 6 of Text 1*)

UNIT-IV (12)

Business Ethics & Corporate Governance: Definition, Importance of ethics in business, Distinction between values and ethics, Characteristics of ethical organization, Ethical dilemmas, Corporate governance, Role of corporate governance in ensuring ethics in workplace, Code of conduct, Ethics committee, Ethics training programmes; Corporate Social Responsibility. (Section 5 of Text 1)

Text Books:

- [1] Maheshwari&Maheswari, *A Manual of Business Laws*, 7th ed. New Delhi: Himalaya Publishing House. 2018. (Unit I, II & III)
- [2] Sherlekar, *Ethics in Management*, New Delhi: Himalaya Publishing House. 2014 (Unit IV)

Reference Book:

- [1] S.S. Gulshan, *Business Laws*, New Delhi: Excel Books. 2010

Course Research Papers: Research papers (Journal/Conference papers) relevant to the course content will be posted by the course faculty in CourseWeb page.

Course Patents: Patents relevant to the course content will be posted by the course faculty in CourseWeb page

Course Projects: Course project is an independent project carried out by the student during the course period, under the supervision of course faculty. Course faculty will post few course projects titles in CourseWeb page. Students are encouraged to come up and experiment with the ideas that interest them.

Course Learning Outcomes (COs):
 Upon completion of the course, the student will be able to...
CO1: demonstrate formation and liquidation of companies
CO2: evaluate and identify various contracts
CO3: examine the various acts pertaining to business
CO4: evaluate the impact of adopting the ethical values in business

Course Articulation Matrix (CAM): P20MB401: BUSINESS LAWS & ETHICS								
Course Outcomes		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	P20MB401.1	2	-	1	2	1	-	2
CO2	P20MB401.2	2	-	1	2	1	-	2
CO3	P20MB401.3	2	-	1	2	1	-	2
CO4	P20MB401.4	2	-	2	2	2	-	1
P20MB401		2	-	1.25	2	1.25	-	1.75

P20MB402: ENTREPRENEURSHIP AND INNOVATION

Class:MBA IV Semester

Teaching Scheme

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation	60 marks
End Semester Exam	40 marks

Course Learning Objectives (LOs):

This course will develop students' knowledge in/on...

LO1: *entrepreneurship, types of entrepreneurs and entrepreneurial strategy*

LO2: *SMEs and emerging issues in entrepreneurial development*

LO3: *corporate creativity and creative organizations*

LO5: *management of innovations and innovative organizations*

UNIT-I (12)

Entrepreneurship: Definition, Concept of entrepreneur, Entrepreneurship & entrepreneurial development; Characteristics of entrepreneurs; Intrapreneurship - Meaning, Causes, Climate for intrapreneurship; Institutions involved in fostering entrepreneurship.

Entrepreneurial Strategy - Generation of a new entry opportunity, Assessing the attractiveness of a new entry opportunity, Startups. *(Chapter 1,2,10,11,14,15 of Text 1)*

UNIT-II (12)

SMEs and Emerging issues in Entrepreneurial development: Conceptual overview of SMEs (Small and Medium scale Enterprises); Family business, Importance, Types, Succession, Strategies for improving the Family Business;

Entrepreneurship development programmes - The Indian EDP model; Women entrepreneurship - Factors governing women entrepreneurship;

Rural Entrepreneurship - challenges and opportunities; Entrepreneurial opportunities and challenges in Indian and global context. *(Chapter 3,4,8,12,13 of Text 1)*

UNIT-III (12)

Corporate Creativity and Creative Organization: Meaning, Creative manager, Traits needed for managerial creativity, Techniques of creative problem solving, Creative encounters and Creative teams; Perpetual creative organizations, Issues and approaches to the design of creative organizations, Importance of creative organizations. *(Chapter 1, 2,3,4,5 of Text 2)*

UNIT-IV (12)

Management of Innovation: Nature of Innovation-Technological Innovations and their Management; Inter-Organizational and Network innovations; Design of a successful innovative organization; Training for innovation; Agents of innovation, Skills for sponsoring innovation. *(Chapter 11 of Text2)*

Text Books:

- [1] S S Khanka, *Entrepreneurial Development*. India, S. Chand Limited, 2020.
 [2] Pradip.N.Khandwalla, P. N. *Corporate Creativity*, India: Tata McGraw-Hill, 2003.

Reference Books:

- [1] Vasant Desai, *Dynamics of Entrepreneurial Development and Management*, 5th ed, Himalaya Publishing House, 2015.
 [2] CSG KrishnamaCharyulu and R.Lalitha, *Innovation Management*, Himalaya Publishing House, 2016.
 [3] S.K.Mohanty, *Fundamentals of Entrepreneurship*, 2nd ed. Prentice Hall of India, 2009.
 [4] JoneCeseraniand PeterGreatwood, *Innovation and Creativity*, Crest Publishing House, New Delhi.

Course Research Papers: Research papers (Journal/Conference papers) relevant to the course content will be posted by the course faculty in CourseWeb page.

Course Patents: Patents relevant to the course content will be posted by the course faculty in CourseWeb page

Course Projects: Course project is an independent project carried out by the student during the course period, under the supervision of course faculty. Course faculty will post few course projects titles in CourseWeb page. Students are encouraged to come up and experiment with the ideas that interest them.

<p>Course Learning Outcomes (COs) : Upon completion of this course, students will be able to... CO1: <i>develop feasible strategies for procuring and starting the new enterprises</i> CO2: <i>conduct entrepreneurship development programmes for creating models to encouraging family business, women entrepreneurship, and rural entrepreneurship</i> CO3: <i>analyze techniques of creative problem solving</i> CO4: <i>determine management of innovation and design a successful innovative organization</i></p>
--

Course Outcomes-Programme Outcomes (CO-PO) matrix:

Course Articulation Matrix(CAM): P20MB402 ENTREPRENEURSHIP AND INNOVATION								
Course Outcomes		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	P20MB402.1	2	1	-	2	-	1	1
CO2	P20MB402.2	1	1	-	1	1	2	1
CO3	P20MB402.3	2	1	-	1	2	1	2
CO4	P20MB402.4	1	1	2	1	1	2	2
P20MB402		1.5	1	2	1.25	1.33	1.5	1.5

P20MB403: FINANCIAL INSTITUTIONS MARKETS AND SERVICES

Class: MBA IV - Semester

Teaching Scheme :

Examination Scheme :

L	T	P	C
4	-	-	4

Continuous Internal Evaluation	60
End Semester Examination	40

Course Learning Objectives (LOs) :

This course will develop students' knowledge in/on ...

LO1: structure of financial system and its role in economic development

LO2: functions and role of different financial institutions

LO3: instruments of financial markets

LO4: various financial services

**UNI
T-
I(12)**

**Intro
ducti
on to**

Financial System: Financial system-Overview, Structure of financial system, Components, Functions of financial system, Role of financial system in economic development. (Chapter 1 of Text 1 & Chapter 1 of Text 2)

UNIT- II (12)

Financial Institutions: Regulatory institutions-RBI, Functions, Role, Monetary policy; SEBI- Objectives, Powers, Functions; Financial intermediaries- Banking institutions, Types, Functions; Non-banking financial institutions - Types, Functions ; NABARD-Functions; SIDBI-Functions; IDRAI-Functions. (Chapter 6,7, 8, 11, 13, 15 of Text 1 & Chapter 5 of Text 2)

UNIT- III(12)

Financial Markets: Money market- Functions, Benefits, Money market instruments; Capital market- Classification; Primary markets - Initial public offer (IPO), Follow on public offering (FPO), Rights issue, Private placements, Preference issues, Book building;

Secondary market - Stock exchange, Functions, Listing, Trading and settlement; Bond Market- Significance, Functions; Depositories - National Securities Depository Ltd., Central Depository Services (India) Ltd. (Chapter 16, 17, 18, 19, 23 of Text 1 & Chapter 2, 3, 4, 8 of Text 2)

UNIT- IV(12)

Financial Services: Meaning, Scope, Features, Classification; Merchant banking- Meaning, Functions, Services; Credit rating- Objectives, Types, Rating methodology; Mutual funds- Concept, Significance, Classification, Merits and problems; Factoring; Venture capital- Concept, Significance. (Chapter 9, 10, 13, 14, 15, 18 of Text 2)

Text Books:

[1] Bhole L.M. & Jitendra Mahakud, *Financial Institutions and Markets*, 4th ed. New Delhi: Tata McGraw-Hill Education Private Ltd., 2009. (Chapters 1, 6, 7,8, 11, 13, 15, 16,17,18, 19&23)

[2] Gordon & Natarajan, *Financial Markets and Services*, 2nd ed. Mumbai: Himalaya Publishing House, 2001. (Chapters 1,2,3,4,5,8,9,10,13,14,15&18)

Reference books:

- [1] Vasant Desai, *The Indian Financial System and Development*, 1st ed. Mumbai: Himalaya Publishing House, 2009.
- [2] Khan M.Y, *Financial Services*, Tata McGraw Hill Education Private Limited, New Delhi: 2001.
- [3] V. Pathak, *The Indian Financial System – Markets, Institutions and Services*, 3rd ed. New Delhi: Pearson Education Pvt. Ltd., 2008.

Course Research Papers: Research papers (Journal/Conference papers) relevant to the course content will be posted by the course faculty in Course Web page

Course Case Study: Case study relevant to the course content will be posted by the course faculty in Course Web page

Course Projects: Course project is an independent project carried out by the student during the course period, under the supervision of course faculty. Course faculty will post few course projects titles in Course Web page. Students are encouraged to come up and experiment with the ideas that interest them.

Course Learning Outcomes (COs):

Upon completion of this course, students will be able to ...

CO1: *develop knowledge about Indian financial system*

CO2: *determine various financial institutions*

CO3: *evaluate different products offered by financial markets*

CO4: *perceive knowledge on different kinds of financial services*

Course Articulation Matrix (CAM): P20MB403 :FINANCIAL INSTITUTIONS MARKETS AND SERVICES								
CO		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	P20MB403.1	1	1	-	1	1	1	-
CO2	P20MB403.2	1	1	1	1	1	2	1
CO3	P20MB403.3	1	2	1	1	1	2	1
CO4	P20MB403.4	1	2	-	1	1	2	-
P20MB403		1	1.5	1	1	1	1.75	1

P20MB404H: COMPENSATION MANAGEMENT

Class:MBA IV Semester

Teaching Scheme

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation :	60 marks
End Semester Exam:	40 marks

Course Learning Objectives (LOs):

This Course will develop students' knowledge in/on....

LO1: *foundations of compensation system*

LO2: *employee stock ownership plans and broad based option plans.*

LO3: *uses of budget system, balance sheet and local going rate system.*

LO4: *components of Indian compensation system*

UNIT-I (12)

Introduction to compensation management: Definition, Objectives, Principles and Importance; Forms of pay; A pay model; Steps in developing a total compensation strategy, Source of competitive advantage- Align, Differentiate, Add value; Factors influencing Internal alignment - External factors, Organizational factors, Internal structure; Research findings - Equity theory, Tournament theory, Institutional model; Pay structure based on jobs, Use of Job analysis and Job evaluation in designing pay structures. (*Chapter 1,2& 3 of Text 1*)

UNIT-II (12)

Compensation strategy and external competitiveness: Influencing factors of external competitiveness, Modifications to the supply and demand side, Compensating differentials, Job structure and Pay structure, Grades and Ranges, Broad banding, Determinants of Grades and Ranges of pay, Differences in quality of individuals applying for work, Differences in the productivity and value, Differences in the pay mix of competitors, Issues in pay for performance, Employee Stock Ownership Plans (ESOPs), Broad Based Option Plans (BBOPs), Role of performance appraisal in compensation decisions. (*Part II Chapter 7 of Text 1*)

UNIT-III (12)

International compensation systems: Managing variations in international pay system- The Social contract, Culture, Trade Union, Ownership and financial markets, Managerial autonomy; Strategic comparisons - Japan, Germany, United states; Expatriate pay, Elements of expatriate compensation, Approaches to International compensation- The Balance sheet approach, Alternatives to Balance sheet approach. (*Chapter 16 of Text 1*)

UNIT-IV (12)

Compensation system in India: Macro Economic considerations and public policy, Regulation of wages, Institutional framework, National wage policy; Pay structures; Pay components – Basic wage, Dearness Allowance(DA), Other allowances; Methods of payment; Wage incentive schemes; Contemporary issues in wage system. (*Chapter 17 of Text 1*)

Text Book:

[1] George T Milkovich, Jerry M Newman & C.S. VenkataRatnam, *Compensation*, 9th ed. New Delhi: Tata McGraw Hill, 2009. (UNIT I to IV)

Reference Book(s):

[1] B D Singh, *Compensation and Reward Management*, 1st ed. New Delhi: Excel Books, 2007.

Course Research Papers: Research papers (Journal/Conference papers) relevant to the course content will be posted by the course faculty in Course Web page.

Course Patents: Patents relevant to the course content will be posted by the course faculty in Course Web page

Course Projects: Course project is an independent project carried out by the student during the course period, under the supervision of course faculty. Course faculty will post few course projects titles in Course Web page. Students are encouraged to come up and experiment with the ideas that interest them.

Course Learning Outcomes (COs):
 Upon completion of this Course, students will be able to...
 CO1: analyze the total compensation system
 CO2: determine employee stock ownership plans and broad based option plans.
 CO3: interpret the use of budget system, balance sheet and local going rate system.
 CO4: examine the components of Indian compensation system.

Course Articulation Matrix(CAM): P20MB404H COMPENSATION MANAGEMENT								
Course Outcomes		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	P20MB404H.1	2	-	1	1	1	-	2
CO2	P20MB404H.2	2	-	1	1	1	-	2
CO3	P20MB404H.3	2	-	1	1	1	-	2
CO4	P20MB404H.4	2	-	1	1	1	-	2
P20MB404H		2	-	1	1	1	-	2

P20MB404M: RETAIL AND SERVICES MARKETING

Class: MBA IV Semester

Teaching Scheme:

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation	60 marks
End Semester Exam	40 marks

Course Learning Objectives (LOs):

This course will develop students' knowledge in/on...

LO1: basic concepts and latest developments in retailing

LO2: retail store selection, merchandise management and pricing

LO3: services marketing, marketing mix, and strategies

LO4: service quality and marketing of various services

UNIT-I (12)

Introduction to Retailing: Meaning, Role and importance of retailing; Different formats of retailing; Theories of structural changes in retailing, Competitive advantage, retail positioning – Strategies, Map.

Retail management (IT) - Role and importance of IT, e-tailing.

Retailing in India - Indian retail scenario and its future prospects (*Chapter 1, 2, 3, 4, 5, 6 of Text1*)

UNIT-II (12)

Retail Store Location, Layout and design: Types of store locations, Steps involved in store location, Layout selection, Important considerations in store selection and design.

Retail merchandise management - Concept, Types of merchandise, Merchandise procurement, Process and assortment plan.

Retail pricing - Concept, Factors effecting retail pricing, Different approaches of retail pricing, Vendor relationship, Recent trends in retailing. (*Chapter 7, 8, 9, 10, 11, 12 of Text1*)

UNIT-III (12)

Introduction to Services Marketing: Meaning, Definition of service marketing, Classification of services; Reasons for growth and development of service marketing; Problems and challenges in service marketing, Services Marketing Mix.

Service Quality: Challenges of measuring service quality, Measures of service quality, Dimensions of service quality, SERVQUAL; The Gaps model. (*Unit 1, 2, 3 of Text2*)

UNIT-IV (12)

Marketing Strategies for Service Firms: Internal marketing, Interactive marketing and Relationship marketing, Differentiation strategy, Demand management and productivity;

Marketing of various Services: Tourism, Hospitality, Products, Logistics, Financial and banking services, Insurance, Telecom, Health care and Transport. (*Unit 4 of Text2*)

Text Books:

- [1] Pradhan and Swapna. *Retailing Management: Text and Cases*, India, Tata Mcgraw-Hill Education Pvt. Limited, 2011.
- [2] Nishikanth Jha, et al, *Services Marketing*, 6th ed. Himalaya Publishing House, 2016.

References Books:

- [1] Gilbert and David, *Retail Marketing Management*, India, Pearson Education, 2003.
- [2] Levy, Weitz and Pandit, *Retailing Management*, 6th ed. Tata McGraw Hills, 2008.

- [3] Lovelock, Christopher, and Wirtz, Jochen. *Services Marketing: People, Technology, Strategy*, 8th ed. Singapore, World Scientific Publishing Company, 2016.
- [4] Lock Christopher H, *Services Marketing*, 7th ed. Prentice Hall of India, 2010.
- [5] C Bhattacharjee, *Services Marketing*, India, Excel Books, 2009.

Course Research Papers: Research papers (Journal/Conference papers) relevant to the course content will be posted by the course faculty in Course Web page.

Course Patents: Patents relevant to the course content will be posted by the course faculty in Course Web page

Course Projects: Course project is an independent project carried out by the student during the course period, under the supervision of course faculty. Course faculty will post few course projects titles in Course Web page. Students are encouraged to come up and experiment with the ideas that interest them.

Course Learning Outcomes (COs) :
 Upon completion of this course, students will be able to...
CO1: apply the retailing concepts and information technology for retailing
CO2: select retail store location, assemble retail merchandise and develop price strategies for retailing
CO3: integrating service marketing mix for enhancing service quality
CO4: formulating and implementing service strategies for marketing various services

Course Outcomes-Programme Outcomes (CO-PO) matrix:

Course Articulation Matrix(CAM): P20MB404M: RETAIL AND SERVICES MARKETING								
Course Outcomes		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	P20MB404M.1	1	1	1	2	1	2	2
CO2	P20MB404M.2	1	1	-	1	-	-	2
CO3	P20MB404M.3	1	1	2	1	-	1	2
CO4	P20MB404M.4	1	1	-	1	2	1	2
P20MB404M		1	1	1.5	1.25	1.5	1.33	2

P20MB404F: FINANCIAL DERIVATIVES

Class: MBA IV Semester

Teaching Scheme :

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation	60 marks
End Semester Exam	40 marks

Course Learning Objectives (LOs):

This course will develop students' knowledge in/on.....

LO1: fundamentals of financial derivatives

LO2: forwards and futures contracts trading mechanism

LO3: options and its valuation

LO4: financial derivative market in India

UNIT-I (12)

Introduction: Evolution, Significance, Functions, Types of Derivatives; Players in Derivatives Market, Trading of Derivatives, types of Orders, Settlement Procedure, Clearing House, Mark-to-Market, SPAN Margin System, Recent trends in Derivatives in India. (*Chapter 1, Section 1 of Text 1*)

UNIT-II(12)

Forward & Future Contracts:**Forward Contract** - Concept, Features, Types, and Forward Rate Agreements, Forward Trading Mechanism, Forwards vs. Futures.

Future Contracts: Types, Evolution of Futures Market, Players in future market, Functions, Trading Mechanism, Specifications of future contracts.

Pricing of futures: Yielding no income, known income, known dividend, Hedging with futures and forwards (Problems) (*Chapter 1, 2, 3 and 4, Section 1 of Text 1*)

UNIT-III(12)

Options and its Valuation: Concepts - Options vs. Futures; Types of Options - Call, Put, American, European; Factors determining option prices; Trading with options, Basic principles; Strategies involving options, Hedging with options, Stock options and Currency options. (*Chapter 14 and 16, Section IV of Text 1*)

Valuation of Options:

Binomial Option Pricing Model - One step Binomial model, Two step Binomial model; Black-Scholes Option Pricing Model - Non dividend and dividend paying strategies, The Greeks of Black Scholes Model. (Problems) (*Chapter 15, Section IV of Text 1*)

UNIT-IV(12)

Financial Derivative Market In India: Recommendations of L.C. Gupta Committee on derivatives, Trading Mechanism at NSE and BSE, Eligibility of stocks, Regulation of Trading System, J.R. Verma Committee Report on Regulation of derivatives in Indian Stock Market. (*Chapter 5, Section II of Text 1*)

Text Books:

1. S. L. Gupta, "Financial Derivatives-Theory, Concepts and Problems", 10th ed., New Delhi: Prentice-Hall of India Pvt. Ltd., 2011. (*Unit I,II,III&IV*)

- John C. Hull & Sankarshan Basu "Options Futures and Other Derivatives", 10th ed., New Delhi: Pearson Publication, 2017. (Unit I to IV)

Reference Books:

- G. Kotreshwar, "Risk Management-Insurance and Derivatives", 2nd ed., New Delhi: Himalaya Publishing House, 2018.
- Somanathan T.V, "Derivatives", 6th ed., New Delhi: Tata McGraw-Hill Publishing house, 2008.
- S.S.S.Kumar, "Financial Derivatives", 2nd ed., New Delhi: PHI Learning Pvt. Ltd., 2008.
- Jayanth Rama Varma, "Derivatives and Risk management", 4th ed., New Delhi: Tata McGraw-Hill Publishing Company Ltd, 2011.

Course Research Papers: Research papers (Journal/Conference papers) relevant to the course content will be posted by the course faculty in Course Web page

Course Case Study: Case studies relevant to the course content will be posted by the course faculty in Course Web page

Course Projects: Course project is an independent project carried out by the student during the course period, under the supervision of course faculty. Course faculty will post few course projects titles in Course Web page. Students are encouraged to come up and experiment with the ideas that interest them.

Course Learning Outcomes (COs):

Upon completion of the course, the student will be able to...

CO1: describe the basic concepts of financial derivatives.

CO2: evaluate forwards and futures contracts and use hedging strategies.

CO3: apply the option pricing models and select the suitable one for the given situation.

CO4: discuss the derivative recommendations given by the various committees for the functioning commodity market.

Course Articulation Matrix (CAM): P20MB404FFINANCIAL DERIVATIVES								
Course Outcomes		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	P20MB404F.1	2	-	-	1	-	2	-
CO2	P20MB404F.2	2	-	-	2	-	2	-
CO3	P20MB404F.3	2	2	-	2	-	2	-
CO4	P20MB404F.4	2	2	-	2	1	2	-
P20MB404F		2	2	-	1.75	1	2	-

P20MB405H: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Class: MBA IV Semester

Teaching Scheme:

Examination Scheme :

L	T	P	C
4	-	-	4

Continuous Internal Evaluation	60 marks
End Semester Exam	40 marks

Course Learning Objectives (LOs):

This course will develop students' knowledge in/on...

LO1 : *basics of IHRM*

LO2 : *functional aspects of IHRM*

LO3: *IHRM practices in selected countries*

LO4: *IHRM model of India*

UNIT-I (12)

Basics of IHRM: Definition, Importance, Nature, Scope and components of IHRM Strategy, Functions, Objectives, Problems, IHRM Vs Domestic HRM, Three dimensions of IHRM activities, Impact of information technology on human resource management, Quality of work life and productivity, Reorienting work force through HR interventions, Women expatriates and their problems, Exit policy and practices. (*Chapter 1 of Text 1 & Chapter 5 of Text 2*)

UNIT-II (12)

The functional aspects of IHRM: Staffing patterns of the international managers, Approaches to multinational staffing decisions, Selection criteria and technologies, Competencies needed for global Managers , Transfer policies, Expatriate failures, Cultural awareness programmes, Diversity and inclusion, Objectives and key components of International compensation, Emerging issues in global compensation management, Performance management of expatriates. (*Chapter 2to 9 in Text 1*)

UNIT-III (12)

IHRM practices in selected countries: The American model of HR management, Recent trends in HR development in USA; The British model of HR management; Japanese style of HR management; German model of HR Management, The main features of the work values in Germany; Chinese model of HR management, The two way classification of workers and cadres, Chinese work values. (*Chapter 10 in Text 1*)

UNIT-IV (12)

IHRM model of India: Culture and Indian managers, Indian manager's response to HR practices across the world, Implication for multinationals, MNCs skill based approach and staff training and development priority, The global managers and future organizations, India's Response to universalization of HR Principles, Policies and practices, Concept of Cross-vergence. (*Chapter 11 in Text 1*)

Text Books:

- [1] P.L. Rao, *International Human Resource Management –Text and Cases*, 1st ed. New Delhi: Excel Books, 2008. (UNIT-I to IV)
- [2] P. SubbaRao, *International Human Resource Management*, 2nd ed. New Delhi: Himalaya Publishing House, 2015. (UNIT-I)

Reference Books:

- [1] Dr.NilanjanSengupta, *International Human Resource Management*, New Delhi : Excel Books, 2008.
- [2] K.Aswathappa, Sadhna Dash, *International Human Resource Management, Text and Cases*, 2nd ed. Tata McGraw Hill Publishing Company Ltd, 2008.

Course Research Papers: Research papers (Journal/Conference papers) relevant to the course content will be posted by the course faculty in Course Web page.

Course Patents: Patents relevant to the course content will be posted by the course faculty in Course Web page

Course Projects: Course project is an independent project carried out by the student during the course period, under the supervision of course faculty. Course faculty will post few course projects titles in Course Web page. Students are encouraged to come up and experiment with the ideas that interest them.

Course Learning Outcomes (COs):
 Upon completion of this course, students will be able to....
 CO1: *elucidate the basics of IHRM*
 CO2: *analyze the functional aspects of IHRM*
 CO3: *discuss IHRM practices in selected countries*
 CO4: *examine IHRM model of India*

Course Articulation Matrix (CAM): P20MB405H INTERNATIONAL HUMAN RESOURCE MANAGEMENT								
Course Outcomes		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	P20MB405H.1	2	-	1	2	1	-	2
CO2	P20MB405H.2	2	-	1	2	1	-	2
CO3	P20MB405H.3	2	-	1	2	1	-	2
CO4	P20MB405H.4	2	-	1	2	1	-	2
P20MB405H		2	-	1	2	1	-	2

P20MB405M: PRODUCT & BRAND MANAGEMENT

Class:MBA IV Semester

Teaching Scheme :

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation :	60 marks
End Semester Exam :	40 marks

Course Learning Objectives (LOs):

This course will develop student's knowledge in/ on....

LO1: product management

LO2: competitive strategy for products

LO3: product development

LO4: concept of brand and brand equity

UNIT-I (12)

Introduction: Concept; Need and importance; Evolution of product management; Product management process; Levels of products; Buy Grid analysis; Product Customization; Role of product manager in modern marketing.(Chapter 3 of Text 1)

UNIT-II (12)

Competitive Strategy for Products: Market mapping; Category analysis; Competitor analysis; Customer analysis.

Product portfolio - BCG Matrix; Shell's Policy Matrix; Product mix and line decisions; Managing line extensions; Product positioning strategies.(Chapter 4 of Text 2)

UNIT-III (12)

Product Development: Product Innovation; Product development process; Factors affecting success or failures of new products; Product Life Cycle; Managing different stages of PLC; Product revival strategies; Product elimination decisions.(Chapter 3 of Text 3)

UNIT-IV (12)

Concept of Brand: Brand and firm; Brands and consumers; Brand Image; Protecting brand; Brand perspectives; Brand level.

Brand Equity-Brand loyalty and Brand equity; Brand personality; Building brands; Brand extension strategies; Brand positioning; 3 Cs of Positioning.(Chapter 1 of Text 4)

Text Books:

[1] RamanujMazumdar, *Product Management in India*, PHI Learning- New Delhi, 2009.

- [2] Donald R Lehman, *Product Management*, Tata McGraw Hill Pvt. Ltd - New Delhi, 2005.
- [3] Michael Baker and Susan Hart, *Product Strategy and Management*, Pearson Education - New Delhi, 2009.
- [4] S.A. Chunawalla, *Compendium of Brand Management*, Himalaya Publishing House - New Delhi, 2009.

Reference Books

- [1] S.A. Chunawalla, *Product Management*, Himalaya Publishing House - New Delhi, 2009.
- [2] U C Mathur, *Product and Brand Management*, Excel Books New Delhi, 2007.

Course Research Papers: Research papers (Journal/Conference papers) relevant to the course content will be posted by the course faculty in Course Web page.

Course Case Study: Case studies relevant to the course content will be posted by the course faculty in Course Web page.

Course Projects: Course project is an independent project carried out by the student during the course period, under the supervision of course faculty. Course faculty will post few course projects titles in Course Web page. Students are encouraged to come up and experiment with the ideas that interest them.

Course Learning Outcomes (COs):

Upon completion of this course, students will be able to

CO1: interpret product management

CO2: determine the competitive strategy for product

CO3: design product development

CO4: elaborate the concept of brand and measure the brand equity

Course Articulation Matrix(CAM): P20MB405M PRODUCT & BRAND MANAGEMENT

Course Outcomes		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	P20MB405M.1	2	-	2	-	2	-	2
CO2	P20MB405M.2	-	-	2	-	-	-	-
CO3	P20MB405M.3	2	-	-	2	2	-	-
CO4	P20MB405M.4	2	-	-	1	2	-	2
P20MB405M		2	-	2	1.5	2	-	2

P20MB405F: INTERNATIONAL FINANCIAL MANAGEMENT

Class: MBA IV Semester

Teaching Scheme :

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation	60 marks
End Semester Examination	40 marks

Course Learning Objectives (LOs):

This course will develop students' knowledge in/on...

LO1: international financial system & its environment

LO2: foreign exchange market operations

LO3: foreign exchange risk management strategies

LO4: international monetary system, MNC's budgeting, taxation & accounting implications

UNIT-I (12)

International Financial System: Meaning, Scope and significance of International Finance; International Financial System, Components and environment; Finance functions in global context; International Monetary System; Fixed and floating systems; Balance of Payments (BOP).

International Financial Institutions: World Bank, IMF, ADB. (*Part-I&II of Text 1*)

UNIT-II (12)

Foreign Exchange Market: Players and components, Functions, Foreign Exchange Rates, Spot, Forward and Cross Rates; Theories of determining foreign exchange rate, International parity condition; Indian foreign currency market; Foreign Exchange Management Act (FEMA), Recent developments. (Problems) (*Part-I&II of Text 1*)

UNIT-III (12)

Management of Foreign Exchange Risk: Meaning and types of risk, Management of Translation, Transaction and Economic exposure, Tools, Techniques and Hedging strategies for foreign exchange risk management. (Problems) (*Part-III of Text 2*)

UNIT-IV (12)

International Monetary System: Forwards; Swaps; and interest rate futures, Speculation and leveraged arbitrage; European monetary markets; Asian currency markets; Global depository receipts; American depository receipts; Blocked accounts; Dealing position. (Problems)

Financial Management of Multinational Firm: Foreign Capital Budgeting Decisions; Cash Flow Management; Tax and Accounting implications of International activities (Simple Problems). (*Part-IV of Text 2*)

Text books:

- [1]. APTE P.G., *International Financial Management Text & Cases*, 6th ed. New Delhi: Tata McGraw-Hill, 2014. (Unit-I &II)
- [2]. V.I.J. Madhu, *International Financial Management*, 3rd ed. New Delhi: Excel Books, 2010. (Unit-III &IV).

Reference Books:

- [1]. V.A. Avadhani, *International Financial Management*, 3rd ed. New Delhi: Himalaya publishing house, 2016.
- [2]. Cheol S. Eun & Bruce G. Resnick, *International Financial Management*, 7th ed. New Delhi: McGraw-Hill, 2018.
- [3]. Jeff Madura, *International Financial Management*, 13th ed. New Delhi: Cengage Learning, Indian edition, 2016.
- [4]. Vyuptakesh Sharan, *International Financial Management*, 6th ed. New Delhi: PHI, 2010.

Course Research Papers: Research papers (Journal/Conference papers) relevant to the course content will be posted by the course faculty in Course Web page.

Course Case Study: Case study relevant to the course content will be posted by the course faculty in Course Web page.

Course Projects: Course project is an independent project carried out by the student during the course period, under the supervision of course faculty. Course faculty will post few course projects titles in Course Web page. Students are encouraged to come up and experiment with the ideas that interest them.

Course Learning Outcomes (COs):
 Upon completion of this course, students will be able to....
 CO1: differentiate domestic and international financial system
 CO2: determine foreign exchange rate and its mechanism
 CO3: compute, measure and manage the foreign exchange risk
 CO4: elucidate international monetary system and acquaint with financial management MNC.

Course Articulation Matrix (CAM): P20MB405FINTERNATIONAL FINANCIAL MANAGEMENT								
Course Outcomes		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	P20MB405F.1	-	-	-	1	-	2	-
CO2	P20MB405F.2	2	-	-	-	-	2	-
CO3	P20MB405F.3	-	2	-	-	-	2	-
CO4	P20MB405F.4	-	-	-	2	1	2	-
P20MB405F		2	2	-	1.5	1	2	-