1. The Course

The duration of MBA programme is two academic years consisting of four semesters - two semesters in each year - each semester of 14-16 weeks duration.

Students who join MBA programme shall not take up any employment either part-time or full-time during the University academic working hours. Students who are admitted to MBA course and who are subsequently found to be in employment during the University academic working hours anywhere in India will cease to be students of the course.

2. Admission

Candidates possessing a Bachelor Degree in any discipline (Excluding B.O.I, and B.F.A) with 50% aggregate marks (45% in case of reserved categories) and qualified in ICET exam are eligible for admission to MBA programme subject to the rules and regulations of the University from time to time.

3. Course Structure, Hours of instruction per week and Aggregate marks

The MBA programme offers in all 28 papers consisting of 22 core papers and 6 elective papers apart from Viva-voce and project report. In addition to one foundation course and two open electives. The details of semester-wise subjects, hours of instruction per week, credits per paper are given in Appendix – 1.

### MBA COURSE STRUCTURE

<table>
<thead>
<tr>
<th>No</th>
<th>Code</th>
<th>Nature</th>
<th>No. of Papers</th>
<th>Semester</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>CORE</td>
<td>Core</td>
<td>16 @ 4 ppw</td>
<td>I(5)II(5)III(3)IV(3)</td>
<td>64</td>
</tr>
<tr>
<td>2</td>
<td>GE</td>
<td>Generic Electives</td>
<td>4@4ppw</td>
<td>III(2)IV(2)</td>
<td>16</td>
</tr>
<tr>
<td>3</td>
<td>OE</td>
<td>Inter Disciplinary (1+1 = 2 )</td>
<td>2@4 ppw</td>
<td>III (1) and IV (1)</td>
<td>8</td>
</tr>
<tr>
<td>4</td>
<td>ELE</td>
<td>Electives (Discipline Centric)</td>
<td>6 @ 4ppw</td>
<td>III(3) IV(3)</td>
<td>24</td>
</tr>
<tr>
<td>5</td>
<td>VIVA</td>
<td>First Year End Viva</td>
<td></td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>6</td>
<td></td>
<td>Project Report &amp;Viva Voce</td>
<td>1</td>
<td>IV</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>29</strong></td>
<td></td>
<td><strong>118</strong></td>
</tr>
</tbody>
</table>
4. Examination and Assessment

Under Choice Based Credit System (CBCS), the candidates are awarded grades and CGPA. Letter Grades and Grade Points

i. Absolute grading method is adopted to convert marks into grades based on Predetermined Class Intervals.

ii. Pre determined Class Intervals (marks), Grade points and Letter grades are presented here under.

Grades and Grade Points

<table>
<thead>
<tr>
<th>Range of Marks obtained in a Course</th>
<th>Grade Point</th>
<th>Explanation</th>
<th>Letter Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>85 – 100</td>
<td>O</td>
<td>Outstanding</td>
<td>10</td>
</tr>
<tr>
<td>70 – 84</td>
<td>A</td>
<td>Very Good</td>
<td>9</td>
</tr>
<tr>
<td>60 – 69</td>
<td>B</td>
<td>Good</td>
<td>8</td>
</tr>
<tr>
<td>55 – 59</td>
<td>C</td>
<td>Above Average</td>
<td>7</td>
</tr>
<tr>
<td>50 – 54</td>
<td>D</td>
<td>Satisfactory</td>
<td>6</td>
</tr>
<tr>
<td>40 – 49</td>
<td>E</td>
<td>Pass</td>
<td>5</td>
</tr>
<tr>
<td>Less than 40</td>
<td>F</td>
<td>Fail</td>
<td>0</td>
</tr>
<tr>
<td>Absent</td>
<td>Ab</td>
<td>Absent</td>
<td>-</td>
</tr>
</tbody>
</table>

iii. A student obtaining Grade F shall be considered failed and will be required to reappear for the examination.

Computation of SGPA and CGPA

The following procedure is adopted to compute the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA):

i. The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e
**SGPA** (Si) = \( \frac{\sum (Cix Gi)}{\sum Ci} \)

Where \( Ci \) is the number of credits of the \( i \)th course and \( Gi \) is the grade point scored by the student in the \( i \)th course.

ii. The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a programme, i.e.

\[
CGPA = \frac{\sum (Ci x Si)}{\sum Ci}
\]

Where \( Si \) is the SGPA of the \( i \)th semester and \( Ci \) is the total number of credits in that semester.

iii. The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the memorandum of marks.

**Illustration of Computation of SGPA and CGPA**

i. Computation of SGPA and CGPA

*Illustration for SGPA*

*If a candidate secure different grade in different courses, the SGPA of each Semester of the candidate is arrived as illustrated.*

<table>
<thead>
<tr>
<th>Course</th>
<th>Credit</th>
<th>Grade Letter</th>
<th>Grade Point</th>
<th>Credit Point (Credit X Grade)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course 1</td>
<td>4</td>
<td>B</td>
<td>8</td>
<td>4X8 = 32</td>
</tr>
<tr>
<td>Course 2</td>
<td>4</td>
<td>C</td>
<td>7</td>
<td>4X7 = 28</td>
</tr>
<tr>
<td>Course 3</td>
<td>4</td>
<td>B</td>
<td>8</td>
<td>4X8 = 32</td>
</tr>
<tr>
<td>Course 4</td>
<td>4</td>
<td>B</td>
<td>8</td>
<td>4X8 = 32</td>
</tr>
<tr>
<td>Course 5</td>
<td>4</td>
<td>C</td>
<td>7</td>
<td>4X7 = 28</td>
</tr>
<tr>
<td>Course 6</td>
<td>4</td>
<td>B</td>
<td>8</td>
<td>4X8 = 32</td>
</tr>
<tr>
<td>Course 7</td>
<td>4</td>
<td>B</td>
<td>8</td>
<td>4X8 = 32</td>
</tr>
<tr>
<td></td>
<td>28</td>
<td></td>
<td></td>
<td>216</td>
</tr>
</tbody>
</table>

Thus, \( SGPA = 216/28 = 7.71 \)

*Illustration for CGPA*

<table>
<thead>
<tr>
<th>Semester 1</th>
<th>Semester 2</th>
<th>Semester 3</th>
<th>Semester 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Credit: 28</td>
<td>Credit: 30</td>
<td>Credit: 28</td>
<td>Credit: 32</td>
</tr>
</tbody>
</table>
Thus, \( \text{CGPA} = \frac{(28 \times 7.71) + (30 \times 6.98) + (28 \times 6.22) + (32 \times 7.23)}{128} = 6.49 \)

**Viva-Voce:**

There shall be Viva-voce at the end of II semester and at the end of IV semester with 50 marks for each Viva-voice. The Second semester end Viva-voce is based on the subjects studied in I and II semesters. The forth semester end Viva is based on the subject studied and the project report.

The Second Semester end Viva-Voce Committee shall be as under:

There will be Two members in viva committee.

One - Member from the faculty of the University Department/ University constituent colleges.

One - Faculty member nominated by the Principal of the concerned college.

In case of University Campus colleges, both the members will be nominated by the Chairman, BOS from among the faculty of the Department.

The Fourth Semester end Viva-Voce Committee consists of 3 a member of which 1 member is external. Out of the remaining two one shall be the Head/Chairman, Board of Studies / Dean and a University teacher of the Department nominated by the Dean / BOS. The quorum will be two members of which at least one shall be External Member. Depending on the need, more than one Committee could be constituted.

5. **Internal Assessment and Seminars**

There will be 20 per cent marks of internal assessment and 10 per cent marks for the class room Seminars. In each paper two internal assessment tests (With ten objective type questions) shall be conducted and the best of one is taken into account there is no supplementary test for the internal assessment tests. Similarly every student in each paper shall be given an option to give seminar presentations in two sessions and best of one is taken into consideration. A Register of internal assessment examinations, IT practicals and seminars conducted in each subject with the following details shall be maintained. Similar procedure should be adopted for all Computer practical examinations conducted by the Internal Faculty both in the First Semester and Second Semester.

- Date of Examination / Presentation
- Names of the Students and their Signature
- Subject / Topic Concerned
- Name and Signature of Faculty evaluated

The Register of internal assessment examinations and seminars should be made available both at the time of Second Semester end vivaand (for First and Second Semester)and Third Semester Project Viva Voce. A certificate of verification of Seminars and Internal Assessment
Examinations should be enclosed along with the mark list of Second and Third Semesters viva voce examinations.

6. Rules of Promotion

A student has to not only put in 75% of attendance and register for examination for each semester but also appear in each semester for promotion to the next semester.

In case of Lab-based papers, the candidates should appear for both theory and lab examination.

The minimum pass marks shall be 40% in each paper in the end semester University examinations and a paper minimum of 40% including internal assessment marks and an aggregate of 50% of marks in each semester. If a candidate fails to appear for any or all two internal assessment examinations, no further examination will be conducted.

Two Internal Assessment examinations shall be conducted in each semester. Out of the marks obtained by the student in two examinations, the higher marks shall be considered.

The detailed rules concerning Internal Assessment examinations shall be as per the University rules applicable to all P.O. examinations including M.B.A. and M.C.A. course.

At the end of the fourth semester, the result of the candidate shall be declared after ensuring that a student passes all the semester exams by securing a minimum of 50% aggregate in each semester. The students who could not secure 50% aggregate marks in any semester can appear for all or any of the papers of that particular semester for securing the required aggregate marks.

There shall be no supplementary examinations for the course and the examinations shall be held for I & III and II & IV semester simultaneously.

7. Declaration of result at the end of IV semester:

i) There shall be only two divisions viz.,

   II Division: 50% and above but less than 60%
   I Division: 60% and above but less than 70%

   Candidates securing 70% and above shall be awarded First Division with distinction.

ii) The award of Division, distinction and rank will be in accordance with the general rules applicable to other Post-Graduate courses of the University subject to overall CGPA

iii) The rules pertaining to improvement shall be the same as are applicable to other Post-Graduate courses in the University.

8. Project Report:

A student has to undergo practical training for a period of 6 weeks at the end of second semester in a corporate enterprise during the first summer vacation. During the training period, the candidates should work on a specific problem related to the management and working of the organization. At the end of practical training, the student should obtain a certificate for receiving the training from the organization.
The student should prepare a Project Report under the supervision of a guide from the Faculty of Management of the concerned college in fourth Semester. However, the students who prepare Project Report in the area of Systems can also work under the guidance of Faculty member from Computer Science Department.

The student has to present a Seminar in the concerned college on the Project work done by him. The Principal of the College concerned shall certify and intimate the list of candidates who have given seminar presentation to the Head / Chairman, Board of Studies, Department of Commerce & Business Management, Kakatiya University. Two copies of the report should be submitted before the commencement of III semester end examinations. The Project Report carries 100 marks.
# MBA CBCS Course Structure w.e.f From 2016-17 as per the Modifications Suggested by the PG BOS on 19-06-2017

<table>
<thead>
<tr>
<th>Sl.No</th>
<th>Course No</th>
<th>Title</th>
<th>Nature</th>
<th>Contact Hours</th>
<th>Credit</th>
<th>Internal Test</th>
<th>Seminar</th>
<th>Externa l</th>
<th>Total</th>
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<tbody>
<tr>
<td>1</td>
<td>MB101</td>
<td>Management and Organization Theory</td>
<td>Core</td>
<td>4</td>
<td>4</td>
<td>20</td>
<td>10</td>
<td>70</td>
<td>100</td>
</tr>
<tr>
<td>2</td>
<td>MB102</td>
<td>Accounting for Managers</td>
<td>Core</td>
<td>4</td>
<td>4</td>
<td>20</td>
<td>10</td>
<td>70</td>
<td>100</td>
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<tr>
<td>3</td>
<td>MB103</td>
<td>Statistics for Managers</td>
<td>Core</td>
<td>4</td>
<td>4</td>
<td>20</td>
<td>10</td>
<td>70</td>
<td>100</td>
</tr>
<tr>
<td>4</td>
<td>MB104</td>
<td>Information Technology for Managers</td>
<td>Core</td>
<td>4</td>
<td>4</td>
<td>20</td>
<td>10</td>
<td>70</td>
<td>100</td>
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<tr>
<td>5</td>
<td>MB105</td>
<td>Marketing Management</td>
<td>Core</td>
<td>4</td>
<td>4</td>
<td>20</td>
<td>10</td>
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<td>100</td>
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<tr>
<td>6</td>
<td>MB106</td>
<td>Generic Elective – I</td>
<td>Generic</td>
<td>4</td>
<td>4</td>
<td>20</td>
<td>10</td>
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1. Business Environment – I(a) (Or)
2. Entrepreneurship Development – I (b)
<table>
<thead>
<tr>
<th>Sl.No</th>
<th>Course No</th>
<th>Title</th>
<th>Nature</th>
<th>Contact Hours</th>
<th>Credits</th>
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<td>Test</td>
<td>Seminar</td>
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<td>MB201</td>
<td>Human Resource Management’</td>
<td>Core</td>
<td>4</td>
<td>4</td>
<td>20</td>
<td>10</td>
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<tr>
<td>2</td>
<td>MB202</td>
<td>Financial Management</td>
<td>Core</td>
<td>4</td>
<td>4</td>
<td>20</td>
<td>10</td>
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<tr>
<td>3</td>
<td>MB203</td>
<td>Management Accounting</td>
<td>Core</td>
<td>4</td>
<td>4</td>
<td>20</td>
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<tr>
<td>4</td>
<td>MB204</td>
<td>Operations Research</td>
<td>Core</td>
<td>4</td>
<td>4</td>
<td>20</td>
<td>10</td>
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<tr>
<td>5</td>
<td>MB205</td>
<td>Business Research Methodology</td>
<td>Core</td>
<td>4</td>
<td>4</td>
<td>20</td>
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<td>Sl.No</td>
<td>Course No</td>
<td>Title</td>
<td>Nature</td>
<td>Contact Hours</td>
<td>Credits</td>
<td>Internal</td>
<td>External</td>
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<td>MB206</td>
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<td>4</td>
<td>20</td>
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<tr>
<td></td>
<td></td>
<td>1. Business Ethics – III(a) (Or)</td>
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<td>2. Retail Management – III(b)</td>
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<td>7</td>
<td>MB207</td>
<td>Generic Elective – IV</td>
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<td>4</td>
<td>20</td>
<td>10</td>
<td>70</td>
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<tr>
<td></td>
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<td>1. Business Analytics using Excel – IV(a) (Or)</td>
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<td>2. Customer Relationship Management – IV(b)</td>
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<tr>
<td>8</td>
<td>MB208</td>
<td>First Year End Viva</td>
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<td>Total</td>
<td></td>
<td>28</td>
<td>30</td>
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**MBA– III Semester**

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<th>Sl.No</th>
<th>Course No</th>
<th>Title</th>
<th>Nature</th>
<th>Contact Hours</th>
<th>Credits</th>
<th>Internal</th>
<th>External</th>
<th>Total</th>
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<tr>
<td>1</td>
<td>MB301</td>
<td>Organization Behavior</td>
<td>Core</td>
<td>4</td>
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<td>20</td>
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<td>70</td>
</tr>
<tr>
<td>2</td>
<td>MB302</td>
<td>Strategic Management</td>
<td>Core</td>
<td>4</td>
<td>4</td>
<td>20</td>
<td>10</td>
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</tr>
<tr>
<td>3</td>
<td>MB 303</td>
<td>Managerial Communication</td>
<td>Core</td>
<td>4</td>
<td>4</td>
<td>20</td>
<td>10</td>
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<tr>
<td>Sl.No</td>
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<td>Title</td>
<td>Nature</td>
<td>Contact Hours</td>
<td>Credits</td>
<td>Internal Test</td>
<td>Internal Seminar</td>
<td>External</td>
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<td>MB403</td>
<td>Creativity and Innovations</td>
<td>Core</td>
<td>4</td>
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<td>20</td>
<td>10</td>
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<td></td>
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<td>4</td>
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<td></td>
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<tr>
<td>5</td>
<td>MB405</td>
<td>Inter Disciplinary Elective II</td>
<td>Open</td>
<td>4</td>
<td>4</td>
<td>20</td>
<td>10</td>
<td>70</td>
</tr>
<tr>
<td>a)</td>
<td>Personal Finance (or) b) MIS</td>
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<td>6</td>
<td>MB406</td>
<td>Discipline Specific Electives (3) I</td>
<td>DSC</td>
<td>12</td>
<td>12</td>
<td>60</td>
<td>30</td>
<td>210</td>
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<tr>
<td>MB407</td>
<td>One elective group from A/B/C/D</td>
<td></td>
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<td></td>
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<tr>
<td>MB408</td>
<td>groups consisting of 3 papers with 4 credits each (4 hours per week)</td>
<td></td>
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**IV Semester Elective Course Structure**

**Group-A: HUMAN RESOURCE MANAGEMENT**

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**Group-B: MARKETING MANAGEMENT**

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**Group-D: SYSTEMS MANAGEMENT**
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UNIT – I: Introduction to Organisation and Management:

UNIT – II: Planning and Decision Making:

UNIT-III: Organizing:

UNIT - IV : Leadership and Controlling:

UNIT - V : International Management:
International Management: Challenges of present day management - Factors influencing International Management - International Organisational design: Organisational structures in international organisations - Leadership in international organisations: Leadership traits and preferences in international organisations - Communication in international organisations: Communication in International Organisations.

Suggested readings:


**MB 102 Accounting for Managers**

**UNIT - I : Accounting and Economic Decisions**


**UNIT - II : Accounting for Inventories**

Inventory Valuation - Pricing the Inventory - Specific Identification Method - First in First Out Method - Last In First Out Method - Weighted Average Method - Accounting for Manufacturing Costs-Direct Costing and Absorption Costing.

**UNIT - III : Accounting for Fixed Assets**


**UNIT - IV : Preparation of Financial Statements**


**UNIT - V : Financial Statements Analysis**


*Suggested readings :*

5. Dearden and Bhattacharya, Accounting for Management, Prentice Hall of India.
8. P. Periaswamy, A Text Book of Financial, Cost and Management Accounting, Himalaya Publishing House,
**MB103 Statistics for Managers**

**UNIT - I : Introduction**


**UNIT - II : Probability and Probability Distributions**


**UNIT - III : 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.

**UNIT - IV : Non-Parametric Tests**


**UNIT - V : Analysis of Variance (ANOVA)**

Meaning- Assumptions-Procedure for Analysis of Variance - General form of ANOVA - One-way Classification - Two-Way Classification - Computation of Variance.

*Suggested readings :*

1. GC Beri- Business Statistics, TMH.
MB 104 Information Technology for Managers

UNIT - I : Information Technology
   Development and Trends - Managerial Issues in IT Planning - Information Technology Economics
   - Cost-Benefit Analysis of IT - Role of Computers in Management -MIS-Concept and applications
   - Decision Making Process - Programmed and Non-Programmed Decisions.

UNIT - II : Data Communication and Management

UNIT - III : Database Management Systems
   Database Models - Creating and Managing Databases - Data Warehousing and Data Mining Concepts and Applications.

UNIT - IV : Working with Office Productivity Software-I
   MS-Office - Document Creation and Management through MS Word - Mail Merge - Spread Sheet Applications - MS Excel - Creation and Applications of Spread Sheets - Data Analysis and Management through Spread Sheets - Use of functions and diagrams. (Theory -8 hours and Practicals-10 Hours)

UNIT - V : Working with Office Productivity Software-II
   Presentation Graphics through MS Power Point - Creation and Organisation of Slides - Organising presentation through Multimedia Files and Slides - Data Management through MS-Access - Database Creation-Table creation - Establishing relationships - Creation of forms and reports.

IT LAB: MS-Word
   MS Excel – Creating and editing worksheets – Cell formatting – Creating and using formulas and functions – Use of Macros – Sorting and querying data – working with graphs and charts.
   Data Analysis with Statistical Tools - Use of Financial Tools - Use of other functions in Excel for data analysis.
   MS Power Point - Creation of slides - Use of templates and slide designs for creating power point slides-use of drawings and graphics - Developing a Professional presentation on Business Plans, Institutions, Products, People etc.,
   MS Access - Create Databases, Tables, Relationships - Create forms to enter data-filter data-use of queries in data manipulation - Generating reports.
Suggested readings:


MB 105 Marketing Management

UNIT - I : Marketing


UNIT - II : Developing Marketing Strategies and Plans

Corporate and Division Strategic Planning - Business Unit Strategic Planning - Concept of Marketing Plan - Dealing with Competition: Identifying and Analyzing Competitors - Competitive Strategies for Market Leaders, market challengers, market followers and market nichers.


UNIT - III : Marketing Information

Components of modern marketing information system - Analysing consumer markets: A brief discussion about factors influencing consumer behaviour - Consumer buying decision process.


UNIT - IV : Product

Concept, levels, classification, differentiation and hierarchy - Product systems and mixes - Products line analysis - Product life cycle and marketing strategies - New product development process - Branding: Meaning, role and scope of brands - Brand Equity.

Packaging, labeling, warranties and guarantees.

Price: Concept - Steps in setting the price - Adapting the price - Initiating and responding to price changes.

UNIT - V : Integrated Marketing Communication

Designing and managing integrated marketing communications - Integrated marketing communications - Marketing communication mix - Developing and managing an Advertising Programme: Deciding on media - Measuring effectiveness - Sales promotion: Objectives - Major
decisions - Events and experiences:- Objectives - Major decisions - Marketing Public Relations: Major decisions in marketing public relations - Direct Marketing: Channels used for direct marketing - Interactive marketing. Personal Selling - Principles of personal selling - An Overview of sales force management decisions.- Designing and managing marketing channels: Concept of Channels and value Networks - Role of marketing channels - Channel design, Management and integration decisions - Channel conflict, cooperation and competition.- Marketing logistics: Objectives - Decisions.

Suggested readings:
1. Philip Kotler, Kevin Lane Keller, Abraharm Koshy and Mithileshwar Jha: Marketing Management A South Asain Perspective (Thirteenth Education), Pearson Education Inc., New Delhi.

MB 106 Generic Elective – I Business Environment

UNIT - I : Business and its Environment


UNIT - II : Economic Environment


UNIT - III : Industry Analysis


UNIT - IV : Political, Social & Cultural Environment


UNIT - V : Technological Environment

   Technological Environment - Features and Impact on Technology - Technology and Society Restraints on Technological Growth - Status of Technology in India - Technology Policy

Suggested readings:


MB 106 Generic Elective- I Entrepreneurship Development

UNIT - I : Entrepreneur, Entrepreneurship & Entrepreneurial Development

UNIT - II : Creativity and Feasibility Planning

UNIT - III : Management of SMEs

UNIT - IV : Entrepreneurial Strategy

UNIT - V : Emerging Issues in Entrepreneurial Development
Suggested readings:
1. Vasant Desai - Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House
3. David H.Holt - Entrepreneurship New Venture Creation, Prentice Hall of India
5. Sahay Sharma - Entrepreneurship and New Venture Creation, Excel Books
8. Jack M. Kaplan - Patterns of Entrepreneurship, Wiley India
9. Madhurima Lall Shikha Sahai - Entrepreneurship, Excel Books
11. Sahay Chhikara - New Vistas of Entrepreneurship, Excel Books
12. Cynthia L Greene - Entrepreneurship, Cengage Learning
14. Lakshman Prasad Subhasih Das - Entrepreneurial Climate, Excel Books

MB 107 Generic Elective – II Managerial Economics

UNIT-1: Introduction


ii. Objectives of Firm - Functions of Managerial Economist in Business Firm - Impact of Information Technology on Managerial Economics - Economic factors influencing decision making.

UNIT - II: Demand Analysis

Demand Analysis - Significance- Demand Functions - Law of Demand - Elasticity of Demand - Supply Analysis, Supply function, Elasticity of Supply - Significance of Elasticity Demand in Pricing Decision - Demand Forecasting - Techniques of Demand Forecasting. (Simple Problems)

UNIT - III : Cost and Production Analysis

Cost Analysis - Types of Costs and their impact on Management - Behaviour of Short run Average Cost Curves (SAC) -Behaviour of Long run Average Cost Curve (LAC) - Cost -Production Function - Types of Production Function, Linear, Quadratic, Cubic, Power and Cobb - Douglas - Managerial uses of Cost and Production function(Simple Problems).

UNIT - IV : Market Analysis

Structure of Competititon - Features of Perfect Competition - Types of Imperfect Competition - Features of Monopoly - Negative consequences of Monopoly - Oligopoly Competition - Monopolistic Competition - Price and Output in different competitive situations - Pricing Methods - Dual Pricing - Administered Price - Subsidies - Trend towards Monopolistic Competition -
Emerging scenario of Oligopoly Competition with mergers and Acquisitions in National and International Markets (M & A).

UNIT - V : Profit Analysis


Suggested readings :

MB 107 Generic Elective – II Communication Skills

Unit I: Introduction:
Meaning – Significance – Fundamentals of English Grammar: Parts of speech, articles, antonyms, synonyms, idioms and phrases, punctuation, vocabulary etc. – Sentence construction – Learning English through LSRW. Listening skills: Factors influencing – Barriers in listening – Effective listening - Practice of listening with audio - Practice of interpersonal listening.

Unit II: Oral and Written Communication:

Unit III: Business and Corporate Correspondence:

Unit IV: Group Discussions: (GD)
Meaning - Significance – Types of GD – Fundamentals of GD – Pre-requisites – Evaluation parameters – Strategies - Choice of topics for GD – Practice of GD with pre-announced topics and

**Unit V: Resume Writing:**

**Suggested Readings:**

**MASTER OF BUSINESS ADMINISTRATION**

**II SEMESTER**

**MB 201 Human Resource Management**

**UNIT - I : Introduction**
Meaning - nature, scope and significance of human resource management (HRM) - HRM and related concepts (Personal Management, HRD, Human Capital Management, Knowledge Management, Talent Management) HRM Model - Functions of human resource management, Qualities of HR Manager, Role and Responsibility of HR Managers, HRM environment in India - Changing role of HRM - e-HRM.

**UNIT - II : Human Resource Planning**

**UNIT - III : Socialization and Performance Appraisal**

UNIT - IV : Employer Employee Relations

Industrial Relations - Concept - Importance - Evaluation of Industrial Relations system - Industrial disputes - Machinery for Settlement of disputes - Trade Union - Strengths and Weakness of trade unions in India - Workers participation in management- Employee Grievance handling and Discipline

UNIT - V : Contemporary Issues in HRM

HRIS - HR account- HR Audit - Balance Fore Card – Compisatic- Employer broad brench marketing HR houesource Tempting Talent management managing HR and Call center, Atraction - Editing the and International HRM - Competative and Issues HRI In Globalization

Suggested readings :


MB 202 Financial Management

UNIT - I : Introduction


UNIT - II : Financing Decision

Concept of capital structure - Capital Structure determinants - Sources of financing: Cost of Capital - theories of capital structure; NI, NOI Traditional and MM approach - Operating and Financial leverage - EBIT and EPS analysis (Problems and cases)

UNIT - III : Investment Decision


UNIT - IV : Working Capital Decision
Concept - Components - of working Capital - Operating cycle - Working capital determinants - Forecasting working capital requirements (Problems and cases) Management of inventory, Receivable and Cash - Financing Current assets (theory only)

UNIT - V : Dividend Decision

Types of dividend - dividend Vs. Profit Retention decision - Dividend policies - Factors influencing dividend policy - dividend theories: Relevance and irrelevance of dividends - waiters and Gordon's models - MM approach (Problems and cases)

Suggested readings :
1. Khan and Jain : Financial Management TMH
5. SN. Maheswari: Financial Management: Principles and Practice, Sultan Chand
7. Lawrence J. Gilma: Principle of Managerial Finance, Addisa Werly

MB 203  Management Accounting

UNIT - I : Introduction to Management Accounting


UNIT - II : Cost Analysis for Decision Making

Cost-volume - Profit Analysis: Concept of Break-Even Point - Assumptions - Profit-Volume Graph - Equation Approach - Margin of Safety - Profit Planning - Managerial Uses for Decision Making - optimization of product mix - Make or Buy - Capacity Utilisation - Plant shutdown - Add or Drop - Equipment Replacement - Key factor analysis.

UNIT - III : Management Accounting for Control

Standard Costing: Meaning - Purpose of standards - Types of standards - Standard Setting - Variance Analysis - Controllability of Variances - Advantages of Standard Costing - Budgetary Control: Meaning and Purpose - Component of effective budgeting programme - Performance
Budgeting - Zero-based Budgeting - Concept - Importance and Relevance - Balanced Score Card - Linking Balanced Score Card to Organisation Strategy

UNIT - IV : Activity Based Costing
Activity Based Costing system - Tracing costs from activities to products and services - Activity Based Management - Activity cost drivers - Activity based costing vs. traditional costing.

UNIT - V : Responsibility Accounting
Responsibility Centres - Need for Divisionalisation - Types of Responsibility centres - Performance Reports - Responsibility Accounting and Behavioural aspects - Segmented Performance evaluation - Transfer Pricing.

Suggested readings:

4. S.N. Maheswari “ Management Accounting” Sultan Chand and Sons, New Delhi.

MB204 Operations Research

UNIT - I : Decision Theory

UNIT - II : 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 - Concept of Dual.

UNIT - III : Transportation and Assignment Problems

UNIT - IV : Queuing Theory

General Structure of a Queuing System - Arrival Process - Service System - Queue Structure - Operating Characteristics of Queuing System - Basic Concepts in Queuing Theory Queuing Models:

UNIT - V : Sequential Decision Making

Meaning - Need and Importance - Steps in Sequential decision making - Applications of Sequential decision making to different situations: Traveling salesman's problem - Pricing problem - Production scheduling and Inventory problem.

Suggested readings :
2. N.D.Vohra : Quantitative Techniques in Management, TMH.

MB205 Business Research Methodology

UNIT - I : Introduction

UNIT - II : The Research Process

UNIT - III : The Research Design

UNIT - IV : Collection and Analysis of Data

UNIT - V : The Research Report

Suggested readings :

MB206 Generic Elective – III Business Ethics

UNIT – I BUSINESS ETHICS

UNIT – II ETHICAL ISSUES


UNIT – III ETHICS IN FUNCTIONAL AREAS OF BUSINESS


UNIT - IV CORPORATE SOCIAL RESPONSIBILITY (CSR)


UNIT – V CORPORATE GOVERNANCE (CG)


Reference:

3. Jean Tirole, The Theory of Corporate Finance, Princeton University Press,
5. Chatterji Madhumita, Corporate Social Responsibility,
6. Kumar H, Corporate Social Responsibility

MB206 Generic Elective - III Retail Management

UNIT - I : Introduction to Retail Marketing Management

Definition and Concept of Retailing - Retailer’s role in distribution channel – Functions of Retailing – Socio Economic significance of retailing - Theories Retailing Formats of

UNIT - II : Retail Merchandising and Pricing

UNIT - III : Retail Communication and Distribution:
Need and importance of promotion mix in retailing - Communication programmes to develop brand images and customer loyalty – Methods of communication – Retail Promotion Budgets – Retail Logistics – Supply Chain Management – Transportation & Warehousing – Inventory Management.

UNIT - IV : Retail Store Location and Store Management:

UNIT - V : Retail Customer Behaviour and Customer Service:

Suggested Readings:
4. Suja Nair : Retail Management: Himalaya
5. Barry Berman and Joel R Evans: Retail Management - A Strategic Approach :Pearson Edn
8. A Shiva Kumar : Retail Marketing: Excel Books

MB207 Generic Elective – IV Business Analytics Using Excel

Excel window environment – Menus – spread sheet basics – Working with simple formulas-Formatting data in a cell – Cell references

Unit II: Copying text/values/formulas – searching data – sorting – Filtering using filters – Decision making with If condition (logical formulas) – Applying business related formulas – Working with Images –Numerical formatting with Round(), Int(), Ceiling() etc. – Split the view of sheet- Introduction to chart/Graph generation – Pivot Table- Statistical functions – Date & Time functions – Text functions - Financial Functions.


Suggested Readings

References

MB-207 Generic Elective - IV : CUSTOMER RELATIONSHIP MANAGEMENT
Unit – I: Evolution of Customer Relationship


Unit – II: CRM Concepts


UNIT - III : Consumer Behaviour


Unit – IV: Planning for CRM


UNIT - V : Implementation of Customer Relationship Management Programs:


Suggested Readings:


MBA - III SEMESTER
Unit I: Introduction to Organisational Behaviour

Unit II: Understanding Personality in organisations - I

Unit III: Understanding Personality in Organisations – II

Unit IV: Group Behaviour in Organisations

Unit V: Understanding Emotions and Stress

Suggested Readings
UNIT - I : Introduction

UNIT - II : Environmental and Organisational 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.

UNIT - III : Corporate Level Strategies

UNIT - IV: Strategic Analysis, Choice and Implementation

UNIT - V: Strategic Evaluation and Control

Suggested readings :
MB 303 - MANAGERIAL COMMUNICATION

Unit I: Personal Communication

Unit II: Interpersonal Communication:

Unit III: Organisational Communication:

Unit IV: Employment Communication:

Unit V: International Communication:

Suggested readings:
INTER DISCIPLINARY ELECTIVE I

MB 304 (a)- E BUSINESS

Unit I: Introduction to E Business

Unit II: E Business Infrastructure

Unit III: E Business Applications

Unit IV: E Security

Unit V: E Business Web Technologies

Suggested Readings:


INTER DISCIPLINARY ELECTIVE I
MB 304 (b) - BUSINESS LAW AND ETHICS

UNIT - I : Elements of Company Law
Indian Companies Act 1956. Formation of a company - General meetings and proceedings - Accounts audit and Dividend - Inspection and Investigation - Inter-corporate loans and Investments - The Company Secretary - Duties and Powers - Compromise and Arrangement - Winding up of Companies.


UNIT - III : Miscellaneous Acts
1. The Consumer Protection Act 1986 -
2. The Competition Act
3. Foreign Exchange Management Act

UNIT - IV : Business Ethics
Definition - Importance of Ethics in Business - Distinction between Values and Ethics - Characteristics of Ethical Organization - Morality and Professional Ethics - Ethical Dilemmas - How to create an ethical working environment-Ethical Decision making in Business- Role of corporate Governance in ensuring ethics in workplace - Indian Ethical Traditions.

UNIT - V : Creating an Ethical Organization
Role of Corporate Governance, Corporate Culture, Corporate Social Responsibility (CSR) and other influences in creating an Ethical organization - Codes of Conduct - Ethics committee - Ethics Training Programmes - Benefits - The relationship between Corporate Ethics and good
governance.

**Suggested readings:**
3. A.C. Fernando - Business Ethics An Indian Perspective Pearson Education.

**DISCIPLINE SPECIFIC ELECTIVES**

**GROUP - A: HUMAN RESOURCE MANAGEMENT**

**MB 305 A - HUMAN RESOURCE DEVELOPMENT**

**UNIT - I : Foundations of HRD**
Evolution of HRD - The Relationship between HRM and HRD - HRD functions - Role and Competencies of an HRD, Professional - Challenges to organization and to HRD Professionals - A framework for the HRD - Learning and instruction - Maximising Learning - Learning strategies and styles.

**UNIT - II : Framework of HRD**

**UNIT-III: HRD Applications**

**UNIT - IV : Competency Development**
Basic Workplace Competencies- Programmes for Professional Development and Education -Maintaining affective performance encouraging superior performance skills - employee coaching and wellness services - Issues in employee counseling -Employee Assistance programmes - Stress Management Interventions - Employee wellness and Health promotion programmes.

**UNIT-V: HRD in India**
HRD Audit in leading organizations - Structuring of HRD - HRD Movement in India - HRD Challenges for India for building world class organizations - Suggestions to make HRD effective in Indian Organisations - HRD Climate Development Measures - Constraints on HRD - HRD Vision of India - Knowledge base of HRD in India - Resource requirement for making HRD work
in India.

Suggested readings:

6. DISCIPLINE SPECIFIC ELECTIVES
   GROUP - A: HUMAN RESOURCE MANAGEMENT

   MB 306 A - LABOUR LAWS

UNIT - I : Introduction

UNIT - II : Laws Related to working conditions
Indian Factories Act-1948
Shops and Establishment Act
Child Labour Act-1986

UNIT - III : Industrial Relation Laws
Trade Unions Act-1928
Industrial Disputes Act-1947

UNIT-IV : Laws on Wages
Minimum Wages Act-1948
Payment of Wages Act-1938
Payment of Bonus Act-1965

UNIT-V : Laws on Labour Welfare
Workmen's Compensation Act-1923
Payment of Gratuity Act-1972
Employee State Insurance Act-1948

Suggested readings:
DISCIPLINE SPECIFIC ELECTIVES
GROUP - A: HUMAN RESOURCE MANAGEMENT
MB 307 A - ORGANISATION DEVELOPMENT

UNIT-I : The Field of OD

UNIT - II : Foundations and Interventions of OD
Models and theories of planned change - Participation and Empowerment - Parallel learning structures - Normative, Re-educative Strategy of Changing - Action Research - Managing the OD Process - OD Interventions - Team Interventions - Teams and work groups - Process Consultation Interventions - A gestalt approach to Team Building - Techniques and Exercises used in Team Building -Large Scale Change and High Performance Systems - Trans Organisational Development - Structural Interventions and the applicability of O.D.

UNIT - III : Key Considerations and Issues
Issues in Consultant - Client Relationships - Defining the client System - Entry and Contracting - The Issue of 'Trust' - The Nature, Expertise, Diagnosis, Appropriateness and Depth of Interventions - The Consultant Team as a model and microcosm - Ethical Standards in O.D.

UNIT - IV : Power, Politics and O.D.

UNIT-V: The Future and O.D.
Fundamental Strengths of O.D. and Changing Environmental - Diffusion of Techniques -
Integrative Practice - The Search for High Performance Community - Organisation Transformation for large scale Paradigm Shift - The O.D. Value Cycle - O.D. Interventions for special situations like turnaround situations, Managing Discontinuities - The New Agenda for O.D.

**Suggested readings:**

3. Cummings Wor ley - Organization Development & Change, 8th Edition Cengage Learning India Pvt. Ltd. New Delhi, 05

**DISCIPLINE SPECIFIC ELECTIVES**

**GROUP – B: MARKETING MANAGEMENT**

**MB 305 B - CONSUMER BEHAVIOUR**

**UNIT - I : Consumer Behaviour**

Concept - Types of consumers - Approaches to studying Consumer Behaviour - Inter-disciplinary analysis - Consumer Behaviour applications in designing marketing strategies - Current Trends in consumer behaviour - Problems in studying Consumer Behaviour.

**UNIT - II : Internal Determinants of Consumer Behaviour**

Motivation- Learning- Perception-Attitude - Personality and Life style.

**UNIT - III : External Determinants of Consumer Behaviour**

Family - Social Class- Reference Groups and Opinion Leader-Diffusion of innovations- Culture and Subculture.

**UNIT - IV : Consumer Decision Making Process**


**UNIT - V : Organizational Buying Behaviour:**

Introduction, Organizational Buyer Characteristics, Purchase and Demand Patterns, Factors Influencing Organizational Buyer Behaviour, organizational Buyer Decision Process, Organizational Buying Roles
**Suggested readings:**

7. Peelan - Customer Relationship Management, Pearson Education.

**DISCIPLINE SPECIFIC ELECTIVES**

**GROUP – B: MARKETING MANAGEMENT**

**MB 306 B - ADVERTISING AND SALES MANAGEMENT**

**UNIT - I : Integrated Marketing Communications Meaning**

Definition - the Promotion Mix and IMC Planning Process. Introduction to Advertising - Scope - Objectives DAGMAR-5Ms of Advertising - Functions and Importance - Socio- Cultural and Ethical Dimensions of Advertising - Recent Trends in Advertising - Advertising for Social Causes.

**UNIT - II : Advertising Copy**


**UNIT - III : Advertising Media**

Planning and Strategy - Types of Media - Electronic Media - Out Door Media - Media Scheduling Decisions - Media Mix Decisions and an overview of Media Scenario in India.

**UNIT - IV : Advertising Budgets**

UNIT - V : Advertising Agency and Advertising Industry


Suggested readings :
1. Devi A Aakar & John Myer - Advertising Management, Prentise Hall of India.

DISCIPLINE SPECIFIC ELECTIVES
GROUP – B: MARKETING MANAGEMENT
MB 307 B - PRODUCT AND BRAND MANAGEMENT

UNIT - I : Product Management

UNIT - II : Competitive Strategy for Products

UNIT - III : Product Development

UNIT - IV : Concept of Brand
Brand and Firm - Brands and Consumers - Brand Identity - Brand Image - Protecting Brand - Brand Perspectives – Brand Levels - Brand Evolution

UNIT - V : Brand Equity
Brand Loyalty and Brand Equity - Brand Personality - Building Brands - Brand Extension strategies - Brand Positioning - 3 Cs of Positioning - Competitive Positioning.

Suggested readings:


DISCIPLINE SPECIFIC ELECTIVES

GROUP – C: FINANCIAL MANAGEMENT

MB 305 C - SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

UNIT - I : Introduction to Risk Return Analysis

Unit - II: Bond Valuation

UNIT - III : 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 - Accounting Analysis – Technical Analysis – Charting the Market Movements and Dow Theory

Unit – IV: Portfolio Theory

UNIT - V : Portfolio Selection and Evaluation

Suggested readings :

DISCIPLINE SPECIFIC ELECTIVES
GROUP – C: FINANCIAL MANAGEMENT
MB 306 C INDIAN FINANCIAL SYSTEM

UNIT-1: Financial System

UNIT - II : Money Market
Functions - benefits - money market instruments - Treasury Bills market - Call/notice money market - commercial papers - certificate of deposits - commercial bills market - discount markets.

UNIT - III : Capital Market
Primary Markets: Initial Public Offer (IPO) - Follow on Public Offering (FPO) - Rights Issue - Private Placements, Preference Issues - Book Building, American Depository Receipts (ADRs), Global Depository Receipts (GDRs), Foreign Currency Convertible Bonds (FCCBs).

UNIT - IV : Capital Market
Secondary Markets: Stock Exchange - Organisation, Management & Membership - Functions -
listing, trading and settlement - Bond Market: Significance, functions, participants - Depositories and Custodians - National Securities Depository Ltd (NSDL), Central Depository Services (India) Ltd (CDSL), The Stock Holding Corporation of India Ltd (SHCIL).

UNIT - V : Regulatory Framework
RBI: Functions and Role - Monetary Policy. SEBI: Objectives, Powers and functions - SEBI Regulations relating to Capital Markets - Investors' Protection.

Suggested readings :


DISCIPLINE SPECIFIC ELECTIVES
GROUP – C: FINANCIAL MANAGEMENT
MB 307 C - CORPORATE TAXATION AND PLANNING

UNIT - I :
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 - II :
Computation of Income from House Property - Income from Business - Capital Gains - Other Sources (Problems) - Set-off and Carry forward of losses - Deductions from GTI u/s.80 applicable to companies - Computation of Total Income and Tax Liability (problems). - New Provisions of MAT.

UNIT-III:
Wealth Tax - Scheme of Wealth Tax - Valuation Date, Net Wealth, Assets for wealth tax purpose, Deemed Assets, Exempted Assets applicable to companies - Computation of wealth tax liability of Corporate Assessee (Problems).

UNIT-IV:


UNIT - V :

Tax Planning in respect of Mergers and Amalgamations - Tax considerations in setting up New Industrial Undertaking - Tax planning in respect of Export Promotion - Capital Gains Investments - Tax planning and foreign collaborations.

Suggested readings :

2. B.B.Lal & N. Vashisht: Direct Taxes, Pearson Education.

DISCIPLINE SPECIFIC ELECTIVES
GROUP – D: SYSTEMS MANAGEMENT

MB 305 D - RELATIONAL DATABASE MANAGEMENT SYSTEMS (RDBMS)

UNIT-I: Introduction


UNIT - II : Data Normalization

Introduction - Sample database- first - second - third Normal Forms Beyond third normal form - Data rules and integrity - effects of Business rules - Converting class clan diagram to normalized tables - data dictionary.
UNIT - III : Queries and sub queries.

Data queries - Basics - Computation - Group by multiple tables - Sub queries - Joints - SQL testing queries.

UNIT-IV: SQL Forms

Application development using SQL FORMS organization of SQL FORMS - Function Key - Screen Painter, default form designing a complete form- trigger and their types trigger command syntax - Use of macro generating a form, running a form, user exits.

UNIT - V : SQL Report Writer

Types of reports, entering the query formulating the report, calculated filed, group settings modifying tent settings, previewing a report running a report, SQL LOADER, Database Administrator

Suggested readings:


DISCIPLINE SPECIFIC ELECTIVES
GROUP – D: SYSTEMS MANAGEMENT
MB 306 D - MANAGEMENT OF SOFTWARE PROJECTS

UNIT - I : Introduction


UNIT-II: Process Models

Perspective models - Waterfall model - incremental process models - evolutionary process model - specialized process model - Unified process. An agile view of process- agility -Agile process -
Agile process models

UNIT - III : Software Engineering Practice

Communication practice- planning practices - modeling practices - construction practice -
deployment - system engineering - computer-based system- system engineering hierarchy-
Business process engineering- product engineering - system modeling.

UNIT - IV : Requirement Engineering

Requirement engineering tasks - Initiating Requirement engineering process - Eliciting
Requirements- Developing user care - Building Analysis model- Negotiating Requirements -
Validating requirements.

UNIT - V : Building the Analysis Model

Requirement analysis - Analysis modeling Approaches - Data Modeling concepts- Object oriented
analysis- Scenario Based Analysis- Flow oriented modeling- Clan Based modeling-Creating
Behavioral Model.

Suggested Readings:

1. Roger S. Prenman -Software Engineering A Practitioner's Approach McGraw Hill -
International edition

DISCIPLINE SPECIFIC ELECTIVES

GROUP – D: SYSTEMS MANAGEMENT
MB 307 D - ENTERPRISE RESOURCE PLANNING (ERP)

UNIT - I : ERP Overview

Evolution of ERP - EP Technologies-ERP Technologies - ERP As Decision support system - ERP
Architecture Consideration for ERP implementation.

UNIT - II : Introduction to ERP

ERP Vs MRP, Evolution- Growth- Benefits and limitations of ERP- Phases of ERP- Sales,
Marketing, Distribution Manufacturing - Finance- Personnel - Purchase and Inventory - Planning
UNIT-III: ERP


UNIT - IV : ERP Models


UNIT - V : ERP Implementation Life Cycle


Suggested Readings:


MBA - IV SEMESTER

MB 401 - OPERATIONS MANAGEMENT

UNIT -I : Introduction


UNIT - II : Designing Operations

Product Design - Process Design - Facilities Location - Steps in Facilities location - Factors
UNIT - I: The Structure and Strategy of International Business

UNIT - II : 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 for India for the practice of global leadership in business. Ethics and Social Responsibilities of International Firms - International ethical codes of conduct - Cross Cultural, Cross Religion and Cross Racial Issues.

UNIT - III : Role of Multi National Enterprises (MNEs)
How MNE's exploit market imperfections - seeking markets, efficiency and knowledge - MNE's and life cycle of product - The MNE's and competitive advantage of nations - Regulatory environment of MNE's - Guidelines for Managers of MNE's - Areas of particular concern to MNE's - Multinational bankruptcy. - Cross Border Liability and Trade Disputes - Protection of Intellectual Property - Tradeoffs between business abroad and national security / foreign policy at home - Role of Indian MNE's in International Business - Hidden Values and responsibilities to stakeholders.

UNIT-IV: International Economic Institutions Agencies and Agreements

UNIT-V: Functional Operations Management

Suggested Readings:

MB 403- CREATIVITY AND INNOVATION

UNIT - I : Realms of Creativity
Creativity - Concept - Convergent and Divergent Thinking - Creative Intelligence - Enhancing Creativity Intelligence - Determinants of Creativity - Creativity Process - Roots of Human Creativity - Biological, Mental, Spiritual and Social - Forms of Creativity - Essence, Elaborative and Expressive - Existential, Entrepreneurial and Empowerment
UNIT - II: Creative Personality
Traits Congenial to Creativity - Motivation and Creativity - Strategies for changing Motivation - Creativogenic Environment - Formative Environment and Creativity - Adult Environment - Environmental Stimulants - Blocks to Creativity-Strategies for unblocking Creativity.

UNIT - III: Corporate Creativity

UNIT - IV: Creative Organisation

UNIT - V: Management of Innovation

Suggested Readings:

MB 405 INTER DISCIPLINARY ELECTIVE II
MB 405 (a) – PERSONAL FINANCE

UNIT - I: Introduction:
Personal Finance - Definition and Concepts (income, expenditure, savings, investment, income tax etc.), Nature and Scope, Objectives, and Importance of
Personal Finance; **Source of Income** - Salary Income, Rental Income, and other sources; **Family Profile** - Size, Composition, Needs, Compulsions and Requirements; **Career Planning and Financial Goals** - short-term, medium-term and long-term plans; **Time value of Money** - Concepts, Motives, Compounding and Discounting, and Application of Time Value Concepts.

**UNIT - II:** **Personal Financial Planning:**
- **Financial Planning** - Meaning, Decisions involved, and Benefits of Financial Planning;

**UNIT - III:** **Managing Liquidity:**
- **Banking and Interest Rates** - Types of Institutions, Types of Banking Services (Savings and Term Deposit Accounts, Demat Accounts, Credit and Debit Cards, Consumer Finance etc.), Interest Rates on Deposits and Loans, Matching of Banking Services with Developed Financial Plan;

**UNIT - IV:** **Investment and Tax Planning:**
- **Investments** - Concept, objectives, Constraints, Investment Avenues, Merits and Demerits of Various Investment Avenues;
- **Balanced Portfolio** - Concepts of Risk, Return, and Diversification - Investments in Mutual Funds and Stocks.

**UNIT - V:** **Insurance and Retirement Planning:**
- **Insurance** - Concept, objectives, Types of Insurance, Importance of Insurance in Protection of Wealth, Role of Insurance Companies, Key Factors in Insurance Spending;

**Suggested Reading**


**MB 405 INTER DISCIPLINARY ELECTIVE II**

**MB 405 (b) - MANAGEMENT INFORMATION SYSTEM**

**UNIT - I : Introduction**

Meaning - Evolution of MIS-Manager's view of Information System - Strategic

UNIT - II : Decision Making and Information Systems


UNIT - III : Strategic Planning of Information Systems


UNIT - IV : Systems Analysis and Design


UNIT - V : Organisation of Information System

Centralised, Decentralised and Distributed Processing-Role and Responsibilities of Information Systems Professionals-Security and Ethical Issues in Information Systems-Risks, Controls and Threats.

Suggested readings :


DISCIPLINE SPECIFIC ELECTIVE
GROUP - A: HUMAN RESOURCE MANAGEMENT
UNIT - I : An Overview of Industrial Relations System
Definition - Objectives of IR - Participants in Industrial Relations - Functional requirements of successful Industrial Relations programmes - Industrial Relations perspectives - The system model (Dunlops approach) - The plaudits approach - Weber’s social action approach - Evaluation and growth of Industrial Relations in India - Changing dimensions of Industrial Relations - Changing profile of major stakeholders - Government policies and IR.

UNIT - II: Union Management Relations

UNIT - III : Collective Bargaining and Grievance Handling

UNIT - IV : International Industrial Relations
Recognition of Trade Unions practices in foreign countries - Social security schemes in abroad - Glimpse into Industrial Policy of East Asia - Industrial Relations in Japan - Labour Relations in china - Industrial Relations system in Great Britain and USA - Unions strategy - a USA perspective- International Trade Union Organizations.

UNIT - V : Contemporary Issues in Industrial Relations

Suggested readings :
2. P.R.N. Sinha Indu Bala Sinha Seema Priyadarshini Shekar- Industrial Relations, Trade Unions and Labour Legislation Pearson Education.
UNIT - I : Foundation of Compensation Management

UNIT - II : Components of Pay Structure

UNIT - III : Compensation Strategy and 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) - Performance Plans - Broad Based Option Plans (BBOPs) - The Role of Performance Appraisal in Compensation Decisions.

UNIT - IV : International Compensation Systems

UNIT - V: Components of Pay Structure in India

Suggested readings :
DISCIPLINE SPECIFIC ELECTIVE
GROUP - A: HUMAN RESOURCE MANAGEMENT
MB 408 A STRATEGIC HUMAN RESOURCE MANAGEMENT

Unit I: Introduction to Strategic Human Resource Management


Unit II: Human Resource Strategy


Unit III E-HRM Strategy


Unit IV: Knowledge and Talent Management Strategy


Unit V: Career and Competency Management Strategy


Suggested Readings:

4. Rajib Lochan Dhar (2008), Strategic Human Resource Management, New Delhi, Excel Books
UNIT - I : Introduction to Services Marketing


UNIT - II : Services Marketing Mix

Traditional 4P's - Product - Pricing - Promotion and Physical Distribution - Extended Marketing Mix 3P's physical Evidence - People and Process.

UNIT - III : Marketing Strategies for Service Firms


UNIT - IV : Marketing of Tourism and Travel services


UNIT - V: Marketing Strategies for Financial and Other Services


Suggested Readings:

2. Love Lock Christopher H. - Services Marketing, Prentices Hall of India.
5. Ram Mohan - Services Marketing, TATA Mc.graw Hill. Co.
DISCIPLINE SPECIFIC ELECTIVE
GROUP – B: MARKETING MANAGEMENT

MB 407 B - RURAL MARKETING

UNIT - I : Introduction to Rural Marketing
Meaning and definition - stages in development of rural markets - characteristics of rural markets - differences between urban and rural markets - rural marketing environment- problems and challenges of rural markets

UNIT - II : Agricultural Marketing-I

UNIT - III : Agricultural Marketing -II
Defects in agricultural marketing - Steps to improve agricultural marketing - Role of middleman in agricultural marketing Aims, Objectives, Role and functioning of different agricultural marketing agencies and institutions - Regulated markets , Cooperative marketing institutions, Periodic markets, Rural retail outlets - NAFED, MARKFED, APEDA.

UNIT - IV : Rural Marketing Mix Strategies
Rural product strategies and brand management - Rural pricing strategies - Rural distribution strategies - Rural promotional strategies.

UNIT - V : Rural Consumer Behaviour and Innovations in Rural Marketing
Rural consumer behaviour - Types and characteristics of rural consumers - Factors influencing rural consumer behaviour - Shopping habits of rural consumers - Opinion leaders. Rural marketing initiatives by corporate sector - corporate sector in agri-business - cultivation, processing and retailing.

Suggested readings :
2. CNG Krishnama charyulu and Lalitha Ramakrishnan : Rural Marketing - Text and Casesd
DISCIPLINE SPECIFIC ELECTIVE

GROUP – B: MARKETING MANAGEMENT
MB 408 B - SUPPLY CHAIN MANAGEMENT

Unit - I: Introduction to Supply Chain Management-Concept, Objectives and function of SCM, conceptual framework of SCM, supply chain strategy- collaboration, demand flow, Customer Service, Technology integration, Problems of complexity confronting SCs. ii. Global Supply Chain Management, Reverse Supply Chain, Value chain and value delivery systems for SCM

Unit - II: i. Logistics Management -Inbound, Internal and Outbound Logistics in SCM, Developing the Logistics organization for effective Supply Chain Management, development of integrated logistics strategy, Logistics in Maximizing profitability and cash flow, 3PL, 4PL, International Logistics,. ii. Sourcing of material, Global sourcing–issues and Problems. e-Procurement, Group Purchasing, Supplier Relations, Supplier Partnerships,. Inventory Management in Supply chain-Role and importance of inventory in SC

Unit - III: Transportation in SC, Transportation formats, Modes of Transportation, factors affecting transportation performance, Factors influencing the selection of transporter, modes of transport, Fleet Management, multi model transport, Vehicle Scheduling and routing, Milk run and cross docking. Warehousing- types of warehouses, warehousing operations, Warehouse automation, Warehouse management systems.


Unit - V: SC Network Design, Distribution network in SC, Channel design, factors influence design, options in distribution network, Role and importance of Distributors in SCM, SC integrationInternal and external, Role and importance and selection of Handling systems in SC integration.

Suggested Books:

DISCIPLINE SPECIFIC ELECTIVE

GROUP – C: FINANCIAL MANAGEMENT

MB 406 C - INTERNATIONAL FINANCIAL MANAGEMENT

UNIT - I : International Financial System


UNIT - II : 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 development (Problems and Cases).

UNIT - III : 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 and cases)

UNIT - IV : International Monetary System

Forwards, Swaps, and interest rate futures. European Monetary markets, Asian Currency Markets, GDRs, ADRs, Blocked Accounts, Dealing position, Speculation and leveraged arbitrage (Problems).

UNIT - V : Financial Management of Multinational Firm


Suggested readings:

DISCIPLINE SPECIFIC ELECTIVE
GROUP – C: FINANCIAL MANAGEMENT

MB 407 C - STRATEGIC FINANCIAL MANAGEMENT

UNIT - I : Introduction

UNIT - II : Capital Structure Planning

UNIT - III : Corporate Acquisitions

UNIT - IV : Corporate Valuation

UNIT - V : Corporate Restructuring

Suggested readings :

2. Aswath Damodaran - Corporate Finance Wiley India 2nd Edn.
UNIT - I : Introduction


UNIT - II : Forward & Future Contracts

Concept - Features - Forward Contract Types - Forward Rate Agreements - Forward Trading Mechanism - Forwards Vs. Futures - Future Contracts - Types - Evolution of Futures Market - Players in futures market - Functions - Trading Mechanism - Specifications of future contracts - Pricing of futures-Yielding, no income, known income, known dividend - Hedging with futures and forwards (Problems)

UNIT - III : Options

Concepts - Options Vs. Futures - Types - Trading with options - Basic principles - Strategies involving options - Hedging with options - Currency options.

UNIT - IV : Valuation of Options

Factors determining option value - Binomial Option Pricing Model-single period and two period - Black-Scholes Option Pricing Model-non dividend and dividend paying strategies - The Greeks of Black Scholes Model.

UNIT - V : Financial Derivative Market in India

Suggested Readings:

2. David A. Dubofsky & Thomas W. Miller, JR: Derivatives-Valuation and Risk Management, Oxford University Press

DISCIPLINE SPECIFIC ELECTIVE

GROUP – D: SYSTEMS MANAGEMENT

MB 406 D - ARTIFICIAL INTELLIGENCE

UNIT - I : AI Roots and Scope


UNIT - II : Structural and Strategies

Structures and Strategies for state space search : Introduction, Graph Theory- Strategies for state space search, Using the state space to represent. Reasoning with the predicate Calculus.

UNIT - III : Heuristic Search

Introduction, An algorithm for Heuristic search, admissibility, Monotonicity and Informedness, using Heuristics in Games, Complexity issues.

UNIT - IV : Representation and Intelligence


UNIT - V : Reasoning in Uncertain Situations

Introduction - Logic - Based Adductive Inference - Abduction - Alternatives to Logic- The Stochastic Approach to Uncertainty.
Suggested Readings:

2. Elaine Rich Kevin Knight, Artificial Intelligence, Tata McGraw Hill, New Delhi, 2007

DISCIPLINE SPECIFIC ELECTIVE
GROUP – D: SYSTEMS MANAGEMENT

MB 407 D - DATA COMMUNICATIONS AND NETWORKING

UNIT - I: Introduction

Data Communications - Components - Data Representations - Data Flow - Networks - Distributed Processing, Network Criteria - Physical Structures - New work models - Categories of Networks - Interconnection of Networks - The Internet-Protocol and Standards.

UNIT - II : Network Models

Layered tasks - OSI model- Layered architecture- Peer-to peer processes- encapsulation layers in the OSI model- TCP/IP Protocol suite- Addressing

UNIT - III : Data and Signals

Analog and Digital - Periodic Analog Signals - Digital Signals- Transmission Impairment - Data Rate Limits - Performance.

UNIT - IV : Digital Transmission


UNIT - V: Bandwidth Utilization


Suggested Readings:
1. Data Communication and Networking by Behraaz A Forouzan (Fourth edition) McGraw Hill Companies
3. Tomasi - Introduction to Data Communications & Networking, Pearson Education.

DISCIPLINE SPECIFIC ELECTIVE
GROUP – D: SYSTEMS MANAGEMENT

MB 408 D - DATA MINING AND DATA WAREHOUSING

UNIT -I : Introduction

Data Mining Functionalities- Classification of Data Mining systems- Data Mining task primitives- Integration of a Data mining system with a Database or Data warehouse system-Major Issues in Data Mining.

UNIT - II : Data Processing

Descriptive Data Summarization - Data cleaning - Data Integration and Transformation - Data Reduction- Data Discretization and Concept hierarchy generation.

UNIT - III : Data warehouse and OLAP Technology

An overview- A multi Dimensional Data Model - Data ware house Architecture- Data warehouse Implementation - from Data ware house into Data Mining.

UNIT - IV : Mining Frequent Patterns

Association and Co-relation - Basic Concept and a road map-efficient and Scalable frequent item set mining methods- Mining various kinds of Association rules.

UNIT - V : Classification and Prediction

Issues regarding classification and Prediction - Classification by decision tree induction- Bayesian classification - Rule Based classification.

Suggested readings : 
1. Jiawei Han and Micheline Kamber, *Data Mining Concepts and Techniques*.
3. Tan, *Data mining*, Pearson Education.