
	<b>SRK INSTITUTE OF TECHNOLOGY</b> <b>AN AUTONOMOUS INSTITUTION</b> <b>Enikepadu, Vijayawada 521108</b> Approved by AICTE, Permanently Affiliated to JNTUK, Kakinada (ISO 9001:2015 Certified Institution) <b>DEPARTMENT OF BUSINESS ADMINISTRATION</b>	
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## MBA COURSE STRUCTURE MBA-SRK 23

I YEAR I SEMESTER							
S.No	Course Code	Courses	Marks	L	T	P	C
1	C-101	Management and Organizational Behavior	100	4	0	0	4
2	C-102	Managerial Economics	100	4	0	0	4
3	C-103	Accounting for Managers	100	4	0	0	4
4	C-104	Quantitative Analysis for Business Decisions	100	4	0	0	4
5	C-105	Legal and Business Environment	100	4	0	0	4
6	C-106	Business Communication and Soft skills	100	4	0	0	4
7	C-107 Open Elective	Cross Cultural Management Rural Innovation projects MOOCs : SWAYAM/NPTEL- Related to Management Courses other than listed courses in the syllabus	100	4	0	0	4
8	C-108	Business Communication and Soft skills Lab	50	0	0	2	2
9	C-109	Information Technology – Lab1 (Spreadsheet and Tally)	50	0	0	2	2
<b>Total</b>			<b>800</b>	<b>28</b>	<b>0</b>	<b>4</b>	<b>32</b>

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

### II YEAR III SEMESTER

S.No	Course Code	Courses	Marks	L	T	P	C
1	C-301	Strategic Management	100	4	0	0	4
2	C -302	Operations Research	100	4	0	0	4
3	E -301	Elective – 1	100	4	0	0	3
4	E-302	Elective – 2	100	4	0	0	3
5	E-303	Elective – 3	100	4	0	0	3
6	E-304	Elective – 4	100	4	0	0	3
7	C-304	Industrial Project based on Summer Internship	100	4	0	0	4
<b>Total</b>			<b>700</b>	<b>28</b>	<b>0</b>	<b>0</b>	<b>24</b>

### II YEAR IV SEMESTER

S.No	Course Code	Courses	Marks	L	T	P	C
1	C -401	Supply Chain Management and Analytics	100	4	0	0	4
2	C-402	Innovation and Entrepreneurship	100	4	0	0	4
3	E-401	Elective – 5	100	4	0	0	3
4	E-402	Elective – 6	100	4	0	0	3
5	E-403	Elective – 7	100	4	0	0	3
6	E-404	Elective – 8	100	4	0	0	3
7	C-403	Comprehensive Viva- voce	50	0	0	0	2
<b>Total Marks / Credits</b>			<b>650</b>	<b>28</b>	<b>0</b>	<b>0</b>	<b>22</b>
			<b>2800</b>				<b>104</b>

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

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

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

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

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

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

**III SEMESTER**  
**FINANCE**

<b>S. no</b>	<b>Course Code</b>	<b>SUBJECT TITLE</b>
<b>1</b>	EF-301	Investment Analysis and Portfolio Management
<b>2</b>	EF-302	Managing Banks and Financial Institutions
<b>3</b>	EF-303	Financial Markets and Services
<b>4</b>	EF-304	Mergers, Acquisitions and Corporate Restructuring
<b>5</b>	EF-305	Taxation

**IV SEMESTER**  
**FINANCE**

<b>S. no</b>	<b>Course Code</b>	<b>SUBJECT TITLE</b>
<b>6</b>	EF-401	Financial Derivatives
<b>7</b>	EF-402	Global Financial Management
<b>8</b>	EF-403	Financial Risk Management
<b>9</b>	EF-404	Strategic Financial Management
<b>10</b>	EF-405	Behavioral Finance

### III SEMESTER MARKETING

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

### IV SEMESTER MARKETING

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

### III SEMESTER SYSTEMS

S. no	Course Code	SUBJECT TITLE
1	ES-301	Data Mining for Business Decisions
2	ES-302	Managing Software Projects
3	ES-303	Web Designing
4	ES-304	Business Analytics
5	ES-305	Managing Digital Innovation and Transformation

### IV SEMESTER SYSTEMS

S. no	Course Code	SUBJECT TITLE
6	ES-401	Big Data Analytics
7	ES-402	Enterprise Resource Planning
8	ES-403	Cyber Laws & Security
9	ES-404	Information Systems Audit
10	ES-405	Artificial Intelligence and Machine Learning

## **OPERATIONS MANAGEMENT**

### **III SEMESTER**

<b>S. no</b>	<b>Course Code</b>	<b>SUBJECT TITLE</b>
<b>1</b>	EO-301	Service Operations Management
<b>2</b>	EO-302	Quality Toolkit for Managers
<b>3</b>	EO-303	Pricing and Revenue Management
<b>4</b>	EO-304	Operations Strategy
<b>5</b>	EO-305	Sales and Operations Planning

### **IV SEMESTER OPERATIONS MANAGEMENT**

<b>S. no</b>	<b>Course Code</b>	<b>SUBJECT TITLE</b>
<b>6</b>	EO-401	Behavioral Operations Management
<b>7</b>	EO-402	Theory of Constraints
<b>8</b>	EO-403	Management of Manufacturing Systems
<b>9</b>	EO-404	Sourcing Management
<b>10</b>	EO-405	Supply Chain Analytics

## **TRAVEL AND TOURISM MANAGEMENT**

### **III SEMESTER**

<b>S. no</b>	<b>Course Code</b>	<b>SUBJECT TITLE</b>
<b>1</b>	ET-301	Travel agency and Tour Operations
<b>2</b>	ET-302	Hospitality Management
<b>3</b>	ET-303	Resort Planning and Destination Management
<b>4</b>	ET-304	Tourism Policy and Planning
<b>5</b>	ET-305	Recreation Management

### **IV SEMESTER TRAVEL AND TOURISM MANAGEMENT**

<b>S. no</b>	<b>Course Code</b>	<b>SUBJECT TITLE</b>
<b>6</b>	ET-401	Travel Media and Journalism
<b>7</b>	ET-402	Event Management
<b>8</b>	ET-403	Front Office Management
<b>9</b>	ET-404	Information Technology and Tourism
<b>10</b>	ET-405	Eco Tourism Practices

## **HEALTH CARE AND HOSPITAL MANAGEMENT**

### **III SEMESTER**

<b>S. no</b>	<b>Course Code</b>	<b>SUBJECT TITLE</b>
<b>1</b>	EHC-301	Hospital organization and Management
<b>2</b>	EHC-302	Health Care Policies and Delivery Systems
<b>3</b>	EHC-303	Health Economics
<b>4</b>	EHC-304	Hospital Functions and Support Services
<b>5</b>	EHC-305	Revenue Cycle Management

### **IV SEMESTER**

## **HEALTH CARE AND HOSPITAL MANAGEMENT**

<b>S. no</b>	<b>Course Code</b>	<b>SUBJECT TITLE</b>
<b>6</b>	EHC-401	Patient Care & Services Management
<b>7</b>	EHC-402	Managed Health Care and Insurance
<b>8</b>	EHC-403	Health Laws, Ethics and Regulations
<b>9</b>	EHC-404	Hospital Management Information System
<b>10</b>	EHC-405	Health Analytics

## **ENTREPRENEURSHIP AND SMALL ENTERPRISE MANAGEMENT**

### **III SEMESTER**

<b>S. no</b>	<b>Course Code</b>	<b>SUBJECT TITLE</b>
<b>1</b>	EE-301	Indian Models in Entrepreneurship
<b>2</b>	EE-302	Social Entrepreneurship
<b>3</b>	EE-303	Business Plan Preparation for Small Business
<b>4</b>	EE-304	Entrepreneurial Marketing
<b>5</b>	EE-305	Planning, Structuring, and Financing Small Business

**IV SEMESTER**  
**ENTREPRENEURSHIP AND SMALL ENTERPRISE MANAGEMENT**

<b>S. no</b>	<b>Course Code</b>	<b>SUBJECT TITLE</b>
<b>6</b>	EE-401	Marketing for Small Business
<b>7</b>	EE-402	Finance and Accounting for Small Business
<b>8</b>	EE-403	Technology Appreciation and Intellectual Property Rights
<b>9</b>	EE-404	Innovation Technology Management
<b>10</b>	EE-405	Venture Valuation and Accounting

**AGRO-BUSINESS MANAGEMENT**

**III SEMESTER**

<b>S. no</b>	<b>Course Code</b>	<b>SUBJECT TITLE</b>
<b>1</b>	EA-301	Agro-Marketing Management
<b>2</b>	EA-302	Agro-Business and Rural Green Market
<b>3</b>	EA-303	Agro-Business Environment
<b>4</b>	EA-304	Agro-Supply Chain Management
<b>5</b>	EA-305	Entrepreneurship for Agriculture

**IV SEMESTER**

<b>S. no</b>	<b>Course Code</b>	<b>SUBJECT TITLE</b>
<b>6</b>	EA-401	Food Processing Management
<b>7</b>	EA-402	Disaster Management
<b>8</b>	EA-403	Food Retail Management
<b>9</b>	EA-404	Agro- Technology Management
<b>10</b>	EA-405	Organic Food Technology

**LOGISTICS AND SUPPLY CHAIN MANAGEMENT**  
**III SEMESTER**

<b>S. no</b>	<b>Course Code</b>	<b>SUBJECT TITLE</b>
<b>1</b>	EL-301	Store keeping and Warehousing management
<b>2</b>	EL-302	Transportation and Infrastructure Management for SCM
<b>3</b>	EL-303	Purchasing and Material Management
<b>4</b>	EL-304	Reverse Logistics
<b>5</b>	EL-305	Supply Chain Risk Management

**IV SEMESTER**  
**LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

<b>S. no</b>	<b>Course Code</b>	<b>SUBJECT TITLE</b>
<b>6</b>	EL-401	Enterprise Resource Planning
<b>7</b>	EL-402	International Logistics Management
<b>8</b>	EL-403	Lean Supply Chain Management
<b>9</b>	EL-404	Shipping and Maritime law
<b>10</b>	EL-405	Green Supply Chain Management



## **BUSINESS ANALYTICS**

### **III SEMESTER**

<b>S. no</b>	<b>Course Code</b>	<b>SUBJECT TITLE</b>
<b>1</b>	EB-301	Essentials of Business Analytics
<b>2</b>	EB-302	Text, Social Media& Web Analytics
<b>3</b>	EB-303	Predictive Analytics
<b>4</b>	EB-304	Big Data Analytics
<b>5</b>	EB-305	Marketing Analytics

### **IV SEMESTER**

## **BUSINESS ANALYTICS**

<b>S. no</b>	<b>Course Code</b>	<b>SUBJECT TITLE</b>
<b>6</b>	EB-401	Financial Analytics
<b>7</b>	EB-402	HR Analytics
<b>8</b>	EB-403	Econometrics and Business Forecasting
<b>9</b>	EB-404	Data Warehousing and OLAP
<b>10</b>	EB-405	Data Mining& Machine learning



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**Department of Business Administration**



## I YEAR I SEMESTER

<b>C-101</b>	<b>Management and Organizational Behavior</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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### **Objective:**

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

### **Course Objectives:**

CO1: To understand the evolution of management and pioneering contribution in management Practices for getting clarity and to apply.

CO2: To know the relevance of organization structure and its controlling.

CO3: To learn about Individual and group behavior in learning, personality etc in the organizational context.

CO4: To understand the Motivation, leadership and group related perspectives in organizations.

CO5: To study the organizational behavior – conflict, stress communication and development in management.

### **Course Outcomes:**

1. Describe the functions and importance of management.
2. Understand the difference between formal and informal organizations for taking effective decisions.
3. Interpret the scope of organizational behaviour and its significance.
4. Demonstrate the impact of motivation and leadership in group dynamics.
5. Solve organizational conflicts through negotiation and team building.

## **Management and Organizational Behavior Syllabus**

### **Unit- I**

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

### **Unit-II**

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

### **Unit– III**

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

### **Unit– IV**

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

### **Unit– V:**

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

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

### **References:**

1. Harold Koontz, Heinz Weihrich, A.R. Aryasri, Principles of Management, TMH, 2010.
2. Dilip Kumar Battacharya, Principles of Management, Pearson, 2012.
3. Kumar, Rao, Chhaalil "Introduction to Management Science" Cengage Publications, New Delhi
4. V.S.P. Rao, Management Text and Cases, Excel, Second Edition, 2012.
5. K. Anbuvelan, Principles of Management, University Science Press, 2013.
6. K. Aswathappa "Organisational Behaviour-Text, Cases and Games", Himalaya Publishing House, New Delhi, 2008.
7. Steven L. McShane, Mary Ann Von Glinow, Radha R. Sharma: "Organisational Behaviour", TMH Education, New Delhi, 2008

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

#### **Course Objectives:**

CO1: To inculcate the basic knowledge about the concepts of economics and managerial economics.

CO2: To describe the role of demand and demand forecasting for effective decision making.

CO3: To develop economic way of thinking while dealing with production and cost analysis to solve business problems.

CO4: To understand the concept of market intelligence and to evaluate the nature of different market structures for sensible economic managerial decisions.

CO5: To create awareness about characteristics of national income and price fluctuating in business.

#### **Course Outcomes:**

1 Determine the fundamentals of Economics and Managerial Economics and able to apply them for effective managerial decision making.

2. Evaluate the various decisions of the managers using demand, elasticity demand and demand forecasting.

3. Analyze different theories and concepts of production and cost so that the cost benefits can be examined for economic decision making.

4. Analyze the price output conditions in each market structure and also evaluate in which type of market the organization achieves abnormal profits.

5. Understand the concept of national income and price fluctuating in business.

### **Managerial Economics**

#### **UNIT-I:**

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

#### **UNIT-II:**

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

#### **UNIT-III:**

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

#### **UNIT-IV:**

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

**UNIT-V:**

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

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

**References:**

1. D.M.Mithani, Managerial Economics, Himalaya Publishing House
2. H.CraigPeterson,W.CrisLewis, Managerial Economics,Pearson,2005.
3. GuptaG.S., Managerial Economics,TMH,1988.
4. P.L.Mehta,Managerial Economics,PHI,2001.
5. K.KDawett, Modern Economic Theory, Sultan Chand & Sons.
6. D.N.Dwivedi, ManagerialEconomics, 7thEd, VikasPublishing.Rangarajan and Dholkia, Macro economics, TMH.

<b>C-103</b>	<b>Accounting for Managers</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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**Objective:**

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

**Course Objectives:**

CO1: To understand the financial accounting concepts and its process.

CO2: To know the analysis and interpretation of Financial Statements – Tools & Techniques.

CO3: To learn about Cost Accounting Methods, Techniques and Inventory Valuation Methods.

CO4: To know about Management Accounting Concepts and Preparation of various types of functional budgets.

CO5: To create awareness about techniques of Standard Costing and Applications of Marginal Costing.

**Course Outcomes:**

1. Able to know how to prepare the final accounts of a business firm.
2. Competent to analyze the financial performance of a business firm by using various financial analysis tools.
3. Proficient to get the awareness of cost accounting methods and inventory valuation techniques.
4. Capable of how to prepare the various functional budgets of a business firm.
5. Able to apply the techniques of variance analysis and applications of marginal costing in business practices.

## **Accounting for Managers**

**Unit – I:**

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

**Unit – II:**

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

**Unit – III:**

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

**Unit – IV:**

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

**Unit-V:**

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

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

1. MAHESWARI AND MAHESWARI" Financial Accounting", Vikas Publishing House, New Delhi, 2013.
2. Pandey, I.M. Management Accounting, Vikas Publishing House, New Delhi.
3. Horngen, Sundem & Stratton, Introduction to Management Accounting, Pearson Education, New Delhi.
4. Hansen & Mowen, Cost Management, Thomson Learning.
5. Mittal, S.N. Management Accounting and Financial management, ShreeMahavir Book Depot, New Delhi.
6. Jain S.P. and Narang K.L. Advanced Cost Accounting, Kalyani Publishers Ludhiana.
7. Khan M.Y. and Jain, P.K. Management Accounting, TMH, N. Delhi.

<b>C-104</b>	<b>Quantitative Analysis For Business Decisions</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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### **Objective:**

Students would be able to acquire an understanding of descriptive statistical tools like measures of central tendency, measures of variation, bi-variate statistical tools, theory of probability and sampling techniques and apply these tools to real life situations.

### **Course Objectives:**

**CO1:** To learn how to apply basic statistical tools in research.

**CO2:** To acquire knowledge on how to understand and apply bivariate statistical methods in real life and business decision making.

**CO3:** To understand the basic principles of probability theory and theoretical distributions.

**CO4:** To understand how to present and reasonably solid base data for day to day business decisions.

**CO5:** To develop understanding on various types of large and small sampling techniques.

### **Course Outcomes:**

1. Able to learn the application of statistical tools in research.
2. Competent to acquire knowledge on bi variate statistical methods.
3. Proficient to get an understanding of the theory of probability.
4. Capable of understanding the tools of statistical decision theory.
5. Able to develop an understanding of sampling theory.

## **Quantitative Analysis For Business Decisions**

### **UNIT I**

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

### **UNIT II**

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

### **UNIT III**

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

### **UNIT-IV**

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

### **UNIT-V**

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



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

**References:**

- 1) Quantitative Techniques in management – N.D.VOHRA TMH PVT.LTD
- 2) Statistical methods – S.P.GUPTS – S.CHAND & SONS
- 3) Operations Research and Quantitative Techniques – D.P.APTE – EXCEL PUBLICATIONS
- 4) Fundamentals of Statistics – S.C.GUPTA – HPH
- 5) Statistics for management – T.N.SRIVASTAVA – TMH 2008

<b>C-105</b>	<b>Legal and Business Environment</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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### **Objective**

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

### **Course Objectives:**

- CO1: To understand the concept of Business Environment at National & International Level.
- CO2: To know the structure of Indian Economy and Political Environment.
- CO3: To learn about Business Law & Indian Contract Act, 1872.
- CO4: To know about Companies Act 2013 & Information Technology Act, 2000.
- CO5: To create awareness about various Business Acts.

### **Course Outcomes:**

1. Able to know the factors influencing the Business Environment.
2. Competent to understand the Structure of Indian Economy.
3. Proficient to get the awareness Business Laws & Indian Contract Act.
4. Capable of understanding Companies Act & IT Act.
5. Able to aware about various Business Acts.

## **LEGAL AND BUSINESS ENVIRONMENT**

### **UNIT-I**

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

### **UNIT-II**

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

### **UNIT-III**

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

#### **UNIT-IV**

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

#### **UNIT-V**

Miscellaneous Acts: Sales of Goods Act 1930-Sale- agreement to Sale – Implied Conditions and Warranties – Right to Information Act 2005 - Consumer Protection Act 1986- Competition Act Environment (Protection) Act 1986- Foreign Exchange Management Act (FEMA).

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

#### **References:**

1. Francis Cherunillam, Business Environment, Himalaya Publishers. 2.K.Aswathappa, Essentials of Business Environment, Himalaya Publishers. 3.P.K.Dhar, Indian Economy Growing Dimensions, Kalyani Publishers. 4.N.D.Kapoor , Mercantile Law, Sultan Chand Publishers.
- 5.Chaula and Garg, Mercantile Law, Kalyani Publishers

<b>C-106</b>	<b>Business Communication and Soft skills</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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**Objective:** To facilitate effective information exchange between managers, employees, and other stakeholders. It aims to ensure clarity in conveying goals, expectations, and strategies, leading to improved decision-making and problem-solving within the organization. Effective Business Communication and Soft Skills also foster a positive work culture, promoting teamwork and employee engagement.

### **Course Objectives:**

**CO 1:** To understand the fundamental purpose of communication and how the communication process works, including its components and stages.

**CO 2:** To ensure that communication within an organization is efficient, effective, and aligned with its goals and values.

**CO 3:** To understand and utilize the various nonverbal cues and signals that accompany verbal communication to enhance the overall effectiveness of communication.

**CO 4:** To convey information, ideas, and messages effectively through written language.

**CO 5:** To effectively deliver information, ideas, or messages to an audience in a compelling and engaging manner.

### **Course Outcomes:**

**1:** students will be able to understand and articulate the fundamental objectives and stages involved in effective communication, enabling them to apply this knowledge to various personal and professional communication scenarios.

**2:** participants would learn how to analyze an organization's communication needs, identify appropriate communication channels.

**3:** Understand the significance of nonverbal cues like body language, facial expressions, and gestures in enhancing communication effectiveness.

**4:** Develop the ability to compose clear, concise, and professional written messages, including emails, reports, and memos.

**5:** Learn how to structure presentations logically and coherently, ensuring a smooth flow of information.

## **Business Communication and Soft skills**

### **Unit – I**

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

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

### **Unit – II**

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

**LAB:** Organizational Communication: Choosing the organization – goal setting - time management –

– leadership traits – team work – communicating across teams- designing career and life planning.

### **Unit – III**

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

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

### **Unit – IV**

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

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

### **Unit- V**

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

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

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

#### **References:**

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

<b>C-107A</b> <b>Open Elective</b>	<b>CROSS CULTURAL MANAGEMENT</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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### **Course Objective:**

CO1: To acquaint the basic knowledge of Cross Culture dimensions and background of business stakeholders

CO2: To acquaint knowledge of global operations like communication, religion, trading.

CO3: To Gain knowledge about cross culture negotiation & decision making.

CO4: To understand about global operations like staffing and training, motivating and leading expatriates and repatriates.

CO5: To know and understand about nature, various applications of successful implementation of Culture change phase.

### **Course Outcomes:**

1: Understand the role of culture in international business and the importance of managing cultural differences.

2: Obtain knowledge about communication strategy for Indian MNC/foreign MNC

3: Acquaint knowledge of negotiation overview with two illustrations from multicultural Contexts.

4: Acquaint knowledge of staffing and training for global operations, expatriates

5: Understand the concepts of designing the strategy for a culture change building

## **Cross Cultural Management**

### **Unit – I**

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

### **Unit – II**

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

### **Unit – III**

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

### **Unit – IV**

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

## **Unit – V**

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

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

### **References:**

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

<b>C-107B</b>	<b>Rural Innovation Projects</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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### **Objective:**

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

### **Course Objectives:**

CO1: To understand the concept of Resources & utilization of resources in a effective manner.

CO2: To know the land based resource development.

CO3: To learn about human resource dimensions of rural development.

CO4: To know about approaches of Rural development in India.

CO5: To create awareness Rural development projects in the era of Agriculture.

### **Course Outcomes:**

1. Able to know the better utilization of resources in a better manner.
2. Competent to understand the Land based resource development.
3. Proficient to get the awareness Human resource dimensions.
4. Capable of understanding approaches of Rural development.
5. Able to create awareness rural development in the era of Agriculture.

## **Rural Innovation Projects**

### **Unit-I**

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

### **Unit-II**

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

### **Unit-III**

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

### **Unit-IV**

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



**Unit-V**

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

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

**References:**

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

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

<b>C-108</b>	<b>Business Communication and Soft skills Lab</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>
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### **Course Objective:**

CO1: To acquire knowledge about Giving and Taking Information on Phone

CO2: To learn to develop communication through Debate.

CO3: To learn about Non- Verbal Communication.

CO4: To acquire knowledge about Writing Skills.

CO5: To learn how to built confidence in Presentation Skills.

### **Course Outcomes:**

- 1: The students learn about making inquiries on the phone.
- 2: They gain awareness about Time Management and Group Discussion.
- 3: They gain Knowledge about Non- Verbal Communication.
- 4: It enhances the writing skills on Letter Writing and Resume Writing
- 5: It emphasizes the concept of Presentation Skills

## **Business Communication and Soft skills**

### **Unit: 1**

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

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

### **Unit – II**

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

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

### **Unit – III**

Non verbal communication and Body Language: Understanding Body Language Aspects and presenting oneself to an interviewer, Proper handshakes.

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

## **Unit – IV**

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

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

## **Unit- V**

Presentation skills: Designing presentations and enhancing presentation skills.

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

## **References:**

1. Menasha Rama: —Business Communication, Oxford University Press, New Delhi
2. Sangita Mehta, NeetyKaushish: —Business Communication, University Science Press, New Delhi, 2010.
3. Anjali Ghanekar: —Business Communication Skills, Everest Publishing House, New Delhi, 2011
4. Interact- Orient Black Swan.
5. Strengthen your Communication Skills.

<b>C-109</b>	<b>Information Technology – Lab1 (Spreadsheet and Tally)</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>
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### Course Objective:

CO1: To familiarize Students with basic to intermediate skills for using Excel in the classroom.

CO2: To provide students hands on experience on MS Excel Utilities

CO3: To impart knowledge regarding concepts of Financial Accounting. Tally is an accounting package which is used for learning to maintain accounts.

CO4: To make students capable to create company, enter accounting voucher entries including advance voucher entries.

CO5: To Demonstrate an understanding of various predefined inventory vouchers to suit the various business requirements and flexibility to create unlimited stock items, use simple to complex conversion units and generate invoices with the required information and dimensions..

### Course Outcomes:

- 1: Able to understand the basics of spread sheet.
- 2: Learner able to know the various Excel functions.
- 3: Acquaint with functional knowledge of Tally.
- 4: Understand the features and configuration of Tally.
- 5: Gain knowledge to use the inventory in Tally.

### Lab Evaluation:

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

### UNIT- 1

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

### UNIT -II

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

### **UNIT- III**

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

### **UNIT- IV**

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

### **UNIT- V**

Inventory in Tally- Stock – groups – Stock Categories - Godowns / Location Units of Measure - Stock Items - Creating payroll-Pay roll Reports.

## I YEAR II SEMESTER

C-201	Financial Management	100	4	0	0	4
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### Objective:

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

### Course Objectives:

- CO1: To understand the concept of Financial Management and its role in present business scenario.
- CO2: To know the sources of Finance and how to calculate Leverages and WACC.
- CO3: To learn about methods of Time value of money and capital budgeting techniques.
- CO4: To know about theories of Dividend and its Impact on value of a company.
- CO5: To create awareness on importance of working capital, cash management and receivables management.

### Course Outcomes:

- 6. Able to make the decisions of Financial Management.
- 7. Capable to compute Leverages and WACC.
- 8. Proficient to evaluate the investment proposals by applying Capital Budgeting Techniques.
- 9. Capable of understanding the impact of dividend decision on value of firm and market price of share.
- 10. Able to aware about working capital estimation, cash management techniques and receivables management.

## Financial Management

### UNIT- I

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

### UNIT-II

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

### UNIT -III

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

### UNIT-IV

Dividend Decision: Meaning and Significance – Major forms of dividends – Theories of Dividends (Walters Model, Gordon Model, Linter & Richardson Model and MM Theory) – Determinants of Dividend – Dividends Policy and Dividend valuation – Bonus Shares –Stock Splits – Dividend policies of Indian Corporate.

## **UNIT-V**

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

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

### **References:**

1. I.M. Pandey: —Financial Management”, Vikas Publishers, New Delhi, 2013.
2. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi,
3. Prasanna Chandra: —Financial Management Theory and Practicel, Tata McGrawHill 2011.
4. P.Vijaya Kumar, M.Madana Mohan, G. Syamala Rao: —Financial Management”, Himalaya Publishing House, New Delhi, 2013.
5. Brigham,E.F: —Financial Management Theory and Practicel, Cengae Learning, New Delhi, 2013



<b>C-202</b>	<b>Human Resource Management</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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### **Objective:**

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

### **Course Objectives:**

CO1: To enable students understand the significant role played by HRM departments and familiarize them with the factions of HR manager.

CO2: To explain students about the scientific recruitment and selection processes and their merits and demerits.

CO3: To ensure students knowledge about different performance appraisal techniques and compensation trends.

CO4: To make students recognize the importance of evaluating job performances and offering competitive pay packages to employees

CO5: To familiarize students with the usual disciplinary and grievance handling procedures.

### **Course Outcomes:**

1. Understand HRM practices and apply them effectively in the real time business to increase productivity.
2. Apply job analysis, scientific recruitment, selection processes and Training for higher productivity
3. Demonstrate relevant performance appraisal and compensation systems to meet individual and organizational strategic needs.
4. Understand the importance of evaluating job performances and offering competitive pay packages to employees.
5. Analyze disciplinary and grievance mechanisms to ensure stability and smooth functioning of the organization.

### **UNIT -I**

HRM: Significance - Definition and Functions – evolution of HRM- Principles - Ethical Aspects of HRM- - HR policies, Strategies to increase firm performance - Role and position of HR department – aligning HR strategy with organizational strategy - HRM – changing , global perspective challenges, environment – emerging trends in HRM. Human Resource Information System (HRIS)

### **UNIT -II**

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

### **UNIT -III**

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

#### **UNIT -IV**

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

#### **UNIT -V**

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

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

#### **References:**

1. K Aswathappa:“Human Resource and Personnel Management”, TataMcGrawHill,NewDelhi,2013.
2. N.SambasivaRaoandDr.NirmalKumar:“HumanResourceManagementandIndustrialRelations”, Himalaya Publishing House, Mumbai.
3. Mathis, Jackson,Tripathy:“Human Resource Management: Asouth-Asian Perspective”, Cengage Learning, New Delhi, 2013.
4. SubbaRaoP:“PersonnelandHumanResourceManagement-TextandCases”,HimalayaPublications, Mumbai, 2013.
5. MadhurimaLall,SakinaQasimZasidi:“HumanResourceManagement”,ExcelBooks,NewDelhi, 2010.

<b>C-203</b>	<b>MARKETING MANAGEMENT</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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### **Objective:**

The Course is designed for the students to understand the Marketing concepts and to identify, enrich and fulfill the needs of customers and markets.

### **Course Objectives:**

CO1: To develop greater insight on concepts of marketing and strategies.

CO2: To understand basis for market segmentation, targeting & positioning.

CO3: To make the students understand product strategies and pricing strategies.

CO4: To explain marketing communication concepts.

CO5: To provide necessary distribution and marketing control concepts.

### **Course Outcomes:**

1. Apply their knowledge to develop appropriate marketing strategies.
2. Determine marketing strategies based on segmentation, target marketing and positioning by examining consumer behavior.
3. Describe the competencies to enhance the product offerings and pricing decisions.
4. Demonstrate knowledge to create integrated marketing communication strategies.
5. Examine marketing control and distribution strategies.

### **UNIT -I**

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

### **UNIT -II**

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

### **UNIT -III**

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

### **UNIT -IV**

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

## **UNIT -V**

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

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

## **References**

- Phillip Kotler: **“Marketing Management”**, Pearson Publishers, New Delhi, 2013.
- Rajan Saxena: **“Marketing Management”**, Tata McGraw Hill, New Delhi, 2012.
- VS Rama swamy & S Namakumari, Marketing Management Global Perspective Indian Context 4th Edition, Mac Millan Publishers 2009.
- Tapan K Panda: **“Marketing Management”**, Excel Books, New Delhi, 2012
- Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: **“Marketing”**, Oxford University Press, Chennai, 2013

<b>C-204</b>	<b>OPERATIONS MANAGEMENT</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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### **Objective:**

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

### **Course Objectives:**

CO1: To understand the concept of Operations Management & its recent trends.

CO2: To know the Product Design & Process Selection.

CO3: To learn about methods of Forecasting & Capacity planning.

CO4: To know about Productivity & its influencing factors.

CO5: To create awareness about Quality Management.

### **Course Outcomes:**

1. Able to know the Operations Managements & its trends.
2. Competent to understand the Product Design & Process Selection.
3. Proficient to get the awareness of forecasting & capacity planning.
4. Capable of understanding Productivity & its influencing factors.
5. Able to aware about Quality Management & its various dimensions.

## **OPERATIONS MANAGEMENT**

### **UNIT-I:**

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

### **UNIT -II:**

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

### **UNIT- III:**

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

### **Unit- IV:**

Productivity: Factors, Affecting Productivity – Job Design – Process Flow Charts – Method Study – Work Measurement – Engineering and Behavioral Approaches – Emerging trends in productivity.

### **UNIT -V:**

Quality Management: Quality- Definition, Dimension, Cost of Quality, Quality Circles- Continuous improvement (Kaizen), ISO (9000&14000 Series), Statistical Quality Control: Variables &

Attributes, Process Control, Control Charts -Acceptance Sampling, Operating Characteristic Curve (AQL, LTPD, Alpha & Beta risk), Total Quality Management (TQM).

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

**References:**

1. Krajewski & Ritzman (2004). Operation Management -Strategy and Analysis. Prentice Hall of India.
2. Panner Selvem, Production and Operation Management, Prentice Hall of India.
3. Chunnawals, Production & Operation Management Himalaya, Mumbai
4. Charry, S.N (2005). Production and Operation Management- Concepts, Methods Strategy. John Willy& Sons Asia Pvt Limited.
5. K Aswathappa & Sridhar Bhatt, Production & Operations Management, Himalaya, Mumbai.

<b>C-205</b>	<b>Business Research Methods</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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### **Objective**

This course is an introductory course in business research methods. The course gives an overview of research process including research problem definition, research design, data collection, data analysis, writing of reports and ethical issues involved. This course is meant to be a foundation to the business research projects that the students are expected to do in their 2<sup>nd</sup> year of management studies. The management specific attributes, knowledge and skills that students are expected to possess when they complete the programme.

### **Course Objectives:**

- CO1:** To develop understanding of the basic framework of research process.
- CO2:** To develop an understanding of various research designs and techniques.
- CO3:** To understand the preparation and presentation of research report.
- CO4:** To apply the techniques of non parametric tests in research.
- CO5:** To develop understanding of the application of quality control chart techniques.

### **Course Outcomes:**

- 11. Able to understand the design, methodologies and analysis in research methods.
- 12. Competent to understand the various research techniques.
- 13. Proficient to get an understanding of preparation and presentation of research report.
- 14. Capable of understanding the non parametric methods.
- 15. Able to develop an understanding and application of statistical quality control techniques.

## **Business Research Methods**

### **UNIT-I**

**Introduction:** Nature and importance of research, the role of business research, aims of social research, types of research-pure research, applied research, qualitative research, quantitative research, exploratory research, descriptive research and experimental research, ethical issues in business research, defining research problem, steps in research process.

### **UNIT-II**

**Data Base:** Discussion on primary and secondary data, tools and techniques of collecting data, methods of collecting data, sampling design and sampling procedures, random and non random sampling techniques, determination of sample size, appropriate sampling design, designing of questionnaire. Measurement and scaling, nominal scale, ordinal scale, interval scale and ratio scale, Likert scale, Guttman scale and Semantic differential scale.

### **UNIT-III**

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

#### **UNIT -IV**

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

#### **UNIT -V**

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

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

#### **References:**

- 1) Research methodology, methods and techniques. C.R. Kothari, New Age International Publishers.
- 2) Statistical Techniques and Research Methodology, Navdeep and Guptha, Kalyani Publishers.
- 3) Business Research Methods, William G. Zikmund, Cengage Learning, New Delhi.
- 4) Research Methodology in Social Sciences, 7<sup>th</sup> edition, Himalaya Publications.
- 5) Research Methodology, A. Bhujanga Rao, Excel Books, 2008



<b>C-206A Open Elective</b>	<b>PROJECT MANAGEMENT</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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### **Objective:**

The objective of this course is to enable the students to gain basic knowledge about the concept of project, project management, project life-cycle, project appraisal; to acquaint the students about various issues of project management.

### **Course Objectives:**

- CO1: To understand the concept of Project management.
- CO2: To know the Market Feasibility Study.
- CO3: To learn about methods of Technical and Legal feasibility.
- CO4: To know about Financial Feasibility by using Capital Budgeting Methods.
- CO5: To create awareness Project Implementation & Review.

### **Course Outcomes:**

1. Able to know the basics of Project Management.
2. Competent to understand the feasibility study in the lines of Markets.
3. Proficient to get the awareness of Technical & Legal Feasibility.
4. Capable of understanding the applicability of Financial feasibility.
5. Able to aware about Project Implementation & Review.

## **PROJECT MANAGEMENT**

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

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

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

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

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

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

1. Prasanna Chandra, —Projects, Planning, Analysis, Selection, Financing, Implementation and Review, Tata McGraw Hill Company Pvt. Ltd., New Delhi 1998.
2. Gido: Effective Project Management, 2e, Thomson, 2007.
3. Singh M.K, —Project Evaluation and Management.
4. Vasanth Desai, Project Management, 4th edition, Himalaya Publications 2018.
5. Clifford F. Gray, Erik W. Larson, —Project Management, the Managerial Emphasis, McGraw Hill, 2000

<b>C-206B Open Elective</b>	<b>Technology Management</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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### **Objective:**

This Course is designed to make student understand the emerging technology and aims at providing an overview of various issues connected with Management of Technology in organizations.

### **Course Objectives:**

- CO1: To understand the concept and evolution of Technology.
- CO2: To know the Technology Assessment.
- CO3: To learn about Technology diffusion.
- CO4: To know about Financial Aspects in Technology Management.
- CO5: To create awareness about Human aspects in Technology Management.

### **Course Outcomes:**

1. Able to know the basics of Technology and its management.
2. Competent to understand the Technology Assessment.
3. Proficient to get the awareness of diffusion of Technology.
4. Capable of understanding Financial Aspects of technology management.
5. Able to aware about Human aspects of Technology Management.

### **UNIT-I.**

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

### **UNIT-II:**

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

### **UNIT-III:**

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

### **UNIT-IV:**

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

## **UNIT-V:**

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

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

Suggested Readings:

1. Sharif Nawaz: Management of Technology Transfer & Development, APCFT, Bangalore, 1983.
2. Rohtagi P K, Rohtagi K and Bowonder B: Technological Forecasting, Tata McGraw Hill, New Delhi.
3. Betz Fredrick: Managing Technology, Prentice Hall, New Jersey.
4. Gaynor: Handbook of Technology Management, McGraw Hill.
5. Tarek Khalil: Management of Technology, McGraw Hill International, 2000.

<b>C-206C</b>	<b>Lean Management</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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### **Objective:**

To understand issues and challenges in implementing and development in lean manufacturing techniques from TPS and its contribution for improving organizational performance.

### **Course Objectives:**

CO1: To understand the concept of different types of production system.

CO2: To know the Just in Time.

CO3: To learn about Quality Management Techniques.

CO4: To know about Total Productive Maintenance.

CO5: To create awareness Lean Culture.

### **Course Outcomes:**

1. Able to know the basics of Production System.
2. Competent to understand the concept of JIT.
3. Proficient to get the awareness of Techniques of Quality management.
4. Capable of understanding TPM.
5. Able to aware about Lean Culture.

## **Lean Management**

### **Unit- I**

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

### **UNIT- II**

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

### **UNIT -III**

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

### **UNIT- IV**

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

### **UNIT- V**

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

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

**References:**

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

<b>C-206D</b>	<b>Data Base Management System</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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### **Objective:**

The course is to present an introduction to database management systems, with an emphasis on how to organize, maintain and retrieve - efficiently, and effectively - information from a DBMS.

### **Course Objectives:**

CO1: To understand the concept of Data base Management System.

CO2: To know the Entity Relationship Model.

CO3: To learn about methods of querying and SQL.

CO4: To know about Transaction Systems & Concurrency.

CO5: To create awareness on advances topics in Databases.

### **Course Outcomes:**

1. Able to know the basics of DBMS.
2. Competent to understand the relationship between Entity & Data.
3. Proficient to get the awareness of Querying and SQL.
4. Capable of understanding Transaction Systems & Concurrency.
5. Able to aware about advances topics in Databases.

## **SYLLABUS**

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

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

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

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

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

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

**References:**

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



<b>C-207</b>	<b>IT Lab (R Programming)</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>
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### **Objective:**

After taking the course, students will be able to

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

### **Course Objectives:**

CO1: To understand the concept of R for Statistical Programming.

CO2: To know the Functions and uses of R in better manner.

CO3: To learn about various types of Statistical Models.

CO4: To know about the use of R in research.

CO5: To develop own knowledge on R.

### **Course Outcomes:**

16. Able to know the basic concepts of R.

17. Competent to understand the functions and uses of R in optimal way.

18. Proficient to get the awareness of types of statistical models.

19. Capable of understanding use of R in research.

20. Able to aware to develop own knowledge on R.

## **IT Lab (R Programming)**

### **UNIT-I:**

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

### **UNIT-II:**

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

### **UNIT-III:**

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

**UNIT-IV:**

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

**UNIT-V:**

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

**References:**

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

## II YEAR III SEMESTER

C-301	STRATEGIC MANAGEMENT	100	4	0	0	4
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### Course objectives

- COB 1. To understand the foundations of strategic management and analyze external and internal environment of the business
- COB 2. To SS internal resources and capabilities and formulate effective strategies
- COB 3. To implement and evaluation of strategic performance

### Course outcomes

- CO1. Knowledge about vision mission and objectives of the organization
- CO2. Acquainted the student with knowledge about strengths weaknesses opportunities and threats of the organisation
- CO3. Understood about framing of strategy at various levels
- CO4. Acquainted the student with knowledge about structures of organization and its impact on strategy
- CO5. Obtain knowledge of evolutioned of strategy and its control

### UNIT-I

Introduction: Concepts in Strategic Management, Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company's strategy – Crafting a strategy.

### UNIT-II

Environmental Scanning: Industry and Competitive Analysis -Evaluating company resources and competitive capabilities – SWOT Analysis – Strategies and competitive advantages in diversified companies and its evaluation. Tools and techniques- Porter's Five Force Model, BCG Matrix, GE Model.

### UNIT-III

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

### UNIT-IV

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

### UNIT-V

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

### **References**

1. P.Subba Rao: Business Policy and Strategic Management, Himalaya PublishingHouse, New Delhi, 2010
2. Kazmi: Strategic Management and Business Policy, Tata McGraw Hill, 2009
3. R.Srinivasn: Strategic Management, PHI Learning, New Delhi, 2009
4. Adrian Haberberg & Alison: Strategic Management, Oxford University Press, NewDelhi, 2009

<b>C-302</b>	<b>OPERATIONS RESEARCH</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
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### **Course objectives**

- COB 1: To use mathematical techniques to obtain the best possible solution to problems involving limited resources.
- COB 2: To make familiarize with principles and techniques of Operations Research and their applications in decision- making.

### **Course Outcomes:**

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

- CO 1 : Identify and develop operational research models from the verbal description Of the real system.
- CO 2 : Select the mathematical tools that are needed to solve optimization problems.
- CO 3 : Use mathematical software to solve the proposed models.
- CO 4 : Apply network models.
- CO 5 : Determine Dynamic Programming Models.

### **Unit – I:**

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

### **UNIT II:**

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

### **Unit – III:**

Dynamic Programming – Applications of D.P. (Capital Budgeting, Production Planning, Solving Linear Programming Problem) – Integer Programming – Branch and Bound Method.

### **Unit – IV:**

Game Theory: Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, matrix and arithmetic methods. Simulation – Simulation Inventory and Waiting Lines.

### **Unit – V:**

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

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

**References:**

1. Winston, Operations Research, Cengage, ND
2. Anand Sharma, Operations Research, Himalaya Publishing House, 3.  
Kalavarthy, S.Operations Research, Vikas Publishers House Pvt Ltd.,
4. Mcleavey & Mojena, Principles of Operations Research for Management, AITBS publishers,
5. V.K.Kapoor, Operation Research Techniques for Management, Sultan Chand & Sons,
6. Richard Bronson & Govindasami Naadimuthu, SCHAUM'S OUTLINE OF  
THEORY & PROBLEMS OF Operations Research, 2nd Ed., Tata Mc Graw-Hill  
Edition,
7. JK Sharma Operation Research – Theory and Applications, MacMillan.

### III SEMESTER HUMAN RESOURCE MANAGEMENT

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

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

#### **Unit II:**

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

#### **Unit III:**

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

#### **UNIT IV:**

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

#### **UNIT V:**

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

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

#### **Reference Books:**

1. Peter G. Northouse, Leadership, 2010, Sage. Publication.
2. Richard L. Daft –Leadership|| Cengage Learning 2005.
3. Uday Kumar Halder –Leadership and Team Building|| Oxford Higher Education 2010
4. Richard L Hughes, Robert C Ginnett, Gordon J Curphy –Leadrrship|| Tata Mc Graw Hill Education Private Limited 2012.

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

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

### **Unit- II:**

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

### **Unit-III:**

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

### **UNIT -IV:**

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

### **UNIT- V:**

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

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

### **References**

1. Prem Chadha: —Performance Management, Macmillan India, New Delhi, 2008.
2. Michael Armstrong & Angela Baron, –Performance Management: The New Realities, Jaico Publishing House, New Delhi, 2010.
3. T.V.Rao, –Appraising and Developing Managerial Performance, Excel Books, 2003.
4. David Wade and Ronad Recardo, –Corporate Performance Management, Butter Heinemann, New Delhi, 2002.
5. Dewakar Goel: –Performance Appraisal and Compensation Management, PHI Learning, New Delhi, 2009
6. A.M. Sarma –Performance Management Systems, Himalaya Publishing House, New Delhi, 2010.



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

### **Unit 1**

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

### **Unit II**

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

### **Unit III**

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

### **Unit IV**

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

### **UNIT V:**

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

### **References**

1. Edwards Martin R, Edwards Kirsten (2016),-Predictive HR Analytics: Mastering the HR Metricll, Kogan Page Publishers, ISBN-0749473924
2. Fitz-enz Jac (2010), -The new HR analytics: predicting the economic value of your company's human capital investmentsll, AMACOM, ISBN-13: 978-0-8144-1643-3
3. Fitz-enz Jac, Mattox II John (2014), -Predictive Analytics for Human Resourcesll, Wiley, ISBN- 1118940709
4. Bernard Marr(2018), Data Driven HR: How to use Analytics and metrics to data driven performance, Kindle Edition.
5. John Sullivan(2003)HR Metrics The World Class Way, Kennedy Information ISBN 978-1932079012

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

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

### **Unit II:**

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

### **Unit III:**

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

### **Unit IV:**

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

### **Unit V:**

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

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

### **References**

1. I.L.O., Social & Labour aspects of Economic Development, Geneva.
2. Report of the National Commission on Labour
3. Patterson & Schol., Economic Problems of Modern Life. Mc-Graw Hill Book Company.
4. Walter Hageabuch, Social Economics, Cambridge University Press.
5. S. Howard Patterson, Social Aspects of Industry.
6. Millis and Montgonery, Labours Progress and some Basic Labour Problems. Mc - Graw HillBook Company.
7. Flamholtz, Eric, Human Resource Accounting, Dickenson Publishing Co., Califf.

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

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

### **Unit II**

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

### **Unit III**

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

### **Unit IV**

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

### **Unit V**

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

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

### **References:**

1. Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay.
2. Trvelove, Steve, Handbook of Training and Development, Blackwell Business.
3. Warren, M.W. Training for Results, Massachusetts, Addison-Wesley.
4. Craig, Robert L., Training and Development Handbook, McGraw Hill.
5. Garner, James, Training Interventions in Job Skill Development, Addison-Wesley.
6. Mathis, Jackson, Tripathy:—Human Resource Management: A south-Asian Perspective, Cengage Learning, New Delhi, 2013
7. Subba Rao P: -Personnel and Human Resource Management-Text and Cases, Himalaya Publications, Mumbai, 2013.

**IV SEMESTER  
HUMAN RESOURCE MANAGEMENT**

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

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

**UNIT II:**

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

**UNIT III:**

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

**UNIT IV:**

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

**UNIT V:**

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

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

**References:**

1. Govt. of India (Ministry of Labour, 1969). Report of the Commission on Labour Welfare, New Delhi: Author.
2. Govt. of India (Ministry of Labour, 1983). Report on Royal Commission on Labour in India, New Delhi: Author.
3. Malik, P.L: -Industrial Law, Eastern Book Company. Laknow, 1977
4. Moorthy, M.V: —Principles of Labour Welfare, Oxford University Press, New Delhi.

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

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

### **UNIT II**

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

### **UNIT III**

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

### **UNIT IV**

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

### **UNIT V**

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

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

### **References:**

1. Subba Rao P: -International Human Resource Management, Himalaya Publishing House, Hyderabad, 2011
2. Nilanjan Sen Gupta: -International Human Resource Management Text and cases, Excel Books, New Delhi.
3. Tony Edwards :—International Human Resource Management, Pearson Education, New Delhi, 2012
4. Aswathappa K, Sadhana Dash: -International Human Resource Management, TMH, New Delhi,
5. Monir H Tayeb: -International Human Resource Management, Oxford Universities Press, Hyderabad, 2012.

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

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

#### **UNIT II:**

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

#### **UNIT III:**

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

#### **UNIT IV:**

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

#### **UNIT V :**

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

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

#### **References**

1. C.S Venkataratnam: –Industrial Relations, Oxford University Press, New Delhi, 2011
2. Sinha: –Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi, 2013
3. Mamoria: —Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2010
4. B.D.Singh: –Industrial Relations, Excel Books, New Delhi, 2010
5. Arun Monappa: –Industrial Relations, TMH, New Delhi. 2012
6. Prof. N.Sambasiva Rao and Dr. Nirmal Kumar: –Human Resource Management and Industrial Relations, Himalaya Publishing House, Mumbai
7. Ratna Sen: –Industrial Relations, MacMillon Publishers, New Delhi, 2011

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

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

### **UNIT – II:**

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

### **UNIT – III:**

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

### **UNIT – IV:**

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

### **UNIT-V :**

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

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

### **References:**

1. Arun Monappa; Personnel Management;
2. Rudrabasava Raj M.N. : Dynamic Personnel Administration Management of HumanResources;
3. Udai Pareek, Human Resource Development;
4. S. Ravishankar & R.K. Mishra (Ed). : Management of Human Resources in PublicEnterprises;
5. Haribson F, Educational Planning and Human Resources Development, International Institute for Education, UNESCO, Paris; Bell DJ, Planning Corporate' Manpower, Longman; 7, Walker James W'. Human Resource Planning, MGH.

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

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

### **UNIT-II**

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

### **UNIT-III**

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

### **UNIT-IV**

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

### **UNIT-V**

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

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

### **References:**

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



### III SEMESTER FINANCE

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

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

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

**Unit-III:** Fundamental Analysis – Economy, Industry and Company Analysis, Technical Analysis – Concept and Tools and Techniques Analysis – Technical Analysis Vs Fundamental Analysis - Efficient Market Hypothesis; Concept and Forms of Market Efficiency.

**Unit-IV:** Elements of Portfolio Management, Portfolio Models – Markowitz Model, Efficient Frontier and Selection of Optimal Portfolio. Sharpe Single Index Model and Capital Asset Pricing Model, Arbitrage Pricing Theory.

**Unit-V:** Performance Evaluation of Portfolios; Sharpe Model – Jensen’s Model for PF Evaluation, Evaluation of Mutual Fund.

#### **Suggested Readings:**

1. Fisher DE and Jordon RJ, Security Analysis and Portfolio Management, PHI, New Delhi
2. Ambika Prasad Dash, Security Analysis and Portfolio Management, IK Int Pub House, New Delhi

3. Hirt and Block, Fundamentals of Investment Management, TataMcGrawHill, New Delhi
4. Reily Frank K, Investment Analysis and Portfolio Management,Cengage, New Delhi
5. Bodie,Kane,Marcus and Mohanty, Investments, TataMcGraw Hill, New Delhi
6. Peter Lynch, One Up on Wall Street, Simon & Schuster Paperbacks, New York
7. Sharpe W, Alexander,GJ., & Baily JV., Investments, TMH, New Delhi
8. Avadhani, VA, SAPM, Himalaya Publishers.
9. Bhalla, VK Investment Management, S.Chand., New Delhi
10. Preeti Singh, Investment Management, Himalaya Publishers.
11. Timothy Vick, How to Pick Stocks like Warren Buffett, TMH, New Delhi.

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

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

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

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

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

### **Suggested Readings:**

1. Koch W Timothy and Scott S Macdonald, "Bank Management" Thomson (South-Western), Bangalore 2005 (Text Book)
2. Khan M Y., "Indian Financial System", Tata Mc Graw Hill, New Delhi, 2004
3. Srivastava, RM ., "Management of Indian Financial Institutions", Himalaya Publishing House, Mumbai, 2005
4. Avadhani V A., "Investments and Securities Markets in India", Himalaya Publishing House, Mumbai, 2004
5. Srinivasan NP and Saravanavel, P., "Development Banking in India and Abroad", Kalyani Publications, Ludhiyana, 2001

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

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

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

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

**UNIT – IV:** Credit Rating – Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Mutual Funds – Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds. Working of Public and Private Mutual Funds in India. Debt Securitization – Concept and Application – De-mat Services-need and Operations-role of NSDL and CSDL.

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

**Suggested Readings:**

1. Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
2. V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai
3. DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House
4. Anthony Saunders and MM Cornett, Fin Markets & Institutions,TMH,
5. Edminister R.D., Financial Institution, Markets and Management.
7. Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi

<b>EF-304</b>	<b>MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Unit – I:** Mergers- types of merger– theories of mergers- operating, financial and managerial synergy of mergers – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities- Impact of M & A on stakeholders.

**Unit – II:** M & A – A strategic perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A- SWOT analysis, BCG matrix. Takeovers, types, takeover strategies, - Takeover defences – financial defensive measures – methods of resistance– anti-takeover amendments – poison pills Legal aspects of Mergers/amalgamations and acquisitions/takeovers- Combination and Competition Act- Competition Commission of India (CCI), The SEBI Substantial Acquisition of Shares and Takeover code

**Unit – III:** Merger Process: Dynamics of M&A process - identification of targets – negotiation - closing the deal. Five-stage model – Due diligence– Types - due diligence strategy and process - due diligence challenges. Process of merger integration – organizational and human aspects – managerial challenges of M & A.

**Unit – IV:** Methods of financing mergers – cash offer, share exchange ratio – mergers as a capital budgeting decision Synergies from M&A: Operating and Financial synergy Accounting for amalgamation – amalgamation in the nature of merger and amalgamation in the nature of purchase-pooling of interest method, purchase method – procedure laid down under Indian companies act of 2013.

**Unit – V:** Corporate restructuring – significance - forms of restructuring – joint ventures – selloff and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnership– Limited Liability Partnership (LLP) in India: Nature and 91 incorporation of LLP-De merger- strategic alliance buyback of shares.

### **Suggested Readings:**

1. Value Creation from Mergers and Acquisitions, Sudi Sudarsanam – 1/e, Pearson Education, 2003.
2. Merger Acquisitions & Corporate Restructuring – Chandrashekar Krishna Murthy & Vishwanath. S.R – Sage Publication.
3. Mergers, acquisitions and Corporate Restructuring, Nishikant Jha, Himalaya Publishing House, 2011.
4. Corporate Restructuring, Bhagaban Das, Debdas Raskhit and Sathya Swaroop Debasish, Himalaya Publishing, 2009.
5. Business Legislation for Management, M.C. Kuchhal and Vivek Kuchhal, 4/e, Vikas Publishing House, 2013.

<b>EF-305</b>	<b>TAXATION</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Objective:** To acquaint the students with the theoretical and practical aspects of direct taxes including wealth taxes.

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

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

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

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

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

### **Suggested Readings:**

1. Dr. V.K. Singhania & Dr. Kapil Singhania, Direct Taxes Law and Practice, Taxman Publications Pvt. Ltd., New Delhi.
2. Bhagavati Prasad, Direct Taxes Law and Practice, Wishwa Prakashan, New Delhi.
3. Dinkar Pagare, Income Tax and Practice, Sultan Chand and Sons, New Delhi.

## IV SEMESTER FINANCE

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

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

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

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

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

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

### **Suggested Readings:**

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



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

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

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

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

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

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

#### **Suggested Readings:**

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

<b>EF-403</b>	<b>FINANCIAL RISK MANAGEMENT</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Objective:** To equip the students with adequate knowledge and Skill to understand and manage the risk and uncertainties to which financial institutions are exposed to.

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

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

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

**Unit – IV:** Techniques and Tools of Risk Management: SWAPS Definition, types of swaps. Interest rate swaps, Currency swaps. Interest rate Swaps: Mechanics of Interest rate swaps.Using Interest rate Swaps to lower borrowing costs, hedge against risk of rising and falling interest rates. Valuation of interest rate Swaps. Pricing of Interest rate swaps at origination and valuing of Interest rate swaps after origination. Currency Swaps: Types of Currency Swaps. Valuation of currency swaps. Using Currency Swaps to lower borrowing costs in foreign country, to hedge against risk of a decline in Revenue, to hedge against risk of an increase in Cost, to hedge against risk of a decline in the value of an asset, to hedge against risk of a rise in the value of a liability. Pricing of currency swap at origination and valuing of currency swap after origination.

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

**Suggested Readings:**

1. Dun and Bradstreet, –Financial Risk Management, 2007, TMH, Delhi.
2. Paul Hopkins, Kogan Page, –Fundamentals of Risk Management, 2010, Institute of Risk Management.
3. Ravi Kumar, –Asset Liability Management, Vision Books Pvt. Ltd.
4. David. A. Dubofsky & Thomas. W. Miller, Jr., –Derivatives Valuation and Risk Management, 2003, Oxford University Press.
5. Jean-Philippe Bouchaud and Mark Potters, –Theory of Financial Risk and Derivative Pricing, 2009, 2nd Ed. Cambridge press
6. John C. Hull & Sankarshan Basu, –Options, Futures and Other Derivatives, 7th Ed, Pearson Education.
7. –Theory and Practice of Treasury and Risk Management in Banks, Indian Institute of Banking and Finance, March 2006, Taxmann
8. Peter S. Rose & Sylvia C. Hudgins, –Bank Management & Financial Services, 7th Ed, Tata McGraw-Hill
9. Rene. M. Stulz, –Risk Management & Derivatives, 2003, Thomson Southwestern.
10. Jayanth Rama Varma, –Derivatives and Risk Management, TMH.

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

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

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

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

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

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

#### **Suggested Readings:**

1. Van Horn, JC, Financial Management and Policy, Prentice Hall, New Delhi
  2. PG Godbole, Mergers, Acquisitions and Corporate Restructuring, Vikas, New Delhi
  3. Weaver, Strategic Corporate Finance, Cengage, ND
  4. Weston JF, Chung KS & Heag SE., Mergers, Restructuring & Corporate Control, PrenticeHall.
  5. GP Jakarthyia, Strategic Financial Management, Vikas, New Delhi
  6. Coopers & Lybrand, Strategic Financial: Risk Management, Universities Press (India) Ltd.
  7. Robicheck, A, and Myers, S., Optimal Financing Decisions, Prentice Hall Inc.
- James T.Gleason, RiskL The New Management Imperative in Finance, A Jaico Book.

<b>EF-405</b>	<b>BEHAVIOURAL FINANCE</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Unit – I** Introduction to Behavioral finance – Nature, scope, objectives and application; Investment Decision Cycle: Judgment under Uncertainty :Cognitive information perception - Peculiarities (biases) of quantitative and numerical information perception - Weber law - Subjective probability – Representativeness – Anchoring - Asymmetric perception of gains and losses framing and other behavioral effects - Exponential discounting - Human economic behavior - Discount factors for short and long horizons - Experimental measurement of the discount factor - Hyperbolic discounting.

**Unit – II:** Utility/ Preference Functions: Expected Utility Theory [EUT] and Rational Thought: Decision making under risk and uncertainty - Expected utility as a basis for decision-making – Theories based on Expected Utility Concept – Decisionmaking in historical prospective - Allais and Ellsberg's Paradoxes - Rationality from an economics and evolutionary prospective – Herbert Simon and bounded rationality- Investor rationality and market efficiency - Empirical data that questions market efficiency.

**Unit –III:** Behavioral Factors and Financial Markets: The Efficient Markets Hypothesis – Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency -Market Predictability –The Concept of limits of Arbitrage Model - Asset management and behavioral factors - Active Portfolio Management: return statistics and sources of systematic underperformance. - Fundamental information and technical analysis – the case for psychological influence.

**Unit – IV:** Behavioral Corporate Finance: Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy - Capital Structure dependence on Market Timing - Mergers and Acquisitions. Systematic approach to using behavioral factors in corporate decisionmaking. External Factors and Investor Behavior: Mechanisms of the External Factor influence on risk perception and attitudes - Connection to human psychophysiology and emotional regulation Active portfolio management – the source of the systematic underperformance.

**Unit – V:** Emotions and Decision – Making: Experimental measurement of risk-related - Measuring Risk - Emotional mechanisms in modulating risk-taking attitude - Neurophysiology of risktaking. Personality traits and risk attitudes in different domains.

#### **Suggested Readings:**

1. Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves. – The Psychology of Investing by John R.
2. Understanding Behavioral Finance by Ackert – Nofsinger, Pearson Prentice Hall, (4th Edition)
3. What Investors Really Want - Learn the lessons of behavioral Finance, Meir Statman, – McGraw-Hill
4. Handbook of Behavioral Finance – Brian R. Bruce
5. Behavioral finance - Wiley Finance - Joachim Goldberg, Rüdiger von Nitzsch
6. Plous, Scott, 1993, The Psychology of Judgment and Decision Making, Ch 10-15

### III SEMESTER MARKETING

EM-301	CONSUMER BEHAVIOR	100	4	0	0	3
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#### Course Objective

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

#### Unit – I

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

#### Unit – II

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

#### Unit – III

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

#### Unit – IV

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

#### Unit – V

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

#### Suggested References:

1. Ramneek Kapoor, Nnamdi O Madichie: -Consumer Behaviour Text and Cases, TMH, New Delhi, 2012.
2. Ramanuj Majumdar: -Consumer Behavior insight from Indian Market, PHI Learning, New Delhi, 2011.
3. M.S.Raju: -Consumer Behavior Concepts, applications and Cases, Vikas Publishing House, New Delhi, 2013.

<b>EM-302</b>	<b>RETAIL MANAGEMENT</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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### **Course Objective:**

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

### **Unit – I**

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

### **Unit – II**

The Retail Marketing Segmentation: Introduction, Importance of Market, Segmentation in Retail, Targeted Marketing Efforts, Criteria for Effective Segmentation, Dimensions of Segmentation, Positioning Decisions , Limitations of Market Segmentation

Store Location and Layout: Introduction, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Country/Region Analysis, Trade Area Analysis, Site Evaluation, Site Selection, Location Based Retail Strategies

### **Unit – III**

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

### **Unit – IV**

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

### **Unit – V**

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

### **Suggested References:**

1. Sheikh and Kaneez Fatima, –Retail Management, Himalaya Publishing House, Mumbai, 2012
2. A.J. Lamba: The Art of Retailing, Tata McGraw Hill Education Pvt. Ltd. N. Delhi. 2011
3. Sivakumar, A, –Retail Marketing, Excel Books, New Delhi, 2007
4. Swapna Pradhan, –Retail management, Tata McGraw Hill Education Pvt. Ltd. New Delhi, 2012.

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

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

### **Unit – I**

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

### **Unit – II**

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

### **Unit – III**

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

### **Unit – IV**

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

### **Unit – V**

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

### **Recommended Books**

Text Books:

1. Alok Kumar, Chabbi Sinha & Rakesh Kumar, Customer Relationship Management: Concepts & Application Biztantra, Delhi, 2007
2. H Peeru Mohamed, A Sagadevan, Customer Relationship Management- A Step-by-Step Approach, Vikas Publishing House Pvt. Ltd., Delhi, 2008
3. Jill Dyche: The CRM Handbook: A Business Guide to Customer Relationship Management, Pearson Education, 2002.



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

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

#### **Unit – I**

Introduction to Strategic Marketing Management: Strategic marketing process. Concept of strategic marketing. Levels of Strategies-Corporate, Business and Operational level. Strategy Formulation – Vision, Mission, Objectives and Goals of business and their relationship with Strategic Marketing Management. Considerations for formulation of marketing strategies for all components of Product, Price, Promotion and Distribution.

#### **Unit – II**

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

#### **Unit – III**

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

#### **Unit – IV**

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

#### **Unit – V**

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

### **Recommended Books/Text Books:**

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

### **Suggested Reading**

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

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

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

### **Unit – I**

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

### **Unit – II**

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

### **Unit – III**

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

### **Unit – IV**

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

### **Unit – V**

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

## IV SEMESTER MARKETING

EM-401	SERVICES MARKETING	100	4	0	0	3
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### Objectives:

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

### Unit – I

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

### Unit – II

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

### Unit – III

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

### Unit – IV

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

### Unit – V

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

### Recommended Books

#### Text Books:

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

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

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

#### **Unit – I**

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

#### **Unit – II**

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

#### **Unit – III**

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

#### **Unit – IV**

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

#### **Unit – V**

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

### **Suggested Readings:**

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

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

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

#### **Unit – I**

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

#### **Unit – II**

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

#### **Unit – III**

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

#### **Unit – IV**

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

#### **Unit – V**

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

### **Text Books And Reference Books:**

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

### **Essential Reading / Recommended Reading**

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

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

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

#### **Unit – I**

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

#### **Unit – II**

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

#### **Unit – III**

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

#### **Unit – IV**

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

#### **Unit – V**

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

### **Suggested Readings:**

1. S.H.H Kazmi and Satish K. Batra : Advertising and sales promotion, Excel books Cowley. D: Understanding Brands, Kogan Page Ltd
2. George E. Belch & Michael A. Balch : Advertising and Promotion, TMH
3. Aaker, Myers & Batra : Advertising Management , Prentice Hall.

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

To enhance the concepts among the students about free trade at global level and attempt to bring all the countries together for the purpose of trading.

To increase the conception of globalization by integrating the economies of different countries, enabling them to understanding the world peace by building trade relations among different nations.

### **Unit – I**

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

### **Unit – II**

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

### **Unit – III**

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

### **Unit – IV**

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

### **Unit – V**

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

### **Suggested Readings:**

1. Varshney and Bhattacharya: International Marketing management.
2. Philip Kotler: Marketing Management.
3. John Fayerweather: International Marketing
4. David Carson: International Marketing

### III SEMESTER HEALTH CARE AND HOSPITAL MANAGEMENT

<b>EHC-301</b>	<b>HOSPITAL ORGANIZATION AND MANAGEMENT</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Objective:** To familiarize the students with the basic concepts and principles of management, organization and leadership on hospitals.

**Unit-1:** Role of a professional manager in a Hospital: concept of management – evolution of management thought – significance of hospital management – role and importance of hospital management – Responsibilities of an Hospital Manager – The transition factors of hospital management.

**Unit-II:** Managerial function in a hospital: Management process, managerial skills, levels of management, application of managerial functions in hospital. Decision making models in hospital – steps in decision making – techniques and process of decision making – overcoming barriers to effective decision making.

**Unit-III:** Behavioural concepts and theories: cognitive process, perception and its stages, creativity and problem solving. Process of motivation – Theories of motivation – Motivating medical and paramedical professionals. Leadership styles and influence process – features and importance of leadership – Leadership styles – Successful VS Effective leader.

**Unit-IV:** Organization structure and planning process: Introduction – nature and structure of the hospital organization – formal and informal organizations – factors influencing the choice of structure – Line and Staff relationship – Designing structure for a service organization. Strategic and operational planning – Planning practices in Indian hospitals. Controlling – process of control and methods of control.

**Unit-V:** Organizational climate and social responsibility: Meaning, need, significance of organizational climate – distinction between culture and climate. Need, nature and causes of organizational change – management of change in hospitals. Social responsibilities of hospital management – objectives – responsibilities of hospital manager.

#### **Suggested Readings:**

1. Koontz & Weirich, Essentials of Management, Tata McGraw Hill Publishing Company, NewDelhi.
2. Stoner, Freeman & Gilbert, Management, PHI, 6th Edition.
3. Robbins.S.P., Fundamentals of Management, Pearson, 2003.
4. Robbins.S. Organisational Behaviour, X edn., Prentice-Hall, India.
5. Umasekaran, Organisational Behaviour.
6. VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books, I Edition, 2004



<b>EHC-302</b>	<b>HEALTH CARE POLICIES AND DELIVERY SYSTEM</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Objective:** To understand the importance of health care policies and to be acquainted with the disaster and safety, delivery system.

**UNIT I** Introduction – Theoretical frame work – Environment – Internal and External – Environmental scanning – Economic Environment – Competitive Environment – natural Environment – Politico Legal Environment – socio Cultural Environment- International and Technological Environment.

**UNIT II** A Conceptual Approach to Understanding the Health Care Systems – Evolution – Institutional Settings – Out Patient services – Medical Services – surgical Services – Operating Department – Pediatric services – Dental services – Psychiatric services – casualty & Emergency services – Hospital Laboratory services – Anesthesia services – Obstetric and Gynecologyservices – Neuro – Surgery service – Neurology services.

**UNIT III** Overview of Health care sector in India – Primary care – Secondary care – Tertiary care – Rural Medical care – urban medical care – curative care – preventive care – General & special Hospitals – Understanding the hospital management – Role of medical, Nursing staff, Paramedical and Supporting Staff – Health Policy – Population Policy – Drug Policy – Medical Education Policy.

**UNIT IV** Health Care Regulation – WHO, International Health Regulations, IMA, MCI, State Medical Council Bodies, Health universities and Teaching Hospitals and other Health care Delivery Systems.

**UNIT V** Epidemiology – Aims – Principles – Descriptive, Analytical and Experimental Epidemiology – Methods – Uses.

**Suggested Readings:**

1. A & Lee, K., Economics of Health, OUP, Oxford, 1983.
2. Liz Haggard, Sarah Hosking, Healing the Hospital Environment: Design, Maintenance, and Management of Healthcare Premises
3. Park JE, Park K., Textbook of preventive and social medicine, 20th edition, Banarsidas Bhanot Publishers. 2009

<b>EHC-303</b>	<b>HEALTH ECONOMICS</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Objective:** It is intended to provide an in-depth knowledge about the sources of funds and its effective utilization to achieve a better quality of health care services within a reasonable cost.

**Unit I:** Introduction of Economics Nature of Economics Analysis - – functioning of Economic systems – Circular flow and interdependence of Economic activity – Basic Economic concepts – scarcity – Opportunity cost – Discounting principle – Concept of marginal Utility – Demand – Supply and Elasticity – Relevance of Economics to health and medical care.

**Unit II:** Demand Analysis and Production Function Utility analysis – Nature of Demand and determinants – law of demand – Elasticity of Demand – Supply Curves – Cost Concepts and Cost Analysis. Production function – production with one variable input. Law of variable proportion: production with two variable inputs: production isoquant: isocost lines. Estimating production functions: cost concepts and break even analysis.

**Unit III:** Health Determinants Unique Nature of Health – Health as a Consumer and investment Good – Valuation of Health – Externalities in Health care – Economic Evaluation in Healthcare.

**Unit IV:** Market Analysis Market Configuration – price determination under different market conditions- nature and Characteristics of Health care markets – Demand for supply of health care services – Market failure and Government intervention and control.

**Unit V:** Health care Finances and Trends Health care indicators – Health policies -Health care expenditure – Financing of Health care, Allocations under 5 year plans – National Rural Health Machine ( NRHM ) – Human Development indices. .Public Health in India: Public health challenges, cost concern, consumer empowerment, fostering experimentation in the health sector. New delivery and financing models, policy reform and entrepreneurial ventures, innovation in health delivery organization.

### **Suggested Readings:**

1. Dwivedi D.N, Micro Economic Theory, Vikas publications, New Delhi 1996
2. James Henderson , Health Economics and policy – South Western College publishing
3. Paul S, Reading in Economics, Tata McGraw Hill
4. Rexford E Santerre , Health Economics Dryden Publishers, Florida ( USA) 2000
5. Mills.A.& Lee, k., Economics of Health, OUP Oxford, 1983
6. UNDP, Human Development report, OUP, Newyork
7. Peter Zweible , Health Economics, Oxford university Press, Oxford
8. V Raman Kutty, A Premier of Health Systems Economics, Allies Publication

Ltd. NewDelhi.

9. H.S.Rout&P.K.Panda, Health Economics in india, New Century Publications, New Delhi

<b>EHC-304</b>	<b>HOSPITAL FUNCTIONS AND SUPPORT SERVICES</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Objective:** To get familiarized with support service systems and to get acquainted with hazards and its management in hospital environment.

**UNIT I** Nutrition and Dietary services – Pharmacy services – Medical Records services.

**UNIT II** Facilities Engineering – Maintenance of Civil Assets – Electrical supply and Water supply – Medical gas pipeline – Plumbing and Sanitation – Air conditioning system – Hot water and Steam supply – Communication Systems –Biomedical engineering departments in modern hospitals.

**UNIT III** Laundry services – House keeping services – CSSD-Energy conservation methods – AMC.

**UNIT IV** Ambulance services – Mortuary services – Hospital security services.

**UNIT V** Disaster management – Fire hazards – Engineering Hazards – Radiological hazards.- Outsourcing of Support services –Waste disposal and management.

### **Suggested Readings:**

- 1.G.D.Kunders, Hospital and Facilities Planning and DesignJacob Kline, Hand book of Bio-Medical Engineering
2. Webster J.G and Albert M. Coe, Clinical Engineering Principles and Practices.
3. Antony Kelly, Maintenance Planning and Control.

<b>EHC-305</b>	<b>REVENUE CYCLE MANAGEMENT</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Objective:** to manage the administrative and clinical functions associated with claims processing, payment, and revenue generation. The process encompasses the identification, management, and collection of patient service revenue.

**UNIT I** Meaning and scope of patient care services – significance of patient care – role of administration in patient care – classification of Hospital – Role and functions of Administrator in hospitals.

**UNIT II** Front office services – outpatient services – inpatient services – Accident and Emergency services – Billing services – other services

**UNIT III** Lab services – Radiology and Imaging services – Rehabilitation services – Blood bank services – Telemedicine

**UNIT IV** Operation theatre – Intensive care units – Hospital acquired infections – Sterilization – Nursing services – Ward Management

**UNIT V** Concept of quality – Quality control – Quality assurance – ISO 9000 standards – Total Quality Management – Accreditation – NABL – JCAHQ – Quality manual – Medical tourism

### **Suggested Readings:**

1. Management process in Health care - S.Srinivasan Hospital
2. Department Profiles - Gold Berry A.J.

## IV SEMESTER HEALTH CARE AND HOSPITAL MANAGEMENT

<b>EHC-401</b>	<b>PATIENT CARE AND SERVICES MANAGEMENT</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Objective:** To understand the importance of patient care management and acquainted with the disaster, safety and Security Management in Hospitals.

**UNIT I** Patient centric management - Concept of patient care, Patient-centric management, Organization of hospital departments, Roles of departments/managers in enhancing care, Patient counseling & Practical examples of patient centric management in hospitals-Patient safety and patient risk management.

**UNIT II** Quality in patient care management-Defining quality, Systems approach towards quality, Towards a quality framework, Key theories and concepts, Models for quality improvement & Variations in practice

**UNIT III** Patient classification systems and the role of casemix-Why do we need to classify patients, Types of patient classification systems, ICD 9 (CM, PM), Casemix classification systems, DRG, HBG, ARDRG, Casemix innovations and Patient empowering classification systems.

**UNIT IV** Medical ethics & auditory procedures-Ethical principles, Civic rights, Consumer Protection Act, Patient complaints powers & procedures of the district forum, State and National commission, Patient appeals, Autopsy, Tort liability, Vicarious liability, Medical negligence, Central & state laws, Use of investigational drugs, Introduction/need & procedures for medical audit, Audit administration & Regulating committees-Confidentiality and professional secrecy, ethics of trust and ethics of rights – autonomy and informed consent, under trading of patient rights – universal accessibility – equity and social justice, human dignity

**UNIT V** Disaster preparedness-Policies & procedures for general safety, fire safety procedure for evacuation, disaster plan and crisis management . Policies & procedures for maintaining medical records, e-records, legal aspects of medical records, its safety, preservation and storage.

### **Suggested Readings:**

1. Goel S L & Kumar R. HOSPITAL CORE SERVICES.
2. HOSPITAL ADMINISTRATION OF THE 21ST CENTURY 2004 ed., Deep Deep Publications Pvt Ltd: New Delhi.

<b>EHC-402</b>	<b>MANAGED HEALTH CARE AND INSURANCE</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Objective:** The student is expected to understand the nuances of insurance and in particular the health insurance.

**Unit I** Introduction – Economics of life and health insurance – importance, socio political realities insurance terminology.

**Unit II** Health policy vis-à-vis health insurance policies – Indian scenario - Different products – Demand and Scope – Limitations.

**Unit III** Administration of health insurance schemes like CGHS and ESI and Social security measures. TPAs, Governing mechanisms including IRDA.

**Unit IV** Health insurance Taxation. Standardization and grading of hospital services, Role of vigilance and real time information about the services.

**Unit V** Health insurance providers – Government and private – micro insurance, the role and responsibilities of provider – insurer – Patient and the Regulatory Agencies.

#### **Suggested Readings:**

Gupta, P.K, Insurance and Risk Management, Himalaya Publishing house,2004.

<b>EHC-403</b>	<b>HEALTH LAWS, ETHICS AND REGULATIONS</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Objective:** To get acquainted with the legal provision and issues related to health care, to familiarise with the medical terminologies and to understand the ethical issues in health care system.

**UNIT I** Laws relating to Hospital formation: Promotion-Forming society-The Companies Act-Law of Partnership-A Sample Constitution for the Hospital-The Tamil Nadu Clinics Act – Medical Ethics.

**UNIT II** Laws relating Purchases and funding: Law of contracts-Law of Insurance-Export/Import Policy- FEMA-Exemption of Income Tax for Donations-Tax Obligations: Filing Returns and Deductions at Source. Laws pertaining to Health: Central Births and Deaths Registration Act, 1969- Recent amendments – Medical Termination of Pregnancy Act, 1971 – Infant Milk Substitutes, Feeding Bottles and Infant Food Act, 1992.

**UNIT III** Laws pertaining to Hospitals: Transplantation of Human Organs Act, 1994 – Pre-natal Diagnostic Techniques (Regulation and Prevention of Misuse) Act, 1994 – Medical Negligence – Medico Legal Case – Dying Declaration-MCI act on medical education. The Biomedical Waste (Management and Handling) Rules-Radiation Safety System.

**UNIT IV** Medical Terminology- Glossary of medical terms: major Diseases and medical specialties-Roots, Prefixes, Suffixes, Abbreviations and symbols-Common roots: element referring to, usage and definition-Common prefixes and suffixes-Common abbreviations: departments, time, general healthcare, routes of medication and laboratory-Symbols.

**UNIT V** Illness- Classification and description of diseases-Infection Control- Medical asepsis, Nosocomial infection and communicable diseases, Reservoir, carrier and mode of transmission- Overview of Hospital Services -Intensive care unit – Coronary care Unit – Burns, paraplegic & Malignant disease treatment – Hospital welfare services – Hospital standing services – Indian red cross society – Nursing services- Pharmacy – Medical Stores – Housekeeping – Ward Management – Central sterile supply department-Medical Records – Fatal documents – Medical Registers – Statutory records.

### **Suggested Readings:**

1. BM Sakharkar, Principles of Hospital Administration and Planning, Jaypee brothers Publications.
2. Francis CM, Mario C de Souza ; Hospital Administration – Jaypee brothers Medical Publishers.



<b>EHC-404</b>	<b>HOSPITAL MANAGEMENT AND INFORMATION SYSTEMS</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Objective:** To understand the role of IT in hospital management and to familiarise with the latest developments in technology with relevance to hospitals.

**Unit I** The Information Explosion: Information is important – Impact on society – Impact on teaching and learning – Impact on Government – Impact on Healthcare – The future of healthcare technology – The future healthcare record – Preparing for the future – Summary. The world of Informatics.

**Unit II** The Electronic health record: Functions of the health record –Changing functions of the patients record – Advantages of the paper record – Disadvantages of the paper record – Optically scanned records – The electronic health record – Automating the paper record – Advantages of the EHR – Disadvantages of the EHR – Bedside or point-of-care systems – Human factors and the EHR – Roadblocks and challenges to EHR implementation –The future

**Unit III** Securing the Information: Privacy and confidentiality and Law – Who owns the data? – Security – Computer crime – Role of healthcare professionals – Summary. Information Systems cycle: The information systems cycle – Analysis – Design phase – Development –Implementation – Why some projects fails?

**Unit IV** Electronic Communications: A bit of history – Hardware and software for connecting – Methods of accessing information – World Wide Web (WEB) – Communication Technologies

**Unit V** Telehealth– Historical perspective on telehealth – Types of Technology – Clinical initiatives – Administrative initiatives – Advantages and Barriers of telehealth – Future trends –Summary- The future of Informatics: Globalization of Information Technology – Electronic communication – Knowledge management – Genomics – Advances in public health – Speech recognition – Wireless computing – Security – Telehealth – Informatics Education – Barriers to Information Technology implementation.

### **Suggested Readings:**

Kathleen M., Informatics for Healthcare Professional James O’Brien, Tata McGraw Hill,  
Management Information System Peter Norton, Introduction to computer, Tata McGraw Hill

<b>EHC-405</b>	<b>HEALTH ANALYTICS</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Objective:** the role of data analytics in quality and performance improvement efforts, the tools and techniques used for data analytics in health care organizations.

**UNIT I:** Quality Improvement and Data Analytics – Meaning – Drivers for health care transformation - Identify quality initiatives that have shaped the national health care landscape - Health care quality and value - background and evolution of quality and performance improvement - Quality improvement frameworks that utilize analytics .

**UNIT II:** Health Care Data as an Organizational Asset - Data information, knowledge and wisdom hierarchy- organizational asset - sources of health care data – challenges for quality and performance improvement - organizational approach for effective use of data analytics

**UNIT III:** Working with Data - information value chain - importance of data context and relevance to business processes - common data types - basic statistical terms - Recognize common patterns or distributions in statistics - distributions using numerical measures such as mean, median and standard deviation - common graphical representations of data including histograms, bar charts and scatterplots

**UNIT IV:** Data Analytics Tools and Techniques – Definitions - Process steps of data analytics and the tools - role of the data analyst - tools and techniques used to analyze and interpret healthcare data effectively - various types of databases and how they are structured - data warehouse concepts - enterprise data architecture in health care organizations.

**UNIT V:** Solve Problems- measures, metrics, and indicators- purpose and use of Key Performance Indicators (KPI's) - health care organizations use the IHI Triple Aim to prioritize performance goals - DMAIC problem-solving model and the tools and techniques used in each step of the process - Apply the DMAIC methodology to a health care issue.

### **Suggested Readings:**

Trevor L. Strome (2013). Healthcare Analytics for Quality and Performance Improvement. John Wiley & Sons, Inc