



JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR
(Established by Govt. of A.P., ACT No.30 of 2008)
ANANTHAPURAMU – 515 002 (A.P) INDIA

MASTER OF BUSINESS ADMINISTRATION
MBA; MBA (General Management); MBA (Business Management)
COMMON COURSE STRUCTURE & SYLLABI

SEMESTER – I

S. No.	Course Code	Course Name	Category	Hours per week			Credits
				L	T	P	
1.	21E00101	Management & Organizational Behaviour	CC	4	0	0	4
2.	21E00102	Business Environment & Law	CC	4	0	0	4
3.	21E00103	Managerial Economics	CC	4	0	0	4
4.	21E00104	Financial Accounting for Managers	CC	4	0	0	4
5.	21E00105	Statistics for Managers	CC	4	0	0	4
6.	21E00106	Management Information Systems	CC	4	0	0	4
7.	21E00107	Business Communication Practice	SC	0	1	2	2
8.	21E00108	Information Technology Lab	SC	0	1	2	2
		TOTAL		24	2	8	28

SEMESTER – II

S.No.	Course Code	Course Name	Category	Hours per week			Credits
				L	T	P	
1.	21E00201	Financial Management	CC	4	0	0	4
2.	21E00202	Marketing Management	CC	4	0	0	4
3.	21E00203	Human Resource Management	CC	4	0	0	4
4.	21E00204	Business Research Methods	CC	4	0	0	4
5.	21E00205	Operations Research	CC	4	0	0	4
6.	21E00206	Operations Management	CC	4	0	0	4
7.	21E00207a 21E00207b 21E00207c	General Elective – I Advanced Communication E-Business Industry 4.0 & Innovation	GE	2	0	0	2
8.	21E00208	Data Analytics Lab	SC	0	1	2	2
		TOTAL		26	1	2	28



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SEMESTER - III

S.No.	Course Code	Course Name	Category	Hours per week			Credits
				L	T	P	
1.	21E00301	Strategic Management	CC	4	0	0	4
2.	21E00302	Green Business Management	CC	4	0	0	4
3.	21E00303a 21E00303b 21E00303c 21E00303d	Specialization Elective – I Cost and Management Accounting Product and Brand Management Human Resource Development Mobile Commerce	SE	4	0	0	4
4.	21E00304a 21E00304b 21E00304c 21E00304d	Specialization Elective – II Financial Institutions and Services Consumer Behavior Labor laws and Legislation Supply Chain Management	SE	4	0	0	4
5.	21E00305a 21E00305b 21E00305c 21E00305d	Specialization Elective - III Investment and Portfolio Management Rural Marketing Performance Management Enterprise Resource Planning	SE	4	0	0	4
6.	21E00306a 21E00306b 21E00306c 21E00306d	Specialization Elective –IV Auditing and Taxation Advertising and Sales Promotion Management Knowledge Management Data Visualisation & Analytics	SE	4	0	0	4
7.	21E00307a 21E00307b 21E00307c	General Elective – II (MOOCS) Entrepreneurship Development Project Management Business Ethics & Corporate Governance	GE	2	0	0	2
8.	21E00308	Business Simulation Lab	LC	0	0	2	1
9.	21E00309	Experiential Learning Project	PR	0	0	2	1
		TOTAL		28		4	28



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SEMESTER - IV

S.No.	Course Code	Course Name	Category	Hours per			Credits
				L	T	P	
1.	21E00401a 21E00401b 21E00401c 21E00401d	Specialization Elective – V Financial Derivatives Services Marketing Organization Development Data Communication and Network Analysis	SE	4	0	0	4
2.	21E00402a 21E00402b 21E00402c 21E00402d	Specialization Elective – VI International Financial Management International Marketing Global Human Resource Management Corporate Information Management	SE	4	0	0	4
3.	21E00403	Project Work	PR	0	0	20	10
		TOTAL		8		20	18


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Course Code	MANAGEMENT & ORGANIZATIONAL BEHAVIOUR	L	T	P	C
21E00101		4	0	0	4
Semester		I			
Course Objectives:					
- To impart basic conceptual knowledge on Management theories and Practices - To achieve higher productivity and accomplishing the goals of the organization.					
Course Outcomes (CO): Student will be able to					
- Understand concepts, theories and practices - Apply theoretical knowledge in managing the organization and Know the behaviour of employees at individual, group and organisational levels at work place under different leadership styles.					
UNIT - I	Lecture Hrs: 8				
Role of Management – Concept – Significance – Functions – Principles of Management - Patterns of Management: Scientific – Behavioural – Systems – Contingency.					
UNIT - II	Lecture Hrs: 12				
Decision Making & Controlling – Process – Techniques. Planning – Process – Problems — Making It Effective Controlling - System of Controlling – Controlling Techniques – Making Controlling Effective.					
UNIT - III	Lecture Hrs:12				
Individual Behaviour & Motivation –Understanding Individual Behaviour – Perception – Learning – Personality Types – Johari window- Transactional Analysis- Motivation– Concept of Motivation - Motivational Theories of Maslow, Herzberg, David McClelland, and Porter and Lawler					
UNIT - IV	Lecture Hrs:12				
Group Behavior& Leadership: Benefits of Groups – Types of Groups – Group Formation and Development. Leadership and Organizational Culture and Climate: Leadership – Traits Theory – Managerial Grid – Transactional Vs Transformational Leadership – Qualities of good leader- Women Leadership in India.					
UNIT - V	Lecture Hrs:12				
Organisational Behaviour–Organizing Process – Departmentation Types – Making Organizing Effective –Organisational culture- Types of culture – Organisational Culture Vs Organisational climate - Conflict management -Change Management.					
Textbooks:					
1. Principles of Management, Koonz,Weihrich and Aryasri, Tata McGraw Hill. 2. Organizational Behaviour: Design, Structure and Culture, Gupta, Willey 3. Management and Organisational Behaviour, Subbarao P, Himalaya Publishing House					
Reference Books:					
1. Organisational Behaviour ,S.S.Khanka, S.Chand 2. Organisational Behaviour, Stephen P. Robbins, Pearson Education 3. Organisational Behaviour , Mishra .M.N ,Vikas 4. Management and Organisational behaviour, Pierce Gordner, Cengage. 5. Behaviour in Organizations, Hiriyappa .B.New Age Publications 6. Organisational Behaviour,Sarma, Jaico Publications. 7. Principles of Management ,Murugesan ,Laxmi Publications					



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Course Code	BUSINESS ENVIRONMENT & LAW	L	T	P	C
21E00102		4	0	0	4
Semester		I			
Course Objectives:					
- To Introduce business environment and various business environment factors and laws relating to business that have major repercussions on business enlighten. - To explain and update the changes that occur constantly in the sphere of business environment and laws .					
Course Outcomes (CO): Student will be able to					
- Acquire the knowledge on business policies and environment factors to carryout a business. - Understand the various laws relating to business activities - Conduct and plan business effectively and efficiently in the light of information on various business policies and laws.					
UNIT - I	Lecture Hrs: 8				
Introduction to Business Environment:-Meaning, Components of Business Environment.-Industrial policy of 1991, Liberalization, Privatization and Globalization.					
UNIT - II	Lecture Hrs: 12				
Monetary, Fiscal and Trade Policy: Monetary& Fiscal Policy –,EXIM Policy, Role of EXIM Bank. Balance of Payments: WTO: Role and functions of WTO in promoting world trade –TRIPS, TRIMS and GATS, - Dumping and Anti-dumping measures.					
UNIT - III	Lecture Hrs:12				
Law-Definition -Need, classification and sources of Business Law, Law of Contract -1872 (Part-I): Nature of Contract and essential elements of a valid Contract, Offer and Acceptance. Law of Contract – 1872 (part-II): Consideration, Capacity to Contract and free consent, Legality of the object.					
UNIT - IV	Lecture Hrs:12				
Companies Act, 1956 (Part-I): Kinds of Companies, Formulation of Companies, Incorporation, Company Documents. Company Act, 1956 (Part-II): Company Management, Directors, Company meetings, Resolutions, Auditors, Modes of Winding-up of a company.					
UNIT - V	Lecture Hrs:12				
Information Technology Act, 2000: Scope and Application of ITAct, 2000- Digital signature e-governance, penalties and adjudication, cyber regulations appellate, tribunals, duties of subscribers-Right to Information Act,2005 –GST Act 2017.					
Textbooks:					
- Essentials of Business Environment, K.Aswathappa, Himalaya publishers. - Economic Environment of Business, 7th Edition , Ahuja H.L. S.chand - Mechantile Law- Garg, Sareen, Sharma, Chawla, Kalyani publishers.					
Reference Books:					
- Indian Economy, Dutt and Sundaram, S. Chand, New Delhi. - Business Environment – Text and Cases, Justin Paul, TMH. - Indian Economy- Misra and Puri, Himalaya. - Legal Aspects of Business, Ravinder Kumar, Cengage. - A Manual of Business Laws,S.N.Maheshwari& Maheshwari, Himalaya. - Business law for management, K.R.Bulchandani-Himalaya Publishing. - Business law, R.S.N Pillai, Bhagavathi, S.Chand					



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Online Learning Resources:
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Course Code	MANAGERIAL ECONOMICS	L	T	P	C
21E00103		4	0	0	4
Semester		I			
Course Objectives:					
- To impart decision making skills at all levels of management - To infuse managerial theories, behavioural theories and optimization methods for effective and efficient functioning of firms. - To explain concept of demand, techniques to forecast demand and production analysis considering time factor. - To introduce market structures and price strategies applicable under different business scenarios for various products.					
Course Outcomes (CO): Student will be able to					
- Understand the relationship of Managerial economics with other functional areas. - Learn the techniques and methods to predict the demand scientifically. - Ascertain production levels and analyse the relationship of Cost-Volume Profit. - Take informed decisions on price fixation under different market structures of the economy under different scenario.					
UNIT - I	Lecture Hrs: 8				
Introduction to Managerial Economics: Definition, Nature and Scope, Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations research - The role of managerial economist. Objectives of the firm: Managerial theories of firm, Behavioural theories of firm, optimization techniques, New management tools of optimization.					
UNIT - II	Lecture Hrs: 12				
Theory of Demand: Demand Analysis – Law of Demand - Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for Demand forecasting, forecasting techniques.					
UNIT - III	Lecture Hrs:12				
Production Analysis: Production function, Isoquants and Isocosts, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Returns to Factors, Economies of scale- Cost concepts - cost-output relationship in the short run and long run, Average cost curves - Break Even Analysis.					
UNIT - IV	Lecture Hrs:12				
Market Structure and Pricing practices: Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly. Pricing philosophy – Pricing methods in practice: Price discrimination, product line pricing. Pricing strategies: skimming pricing, penetration pricing, Loss Leader pricing. Pricing of multiple products.					
UNIT - V	Lecture Hrs:12				
Inflation and Business Cycles:-Definition and meaning-characteristics of Inflation- types of inflation - effects of inflation- Anti-Inflationary methods - Definition and characteristics of business cycles-phases of business cycle - steps to avoid business cycle					
Textbooks:					
- Managerial Economics, Dwivedi D.N. Vikas Publishers - Managerial Economics, Gupta, TMH					
Reference Books:					
- Managerial Economics, Pearson Education, James L.Pappas and EngeneF.Brigham - Managerial Economics, Suma Damodaran, Oxford.					



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| <ol style="list-style-type: none">3. Macro Economics by MN Jhingan-Oxford4. Managerial Economics- Dr.DM.Mithani-Himalaya Publishers5. Managerial Economics-Dr.H.L Ahuja-S.Chand and Com pvt ltd, NewDelhi6. Managerial Economics by Dominick Salvatore, Ravikesh Srivastava- Oxford University press. Managerial Economics by Hirschey- Cengage Learning |
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Online Learning Resources:

https://onlinecourses.nptel.ac.in/noc21_mg90/preview https://onlinecourses.nptel.ac.in/noc20_mg67/preview
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Course Code	FINANCIAL ACCOUNTING FOR MANAGERS	L	T	P	C
21E00104		4	0	0	4
Semester		I			
Course Objectives:					
- To introduce accounting , accounting rules, accounting process and preparation of financial statements. - To explain methods of valuation of assets, - To explore the meaning and interpretation of financial statements through ratio analysis technique.					
Course Outcomes (CO): Student will be able to					
- Prepare the financial statements with accounting knowledge - Value the assets of the business organizations under different methods - Analyse the financial performance and position of the business organization and interpret the results from the point of company and investor					
UNIT - I	Lecture Hrs: 8				
Introduction to Accounting: Definition, Importance, Objectives and principles of accounting, uses of accounting and book keeping Vs Accounting, Single entry and Double entry systems, classification of accounts – rules of debit & credit. (Only theory)					
UNIT - II	Lecture Hrs: 12				
The Accounting Process: Overview, Books of Original Record; Journal and Subsidiary books, ledger, Trial Balance, Final accounts: Trading accounts- Profit & loss accounts- Balance sheets with adjustments. (Problems on Only Final Accounts)					
UNIT - III	Lecture Hrs:12				
Valuation of Assets: Introduction to Depreciation- Methods (Simple problems from Straight line method, Diminishing balance method and Annuity method). Inventory Valuation: Methods of inventory valuation (Simple problems from LIFO, FIFO).					
UNIT - IV	Lecture Hrs:12				
Financial Analysis -I Analysis and interpretation of financial statements from investor and company point of view, Liquidity, leverage, solvency and profitability ratios – Du Pont Chart (A Case study on Ratio Analysis).					
UNIT - V	Lecture Hrs:12				
Financial Analysis-II: Objectives of fund flow statement - Steps in preparation of fund flow statement, Objectives of Cash flow statement- Steps in Preparation of Cash flow statement – Analysis of Cash flow and Funds flow statements - Funds flow statement Vs Cash flow statement. (Only theory).					
Textbooks:					
- Financial Accounting, Dr.S.N. Maheshwari and Dr.S.K. Maheshwari, Vikas Publishing House Pvt. Ltd., - Accountancy .M P Gupta &Agarwal ,S.Chand					
Reference Books:					
- Financial Accounting ,P.C.Tulisan ,S.Chand - Financial Accounting for Business Managers, Asish K. Bhattacharyya, PHI - Financial Accounting Management An Analytical Perspective, Ambrish Gupta, Pearson Education - Accounting and Financial Management, Thukaram Rao, New Age Internationals. - Financial Accounting Reporting & Analysis, Stice&Stice, Thomson - Accounting for Management, Vijaya Kumar,TMH - Accounting for Managers, Made Gowda, Himalaya					



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8. Accounting for Management ,N.P.Srinivasan, &M.ShakthivelMurugan, S.Chand
Online Learning Resources:
https://onlinecourses.swayam2.ac.in/cec20_mg02/preview https://onlinecourses.swayam2.ac.in/imb19_mg06/preview https://onlinecourses.nptel.ac.in/noc19_mg37/preview https://www.coursera.org/learn/wharton-accounting



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Course Code	STATISTICS FOR MANAGERS	L	T	P	C
21E00105		4	0	0	4
	Semester	I			
Course Objectives:					
- To explain descriptive statistics and inferential statistics - To introduce various measurements used to describe the data and interpret the results of the data analysis. - To describe the concept of probability, theorems, and types of probability distributions of data. - To impart the computational, analytical and interpretation skills using the data					
Course Outcomes (CO): Student will be able to					
- Understand statistical techniques popularly used to describe the data in managerial decision making. - Know the procedure involved in inferential statistics and appropriate tests for given data. - Learn the computational skill, interpretation of results of the data analysis. - Analyse and differentiate various types of data distribution and its probability distribution.					
UNIT - I	Lecture Hrs: 12				
Introduction of statistics – Nature & Significance of Statistics to Business, Measures of Central Tendency: Mean – Median – Mode ; Measures of Dispersion: range, quartile deviation, mean deviation, standard deviation, coefficient of variation.					
UNIT - II	Lecture Hrs: 12				
Correlation & Regression : Introduction, Significance and types of correlation – Measures of correlation – Co-efficient of correlation. Regression analysis – Meaning and utility of regression analysis – Comparison between correlation and regression – Properties of regression coefficients-Rank Correlation.					
UNIT - III	Lecture Hrs:12				
Probability – Meaning and definition of probability – Significance of probability in business application – Theory of probability: Addition and multiplication – Binominal distribution– Poisson distribution – Normal distribution.					
UNIT - IV	Lecture Hrs:12				
Testing of Hypothesis- Hypothesis testing: One sample and Two sample tests for means and proportions of large samples (z-test), One sample and Two sample tests for means of small samples (t-test), ANOVA Test : One-way and two way ANOVA .					
UNIT - V	Lecture Hrs: 08				
Non-Parametric Methods: Importance of Non-Parametric method – difference between parametric and non-parametric methods; Chi-square test : Test of Goodness of fit - test for Independence of Attributes; Sign test: One sample and paired samples data.					
Textbooks:					
- Statistical Methods, Gupta S.P., S.Chand.Publications - Business Statistics, J.K.Sharma, Vikas house publications house Pvt Ltd					
Reference Books:					
- Statistics for Management, Richard I Levin, David S.Rubin, Pearson, - Complete Business Statistics, Amir D. Aezel, Jayavel, TMH, - Statistics for Management, P.N.Arora, S.Arora, S.Chand - Statistics for Management ,Lerin, Pearson Company, New Delhi. - Business Statistics for Contemporary decision making, Black Ken, New age publishers. - Business Statistics. Gupta S.C & Indra Gupta. Himalaya Publishing House, Mumbai					



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Course Code	MANAGEMENT INFORMATION SYSTEMS	L	T	P	C
21E00106		4	0	0	4
Semester		I			
Course Objectives:					
- To provide the basic concepts of data and Management Information System and utility of the MIS for the managerial decisions. - To Explain Management of Information system, MIS design and implementation process in an organisation. - To discuss security, ethical and social issues in management of Information system.					
Course Outcomes (CO): Student will be able to					
- Know Management of Information system scope, application and challenges in managing MIS. - Understand traditional and modern approaches for data resource management and models. - Evaluate product based and process based cost and benefit to implement and maintain MIS in an organization.					
UNIT - I	Lecture Hrs: 8				
MIS An overview- Introduction, Need for MIS and IT nature and scope of MIS, MIS characteristics, Structure of MIS, role of MIS in global business. Challenges of Managing MIS.					
UNIT - II	Lecture Hrs: 12				
Data resource management- Data base concepts, The traditional approaches, the modern approaches (Data base management approaches) DBMS, Data models, Data ware housing and mining.					
UNIT - III	Lecture Hrs:12				
Business application of IS- Enterprise systems, ERP, CRM, SCM, DSS, Types of decisions, Decision support techniques, Decision making and Role of MIS, Business intelligence and Knowledge management systems.					
UNIT - IV	Lecture Hrs:12				
Management of IS- Project planning, SDLC, System development models, Project management, system analysis, system design, Implementation process, Product based MIS evaluation, Cost /Benefit based evaluation, Process based calculation, System maintenance					
UNIT - V	Lecture Hrs:12				
Security, Ethical & Social Issues : IS security threats, Protecting IS, IS Security Technologies, The disaster recovery plan, IS Ethical Issues, social issues.					
Textbooks:					
1. MIS –Managerial Perspective, D.P.Goyal, Vikas Publications. 2. Management Information Systems Text & Cases, W S Jawadekar, Tata McGraw-Hill.					
Reference Books:					
1. Management Information Systems, C Laudon and Jane P.Laudon, et al, Pearson Education. 2. MIS, Hossein Bidgoli, Nilanjan Chattopadhyay, Cengage Learning 3. Introduction to Information Systems, Rainer, Turban, Potter, WILEY-India. 4. Management Information Systems, James A. Obrein, Tata McGraw-Hill . 5. Cases in MIS, Mahapartra, PHI. 6. Management Information Systems, Gordon B. Davis & Margrethe H.Olson, Tata McGraw-Hill .					
Online Learning Resources:					
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Course Code	SKILL ORIENTED COURSE	L	T	P	C
21E00107	BUSINESS COMMUNICATION PRACTICE	0	1	2	2
Semester		I			
Course Objectives:					
- To explain communication concepts - To develop the students' competence in communication at an advanced level. - To demonstrate communication skills viz., listening, speaking, reading and writing with teaching aids.					
Course Outcomes (CO): Student will be able to					
- Understand the communication concepts and - Improve communication and competence skills - Obtain and apply proficiency in business communication at the workplace and professional contexts.					
UNIT - I	Lecture Hrs: 8				
Concept of Communication – Significance, Scope – Communication Process – Essentials of good communication – Channels of Communication –Organisation Structure - Formal, Informal Communication – Upward, Downward, Horizontal Communication.					
UNIT - II	Lecture Hrs: 10				
Types of communication: Verbal – Oral Communication: Advantages and Limitations of Oral Communication, Written Communication – Characteristics, Advantages & Limitations Non verbal Communication: Sign language – Body language – Kinesics – Proxemics – Haptics: Chronimics.					
UNIT - III	Lecture Hrs:8				
Interpersonal Communication: Communication Styles, Managing Motivation to Influence Interpersonal Communication – Role of emotion in Inter personal Communication – Leadership styles.					
UNIT - IV	Lecture Hrs:8				
Barriers of Communication: Types of barriers – Technological – Socio-Psychological barriers – Overcoming barriers, Types of listening.					
UNIT - V	Lecture Hrs:8				
Report writing – Formal reports – Writing effective letters – Different types of business letters - Interview techniques – Communication etiquettes.					
Textbooks:					
- Business Communication: A Practical Approach, Naik, Willey - Business Communication, C.S.Rayudu, HPH. - Business Communication, Meenakshi Raman, Oxford University Press.					
Reference Books:					
- Business communication, Shalini Varma, Vikas. - Business Communication, Raymond V.Lesikar, Neeraja Pandit et al.,TMH - Business Communications, Hudson, Jaico Publications - Business communication for managers, Penrose, Raspberry, Myers, Cengage - Effective Communication, Harward Business School, Harward Business Review No.1214. - Essentials of Business Communication, Rajendra Pal, JS.Korlahhi, S.Chand					
Online Learning Resources:					
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MBA; MBA (General Management); MBA (Business Management)
COMMON COURSE STRUCTURE**

Course Code	INFORMATION TECHNOLOGY LAB	L	T	P	C
21E00108		0	1	2	2
Semester		I			
Course Objectives:					
➤ To provide knowledge on applications of information technology and ➤ To demonstrate the MS Office applications with hands on experience in the lab. ➤ To explain and exhibit statistical functions of association, testing hypothesis for the data and analyse and interpret the outcome of the data.					
Course Outcomes (CO):					
➤ Prepare and edit the documents with effective presentation to superiors. ➤ Obtain hands of experience in designing and editing the templates and data in the excel sheets with formulae and functions. ➤ To test and interpret the business data outcome statistically in an effective and efficient manner.					
List of Experiments:					
Unit -1					
Introduction to Hardware Component: (need to explain using images or videos) Various Input output devices and their usage in corporate world- Memories (RAM/ROM) and its types– Various types of processes- Storage devices Internal vs External					
Unit 2					
Instruction to Operating System (need to explain using videos) – overview of Windows 7/8.2/10/server- Ubuntu – Linux- various versions of Android- iOS – Capturing GPS enabled pictures- tools for filesharing to Mobile to Mobile- System to Mobile					
Unit – 3					
MS WORD I- Over views of various Ribbons- paste special- formatting- usage of Font -Textbox- equations -line spacing – bullets- — page layouts-styles- header and footers – watermark-margins-indent- print preview-split -views- keyboard shortcut keys					
Unit -4					
MS WORD – IIMail Merge- Macros- Designing a company letter pad- Time table – letter writing- overview of power point -preparation of company presentation –					
Unit – 5					
MS Power Point- Creation of slides-Use of templates and slide designs for creating power point slides- use of drawings and graphics. Developing a Professional presentation on Business Plans, Institutions, Products. Power point shortcut keys					
References:					
• Cox et all- 2007 Microsoft Office System Step-by- Step, First Edition, PHI. • David Whigam-Business Data Analysis Using Excel, First Edition, Oxford University Press. • Alexisleon, TMH, 2008, Enterprise resource planning. • The Oxford Hand Book of Internet studies, William.H.Dulton, Oxford.					
Online learning resources/Virtual labs:					
https://www.coursera.org/specializations/excel					
https://www.coursera.org/specializations/everyday-excel					
https://www.coursera.org/learn/excel-basics-data-analysis-ibm					



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Course Code	FINANCIAL MANAGEMENT	L	T	P	C
21E00201		4	0	0	4
Semester		II			
Course Objectives:					
- To explain the importance of finance function and goals of financial managers. - To impart the decision making skills in acquiring, allocating and utilising the funds of a company. - To educate on corporate restructures and corporate governance.					
* Standard Discounting Table and Annuity tables shall be allowed in the examination					
Course Outcomes (CO): Student will be able to					
- Learn the roles and goals of finance manager in a corporate structure business. - Acquire decision making skills regarding financing, investing, and corporate restructuring in the present competitive business environment. - Analyse the impact of capital structure on wealth maximization of owners and value of the company. - Manage current assets and current liabilities of the company in an effective and efficient way.					
UNIT - I		Lecture Hrs:08			
The Finance function: Nature and Scope. Importance of Finance function – The role in the contemporary scenario – Goals of Finance function; Profit Vs Wealth maximization (Only theory).					
UNIT - II		Lecture Hrs:12			
The Investment Decision: Investment decision process – Project generation, Project evaluation, Project selection and Project implementation. Capital Budgeting methods– Traditional and DCF methods. The NPV Vs IRR Debate. (Simple Problems)					
UNIT - III		Lecture Hrs:12			
The Financing Decision: Sources of Finance – A brief survey of financial instruments. The Capital Structure Decision in practice: EBIT-EPS analysis. Cost of Capital: The concept, Measurement of cost of capital – Component Costs and Weighted Average Cost. The Dividend Decision: Major forms of Dividends . (simple problems on only weighted average cost of capital)					
UNIT - IV		Lecture Hrs:12			
Introduction to Working Capital: Concepts and Characteristics of Working Capital, Factors determining the Working Capital, Working Capital cycle-Management of Current Assets – Cash, Receivables and Inventory, Financing Current Assets (Only Theory)					
UNIT - V		Lecture Hrs:12			
Corporate Restructures: Corporate Mergers and Acquisitions and Take-overs-Types of Mergers, Motives for mergers, Principles of Corporate Governance.(Only Theory)					
Textbooks:					
- Financial management –V.K.Bhalla ,S.Chand - Financial Management, I.M. Pandey, Vikas Publishers. - Financial Management--Text and Problems, MY Khan and PK Jain, Tata McGraw- Hill					
Reference Books:					
- Principles of Corporate Finance, Richard A Brealey etal., Tata McGraw Hill. - Financial Management , Tulsian P.C. & Tulsian Bharat, S.Chand - Fundamentals of Financial Management. Chandra Bose D. PHI					



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4. Financial Management , William R.Lasheir ,Cengage.
5. Financial Management – Text and cases, Bringham& Ehrhardt, Cengage.
6. Case Studies in Finance, Bruner.R.F, Tata McGraw Hill, New Delhi.
7. Financial management ,Dr.M.K.Rastogi ,Laxmi Publications

Online Learning Resources:

https://onlinecourses.swayam2.ac.in/cec20_mg05/preview

https://onlinecourses.swayam2.ac.in/cec20_mg10/preview

https://onlinecourses.nptel.ac.in/noc20_mg31/preview

https://online-degree.swayam.gov.in/dyp20_d01_s2_mg11/preview



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COMMON COURSE STRUCTURE & SYLLABI

Course Code	MARKETING MANAGEMENT		L	T	P	C
21E00202			4	0	0	4
Semester			II			
Course Objectives:						
- To explain basic concepts of Marketing. - To describe consumer markets, segments and brand equity to survive in the competitive market. - To impart knowledge on creating and communicating values in the present digital marketing environment.						
Course Outcomes (CO): Student will be able to						
- Understand the concepts of marketing and marketing strategies suitable for different products under different market environments. - Analyse consumer markets so as to tap global markets for the products. - Learn the designing managing , creating & communicating value to the business in digitalised market environment. - Manage and designee the logistics for retailing and wholesaling as well as integrating marketing channels for business organizations.						
UNIT - I						Lecture Hrs:08
Understanding Marketing Management: Concepts of Marketing, Marketing Strategies & Plans, Creating long term loyalty relationships, Marketing mix, PLC, Analyzing Competitors ,Conducting Marketing research.						
UNIT - II						Lecture Hrs:12
Connecting with Customers & Building Strong Brands: Analyzing Consumer Markets, Analyzing Business Markets, Tapping into global markets, Identifying market segments and targets, Crafting Brand Positioning, Creating Brand Equity- Addressing Competition and driving growth.						
UNIT - III						Lecture Hrs:12
Creating & Communicating Value:-Setting product strategy, Designing & managing services, Introducing new market offerings. Developing pricing strategies & programmes. Designing & Managing Integrated Marketing Communications, Advertising & Sales Promotions, Events and experiences, Managing digital communication - online, social media & mobile, Personal selling.						
UNIT - IV						Lecture Hrs:12
Delivering Value :- Managing retailing, wholesaling and logistics. Designing and Managing Integrated Marketing Channels						
UNIT - V						Lecture Hrs:12
Sales Management:-Nature & Importance of Sales Management, Skills of sales manager, Sales objectives, Concepts of sales organization, Types of sales organization.						
Textbooks:						
- Marketing Management, Phillip Kotler, Kevin Lane Keller, 15th edition ,Pearson. - Marketing Management, Rajan Saxena, TMH - Marketing Management Pillai R.S.N. & Bagavathi, S.Chand						
Reference Books:						
- Marketing, A South Asian Prospective, Lamb, Hair, Sharma, Mcdaniel, Cengage . - Marketing in India, Text and Cases, S.Neelamegham, Vikas. - Case Studies in Marketing, The Indian Context, Srinivasan, PHI. - Marketing Management, V.S. Ramaswamy and S. Namakumari, McMillan. - Marketing – concepts and Cases, Etzel, Walker, Stanton, Pandit, TMH. - Introduction to Marketing theory and practice, Adrian Palmer , Oxford University Press.						



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COMMON COURSE STRUCTURE

Online Learning Resources:
https://onlinecourses.nptel.ac.in/noc19_mg48/preview https://onlinecourses.nptel.ac.in/noc21_mg51/preview https://onlinecourses.swayam2.ac.in/cec20_mg06/preview



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COMMON COURSE STRUCTURE & SYLLABI

Course Code	HUMAN RESOURCE MANAGEMENT	L	T	P	C
21E00203		4	0	0	4
	Semester	II			
Course Objectives:					
- To provide knowledge on functions, roles and objectives of HR managers and the policies and strategies to be followed as a HR manager. - To explain concepts of HR planning and methods in selection, placement, promotion and transfer of employees in an organization. - To inject objectives of wage and salary administration for the employees and the influencing factors in fixing and managing compensation for the employees. - To introduce and educate the recent trends in HR management and the methods to balance personal life and work life under complex & uncertainty work environment.					
Course Outcomes (CO): Student will be able to					
- Know the nature, scope, functions, roles, goals, strategies and policies of HR management. - Learn to design and develop HR planning related aspects. - Acquires knowledge on administration of monetary and non monetary benefits for the employees in the organization. - Learn recent trends in the human resource function and to balance the work life in the present dynamic work environment.					
UNIT - I		Lecture Hrs:08			
Introduction:- Meaning of HR and HRM, Nature & Scope of HRM, Functions of HRM, Role and Objectives of HRM, Personnel Management, Policies and Strategies of HRM.					
UNIT - II		Lecture Hrs:12			
Designing and Developing HR systems:- Human Resource Planning, Job Design, Job Analysis, Job Evaluation, Job Enlargement, Job Enrichment, Job Rotation, Recruitment & Selection, Placement, Promotion & Transfer.					
UNIT - III		Lecture Hrs:12			
Compensation Management:- Introduction, objectives of wages and salaries administration, influencing factors for determining compensation- Monetary and non monetary benefits.					
UNIT - IV		Lecture Hrs:12			
Human Resource Development:- Concepts, Development Function, Training and Development, Performance Appraisal & Career Planning and Development.					
UNIT - V		Lecture Hrs:12			
Recent Trends in HRM: Outsourcing, Work Life Balance, Quality Circles and Total Quality Management, Fish Bone Diagram.					
Textbooks:					
1. Personnal and Human Resource Management – Text and cases, P. Subbarao, Himalaya. 2. Human Resource Management, Noe A.Raymond, John Hollenbeck, Barry Gerhart and Patrick Wright, Tata McGraw Hill.					
Reference Books:					
1. Human Resource Management, Aswathappa, 4th Edition, TMH 2006 2. Human Resource Mangement, Ian Beardwell& Len Holden-Macmillan India Ltd. 3. Human Resource Management, Khanka S.S., S.Chand 4. Human Resource Management, Text and Cases, VSP Rao, Excel Books 2006.					
Online Learning Resources:					
https://onlinecourses.swayam2.ac.in/cec21_mg06/preview https://onlinecourses.swayam2.ac.in/nou21_hs19/preview https://onlinecourses.nptel.ac.in/noc20_mg15/preview					



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COMMON COURSE STRUCTURE

Course Code	BUSINESS RESEARCH METHODS	L	T	P	C
21E00204		4	0	0	4
Semester		II			
Course Objectives:					
- To introduce business research, types and technology used in business research. - To explain in detail on research process involved in business research. - To discuss sources of data and instruments to collect data - To provide knowledge on analysis and interpretation of outcome of the data in a scientific way. - To provide knowledge on descriptive and inferential statistical analysis. - To impart competence skills to undertake business research problem and carryout scientific research.					
*Standard Statistical tables shall be allowed in the examination					
Course Outcomes (CO): Student will be able to					
- Learn types of business research, technology used in business research in technological era. - Identify research problem, appropriate research design and sample design for the problem, formulate hypothesis, testing process of hypothesis. - Understand sources of data, instruments to collect data, analyse and interpretation of data. - Prepare and present the research report effectively and efficiently.					
UNIT - I	Lecture Hrs:08				
Introduction to Business Research: Definition-Types of Business Research. Scientific Investigation, Technology and Business Research: Information needs of Business - Technologies used in Business Research: The Internet, E-mail, Browsers and Websites. Role of Business Research in Managerial Decisions.					
UNIT - II	Lecture Hrs:12				
The Research Process: Problem Identification: Broad Problem Area-Preliminary Data Gathering. Literature Survey - Hypothesis Development - Statement of Hypothesis- Procedure for Testing of Hypothesis. The Research Design: Types of Research Designs: Exploratory, Descriptive, Experimental Designs and Case Study -Measurement of Variables- Operational Definitions and Scales-Nominal and Ordinal Scales- Rating Scales- Ranking Scales- Reliability and Validity - Sampling and Methods of sampling					
UNIT - III	Lecture Hrs:12				
Collection and Analysis of Data Sources of Data-Primary and Secondary Sources of Data - Data Collection Methods- Interviews: Structured Interviews and Unstructured Interviews- Observational Surveys: Questionnaire Construction: Organizing Questions- Structured and Unstructured Questionnaires – Guidelines for Construction of Questionnaires.					
UNIT - IV	Lecture Hrs:12				
Data Preparation and Analysis: Data preparation process, problems in preparation process - An overview of Descriptive, Associational and Inferential- Statistical Measures.					
UNIT - V	Lecture Hrs:12				
The Research Report: Research Reports-Components-The Title Page-Table of Contents-The Executive Summary-The Introductory Section-The Body of the Report-The Final Part of the Report-Acknowledgements – References-Appendix - Guidelines for Preparing a Good Research report - Oral Presentation.					
Textbooks:					
- Research Methodology – methods & Techniques, C.R. Kothari, Vishwa prakashan. - Research Methods for Business–A Skill Building Approach, Uma Sekaran, John Wiley & Sons (Asia) Pvt. Ltd, Singapore.					



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3. Research Methodology(Concepts and cases) Deepak Chawla NeenaSondhi-Vikas publishing
Reference Books:
1. Business Research Methods, Donald R Cooper and Pamela S Schindler,9/e,Tata McGraw-Hill Publishing Company Limited. 2. Methodology and Techniques of Social Science Research, Wilkinson & Bhandarkar, Himalaya Publishing House. 3. Business Research Methods 8e, Zikmund- Babin-Carr- Adhikari-Griffin-Cengage learning. 4. Business Research Methods- Alan Broman, Emma Bell 3e, Oxford university
Online Learning Resources:
https://onlinecourses.swayam2.ac.in/cec20_mg14/preview https://onlinecourses.nptel.ac.in/noc20_ge01/preview



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COMMON COURSE STRUCTURE

Course Code	OPERATIONS RESEARCH		L	T	P	C
21E00205			4	0	0	4
Semester			II			
Course Objectives:						
- To provide the basic knowledge about Operation Research, importance, application areas of Operations research and various optimizing techniques in the business operations. - To impart different optimization models under typical situations in the business organization. - To describe different game strategies under cut-throat competitive business environment - To explain optimization tools in solving the management problems through modelling and using mathematical approach.						
Course Outcomes (CO): Student will be able to						
- Understand nature, scope and significance of Operation Research and formulation of given business problem in a LPP model and solving methods. - Learn different optimizing solutions for various business problems using appropriate modelling techniques. - Acquire the skills to complete a project effectively and efficiently with in the given resources.						
UNIT - I					Lecture Hrs:12	
Introduction to OR: Meaning, Nature, Scope & Significance of OR - Typical applications of Operations Research. The Linear Programming Problem – Introduction, Formulation of Linear Programming problem, Limitations of L.P.P, Graphical method, Simplex method: Maximization and Minimization model(exclude Duality problems), Big-M method and Two Phase method.						
UNIT - II					Lecture Hrs:12	
Transportation Problem: Introduction, Transportation Model, Finding initial basic feasible solutions, Moving towards optimality, Unbalanced Transportation problems, Transportation problems with maximization, Degeneracy. Assignment Problem – Introduction, Mathematical formulation of the problem, Solution of an Assignment problem, Hungarian Algorithm, Multiple Solution, Unbalanced Assignment problems, Maximization in Assignment Model.						
UNIT - III					Lecture Hrs:10	
Sequencing – Job sequencing, Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, n jobs through m machines, Two jobs and m Machines Problems.						
UNIT - IV					Lecture Hrs:10	
Game Theory: Concepts, Definitions and Terminology, Two Person Zero Sum Games, Pure Strategy Games (with Saddle Point), Principal of Dominance, Mixed Strategy Games (Game without Saddle Point), Significance of Game Theory in Managerial Application.						
UNIT - V					Lecture Hrs:12	
Project Management: Network Analysis – Definition –objectives -Rules for constructing network diagram- Determining Critical Path – Earliest & Latest Times – Floats - Application of CPM and PERT techniques in Project Planning and Control – PERT Vs CPM. (exclude Project Crashing).						
Textbooks:						
- Operations Research / R.Pannarselvam, PHI Publications. - Operations Research / S.D.Sharma-Kedarnath - Operations Research /A.M.Natarajan,P.Balasubramani,A. Tamilarasi/Pearson Education.						
Reference Books:						



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COMMON COURSE STRUCTURE & SYLLABI

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|--|
| <ol style="list-style-type: none">1. Introduction to O.R/Hiller & Libermann (TMH).2. Operations Research: Methods & Problems / Maurice Saseini, Arthur Yaspan & Lawrence Friedman. Pearson3. Quantitative Analysis For Management/ Barry Render, Ralph M. Stair, Jr and Michael E. Hanna/4. Operations Research / Wagner/ PHI Publications. |
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Online Learning Resources:

https://onlinecourses.swayam2.ac.in/cec20_ma10/preview https://onlinecourses.nptel.ac.in/noc20_ma23/preview https://onlinecourses.nptel.ac.in/noc19_ma29/preview



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COMMON COURSE STRUCTURE

Course Code	OPERATIONS MANAGEMENT	L	T	P	C
21E00206		4	0	0	4
Semester		II			
Course Objectives:					
- To explain various concepts of Production and Operations Management. - To explore and impart knowledge on the elements of good control system, the role of control charts and statistical process control methods in helping managers to control variation. - To develop the strong knowledge about quality control systems - To facilitate the knowledge over real time inventory control techniques - To offer learners an introduction to industry 4.0, its applications in the business world.					
Course Outcomes (CO): Student will be able to					
- Understand the concept of Production and Operations Management. - Construct and interpret simple control charts for both continuous and discrete data. - Gain knowledge on the quality philosophies and principles of deming, Juran, six sigma and to become acquainted with the International Organization for Standardization's ISO 9000:2000 requirements. - Learn different types of inventory that firm's use and their role in value analysis - Familiarize with inventory concepts to support the development of useful quantitative models for inventory management. - Understand the drivers and enablers of Industry 4.0					
UNIT - I	Lecture Hrs:08				
Introduction and Overview of Operations Management: Definition of Operations Management – Nature and Scope of OM – Role & Decision areas of Operations Manager- interface of OM with other functions - Operations Management's future challenges					
UNIT - II	Lecture Hrs:12				
Operations Control: Managing of Work Environment–Automation–Technology Management–Waste Management–Quality Assurance and Quality Circles–Statistical Quality Control–Control Charts for Variables–Average–Range and Control charts for Attributes. Acceptance Sampling Plans. Purchase functions and Procedure					
UNIT - III	Lecture Hrs:12				
Managing for Quality: Basic concepts of quality, dimensions of quality, Juran's quality trilogy, Deming's 14 principles, Quality improvement and cost reduction, ISO9000-2000 clauses & coverage. Six Sigma, Productivity–factors affecting productivity - measurement & improvements in productivity–new product development and design–stages.					
UNIT - IV	Lecture Hrs:12				
Inventory and Inventory Models: Inventory Control–Different Systems of Inventory Control, Costs & Types of Inventory – ABC, VED. Value Analysis – importance in cost reduction – concepts and procedures. Inventory control –Types of Inventory–Safety stock – Inventory Control Systems–JIT, VMI.					
UNIT - V	Lecture Hrs:12				
Introduction to Industry 4.0 - The Various Industrial Revolutions - Digitalization and the					



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Networked Economy - Drivers, Enablers, Compelling Forces and Challenges for Industry 4.0 – Benefits of adopting an Industrial 4.0 model
Textbooks:
1. Heizer, Render, Principles of Operations Management 8th Edition, Prentice Hall, 2011. 2. B. Mahadevan, “Operations Management - Theory and Practice”, Pearson, New Delhi, 2013. 3. Operations Management and Control , Banerjee Biswajit, S.Chand
Reference Books:
1. Panner Selvem: “Production and Operations Management”, Prentice Hall of India, New Delhi, 2012. 2. S N Chary, “Production and operations management”, Tata McGraw Hill, NewDelhi, 2013.
Online Learning Resources:
https://onlinecourses.swayam2.ac.in/imb21_mg47/preview https://onlinecourses.nptel.ac.in/noc21_me18/preview


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Course Code	General Elective – I	L	T	P	C
21E00207a	ADVANCED COMMUNICATION	2	0	0	2
Semester		II			
Course Objectives:					
- To explain communication concepts - To develop the students' competence in communication at an advanced level. - To demonstrate communication skills viz., listening, speaking, reading and writing with teaching aids.					
Course Outcomes (CO): Student will be able to					
- Understand the communication concepts and - Improve communication and competence skills - Obtain and apply proficiency in business communication at the workplace and professional contexts.					
UNIT - I		Lecture Hrs:6			
Concept of Managerial Communication – Effective Listening – Barriers, Steps for Active Listening – Effective Speaking – Body Language & Modulation, Informative, Persuasion Communications – Effective Reading – Obstacles, Effective Reading, Reading Comprehension – Effective Writing – Condensation, Note Making Methods, Executive Summary.					
UNIT - II		Lecture Hrs: 6			
Business Letters & Reports: Types of Business Letters – Elements; Types of Reports – Informal – Formal Reports – Elements; Annual Reports - Technical Proposals – Structure – Circulars - Notices – Memos.					
UNIT - III		Lecture Hrs: 3			
Meetings & Reports: Meeting Invitation - Notice – Agenda – Meeting Participants – Roles; Meeting conduction & Etiquette - Minutes of the Meeting – Documentation – Filing;					
UNIT - IV		Lecture Hrs: 3			
Communication Strategies: Conflict Resolution – Win-Win strategy; Managerial Negotiations – Bargaining, Distributive, Integrative Strategies; Interviews – Types – purpose – process;					
UNIT - V		Lecture Hrs: 6			
Technology for Communication: Conventional Modes Vs Computer based Technologies – Email, Social Media, Micro Soft & Google Tools – Data – Collection – Organizing – Analyzing - Presentations using Technology.					
Textbooks:					
- Managerial Communication – Strategies and Applications, Geraldine E.Hynes, McGrawHill - Business Communication, C.S.Rayudu, HPH. - Business Communication, Meenakshi Raman, Oxford University Press.					
Reference Books:					
- Business communication, Shalini Varma, Vikas. - Business Communication, Raymond V.Lesikar, Neeraja Pandit et al.,TMH - Business Communications, Hudson, Jaico Publications - Business communication Sehgal, khetarpal, Excel Books - Effective Communication, Harward Business School, Harward Business Review No.1214. - Communication skills, Sanjay Kumar, Pushpalata, Oxford					
Online Learning Resources:					
https://onlinecourses.swayam2.ac.in/imb19_mg14/preview https://www.youtube.com/watch?v=ITHnugowc_Q					



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Course Code	General Elective – I	L	T	P	C
21E00207b	E-BUSINESS	2	0	0	2
Semester		II			
Course Objectives:					
- To imparts the concepts and various application issues of e-business and various online strategies for e-business. - To explain various electronic payment systems.					
Course Outcomes (CO): Student will be able to					
- Understand electronic business and related concepts in detail. - Identify security threat in e-business and steps, methods to overcome security issues. - Know various electronic payment system and business models in the present technology business world. - Know the e-business infrastructure requirements for e-business.					
UNIT - I					Lecture Hrs: 6
Introduction to e-business : Electronic business, Electronic commerce, difference between e-business & e-commerce, electronic commerce models, types of electronic commerce,value chains in electronic commerce,E-commerce in India, internet,web based tools for electronic commerce.Electronic data, Interchange, components of electronic data interchange, electronic data interchange process.					
UNIT - II					Lecture Hrs: 6
Security threats to e- business: Security overview, Electronic commerce threats, Encryption, Cryptography, public key and private key Cryptography digital signatures, digital certificates, security protocols over public networks : HTTP, SSL,Firewall as security control, public key infrastructure (PKI) For Security.					
UNIT - III					Lecture Hrs: 6
Electronic payment system : Concept of money, electronic payment systems, types of electronic payment systems,smart cards and electronic payment systems, infrastructure issues in EPS, Electronic fund transfer.					
UNIT - IV					Lecture Hrs: 4
E-business applications and strategies : Business models & revenue models over internet, emerging trends in e- businesse- governance, digital commerce, mobile commerce, strategies for business over web, internet based business models.					
UNIT - V					Lecture Hrs: 6
E –business infrastructure and e- marketing : Hard works system software infrastructure, ISP's, managing e-business applications infrastructure, what is e- marketing, e-marketing planning, tactics, strategies.					
Textbooks:					
1. Dave chaffey :e-business & e-commerce management- Pearson. 2. E- commerce- e-business :Dr.C.S.Rayudu, Himalaya.					
Reference Books:					
1. Whitley, David (2000) ,e-commerce strategy,Technologies and applications.TMH. 2. Schneider Gary P.and Perry, James T(1ST edition 2000) Electronic commerce, Thomson Learning. 3. Bajaj, Kamlesh K and Nag, Debjani (1st edition 1999) ,e- commerce, The cutting edge of business,TMH Publishing company					
Online Learning Resources:					
https://onlinecourses.nptel.ac.in/noc19_mg54/preview					
https://www.classcentral.com/course/swavam-e-business-14018					



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MASTER OF BUSINESS ADMINISTRATION
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COMMON COURSE STRUCTURE

Course Code	General Elective – I INDUSTRY 4.0 & INNOVATION	L	T	P	C
21E00207c		2	0	0	2
Semester		II			
Course Objectives:					
- To provide an overview of industry 4.0 and technology based innovations. - To Align the theory and concepts with Industrial application of computers - To Introduce the basic concepts of Industry 4.0, Artificial Intelligence, Big Data and Internet of Things. - To Discuss and demonstrate the applications and tools of Industry 4.0. - To Impart knowledge on innovation types, stages of innovation process, and competitive advantage					
Course Outcomes (CO): Student will be able to					
- Understand the basic concepts of Industry 4.0 and new technologies in decision making - Outline the features of Artificial Intelligence and application domains - Summarize the Big data domain stack and Internet of Things - Identify the applications and Tools of Industry 4.0 - Learn and think innovative ideas based on technology - Apply the knowledge in various industries based on technology to take effective and efficient managerial decision.					
UNIT - I	Lecture Hrs:6				
Industry 4.0: Need – Reason for Adopting Industry 4.0 - Definition – Goals and Design Principles - Technologies of Industry 4.0 – Big Data – Artificial Intelligence (AI) – Industrial Internet of Things - Cyber Security – Cloud – Augmented Reality – Mixed Reality.					
UNIT - II	Lecture Hrs: 6				
Artificial Intelligence: Artificial Intelligence: Artificial Intelligence (AI) – What & Why? - History of AI -Foundations of AI -The AI - Environment - Societal Influences of AI - Application Domains and Tools - Associated Technologies of AI - Future Prospects of AI - Challenges of AI.					
UNIT - III	Lecture Hrs: 6				
Big Data and IOT: Data : Terminologies - Big Data Definitions - Essential of Big Data in Industry 4.0 - Big Data Merits and Advantages - Big Data Components : Big Data Characteristics - Big Data Processing Frameworks - Big Data Applications - Big Data Tools - Big Data Roles - Learning Platforms; Internet of Things (IoT) : Introduction to IoT - Architecture of IoT - Technologies for IoT - Security in IoT.					
UNIT - IV	Lecture Hrs: 6				
Applications of IoT – Manufacturing – Healthcare – Education – Aerospace and Defence – Agriculture – Transportation and Logistics – Impact of Industry 4.0 on Society: Impact on Business, Government, People. Tools for Artificial Intelligence, Big Data and Data Analytics, Virtual Reality, Augmented Reality, IoT, Robotics.					
UNIT - V	Lecture Hrs: 4				
Innovation: Meaning - Stages of Innovation Life cycle – Types of Innovations - Innovation as a knowledge-based process – Innovation and competitive advantage.					
Textbooks:					
- Managing Innovation -,By Joe Tidd, John Bessant & et.al., Wiley India Publishers, New Delhi, Third Edition. - Introduction to Industry 4.0 and Industrial Internet of Things by Prof.SudipMisra, IIT Kharagpur.					



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Reference Books:
1. Alasdair Gilchrist. Industry 4.0: The Industrial Internet of Things, A press Publications.
Online Learning Resources:
http://assets.press.princeton.edu/chapters/s9221.pdf https://www.researchgate.net/profile/Joe-Tidd/publication/285052130_Managing_Innovation/links/5662e4a508ae418a786b8dd8/Managing-Innovation.pdf



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COMMON COURSE STRUCTURE

Course Code	Skill Oriented Course	L	T	P	C
21E00208	DATA ANALYTICS LAB	0	1	2	2
Semester		II			
Course Objectives:					
- To explain the procedure in creation of company, ledger accounts and to explore, present financial statements of an business organization - To give knowledge on using of various financial tools to take long term investment decision - To demonstrate the process of storing, retrieving the data relating to employees, dealers, customers and consumers in an effective and efficient way - To impart the knowledge on Systems and MIS and process of designing the MIS in an organization.					
Course Outcomes (CO): Student will be able to					
- Demonstrate the creation of company, ledger accounts, explore and export financial statements - Exhibit the calculation of cost of capital and discounting factor techniques in long term investment decision. - Store and retrieve the data relating to dealers, customers and consumers based on products, geographical criteria. - Present the data in the form of pivot tables, graphs and charts in effective and efficient way - Construct and present employee salary administration in an organization in an informative manner. - Understand information system in the organization, design of MIS and also internet and the tools used in Internet.					
List of Experiments:					
Unit – 1					
Introduction to Excel- Cells – name range – references – Creating and editing worksheets-Cell Formatting-Creating and using formulas and functions-Use of Macros –Sorting and querying data-Working with graphs and charts – usage of Paste special					
Unit – 2					
Basis of Excel: Managing Worksheets and Workbooks. - Worksheet Vs. Workbook - Creating new worksheets and workbooks - Deleting worksheets and workbooks -Naming and renaming a worksheet - Toggling between worksheets and workbooks - Copy and Move Worksheets - Hide, Unhide, Group and Ungroup Cells -Hide and Unhide Worksheets -Save and Save As					
Unit – 3					
Advanced Excel: Cell Referencing - Data Validation- Naming a Cell or Range of Cells (Name Manager).- Basic formulas (SUM, COUNTA, AVERAGE, MAX, MIN). Text Functions (RIGHT, LEFT, MID, SUBSTITUTE, FIND, LEN). Date Functions (TODAY, NOW, DAY, MONTH, YEAR, EDATE, EOMONTH, TEXT).					
Unit – 4					
Advanced Excel II: Lookup Functions (VLOOKUP, HLOOKUP, MATCH, INDEX). - Logical Functions (IF, AND, OR). -Data Analysis Functions (SUMIF, SUMIFS, COUNTIF, COUNTIFS).- Conditional Formatting, Filtering and Sorting. - Graphs, Charts and Pivot Tables remove duplicates					
Unit – 5					
Conducting Online surveys – usage of Google drive – micro soft online surveys – sharing with the help of social media/ internet- getting responses from online survey- sorting and filter online survey					



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References:

- Ms Office Excel-Frye, PHI publications
- Ms Office Access- Step by step, PHI publications
- SPSS User manual

Online learning resources/Virtual labs:

<https://www.coursera.org/specializations/excel>

<https://www.coursera.org/specializations/everyday-excel>

<https://www.coursera.org/learn/excel-basics-data-analysis-ibm>


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COMMON COURSE STRUCTURE**

Course Code	Strategic Management	L	T	P	C
21E00301		4	0	0	4
Semester		III			
Course Objectives:					
• To describe and discuss the strategic management process. • To build skills to develop strategic vision, mission objectives. • To explain concepts of core competence, strategy for complete advantage. • To give an understanding about strategic analytical tools and techniques. • To provide knowledge on strategy formulation, types of strategies to implement. • To create awareness on various strategy evaluation and controlling approaches.					
Course Outcomes (CO): Student will be able to					
• Know strategic management process • Obtain strategy implementation, analytical and evaluating skills about various strategies. • Understand on establishing strategic controls at national and international context					
UNIT - I		Lecture Hrs: 8			
Introduction- Concepts in Strategic Management , Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company’s strategy – Environmental Scanning -Concepts of Core Competence, Crafting a strategy for competitive advantage.					
UNIT - II		Lecture Hrs: 12			
Strategic Analysis and Choice: Tools and techniques- Porter's Five Force Model, BCG Matrix, GE Model, SWOT Analysis and TOWS Matrix,, Market Life Cycle Model - and Organizational Learning, and the Experience Curve.					
UNIT - III		Lecture Hrs:12			
Strategy Formulation : Formulation of strategy at corporate, business and functional levels. Strategy Alternatives:- Stability Strategy, Growth Strategy, Retrenchment Strategy, and Combination Strategy, .					
UNIT - IV		Lecture Hrs:12			
Strategy Implementation : Types of Strategies : Offensive strategy, Defensive strategy, vertical integration, horizontal strategy; Tailoring strategy to fit specific industry and company situations, Strategy and Leadership, Resource Allocation as a vital part of strategy – Planning systems for implementation					
UNIT - V		Lecture Hrs:12			
Strategy Evaluation and control – Establishing strategic controls - Role of the strategist - benchmarking to evaluate performance - strategic information systems – Guidelines for proper control- Strategic surveillance -strategic audit - Strategy and Corporate Evaluation and feedback in the Indian and international context.					
Textbooks:					
1. Strategic Management – J.S.Chandan & Nitish sen Gupta, Vikas					
Reference Books:					
• Strategic Management Concepts and Cases ,Fred R.David, PHI. • Strategic Management,Hill, Ireand, manikutty, Cengage. • Concepts in Strategic Management and Business Policy,Wheelen & Hunger, Pearson Education. • Strategic Management – Text and Cases, V.S.P. Rao, Excel.					



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- Strategic Management, Ireland, Hoskinsson, Hitt, Cengage.
- Strategic Management – Theory and Application, Habergerg, Rieple, oxford .
- Strategic Management, P. SubbaRao, Himalaya.
- Business policy and strategic management, Sukul Lomash, P.K.Mishra, Vikas

Online Learning Resources:

<http://rizvihmct.com/wp-content/uploads/2017/02/Semester-VI-strategic-managment.pdf>
https://sgp1.digitaloceanspaces.com/cakart/5929/study_contents/Chapter_1__Introduction_to_Strategic_Management.pdf
<https://old.mu.ac.in/wp-content/uploads/2014/04/Introduction-to-Strategic-Management-book.pdf>
https://www.cimaglobal.com/Documents/ImportedDocuments/cid_tg_strategic_analysis_tools_nov07.pdf.pdf
<https://resources.saylor.org/wwwresources/archived/site/wp-content/uploads/2013/09/Saylor.orgs-Strategy-Formulation.pdf>
https://resources.saylor.org/wwwresources/archived/site/wp-content/uploads/2013/04/BUS300-2.3_Strategy-Formulation.pdf
https://static.careers360.mobi/media/uploads/froala_editor/files/Strategy-Implementation-and-Control.pdf



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COMMON COURSE STRUCTURE

Course Code	Green Business Management	L	T	P	C
21E00302		4	0	0	4
Semester		III			
Course Objectives:					
- To impart students an understanding of green business, its advantages, issues and opportunities - To give awareness on organizational structure, environment and corporate environmental responsibility (CER). - To provide knowledge over the strategies for building eco-business .					
Course Outcomes (CO): Student will be able to					
- To understand concept of green business management. - To know the environmental and sustainability issues for the production and CER. - To describe and identify indicators of sustainability and bio-diversity at Indian perspective. - To study green techniques and methods. - To build eco-commerce models for green business projects and companies.					
UNIT - I				Lecture Hrs: 8	
Introduction of Green Management: The concept of Green Management; Evolution; nature, scope, importance and types; green management in India; Relevance in twenty first century					
UNIT - II				Lecture Hrs: 12	
Organizational Environment; Indian corporate structure and Environment; How to go green; spreading the concept in organization; Environmental and sustainability issues for the production of high-tech components and materials, Life Cycle Analysis of materials, sustainable production and its role in corporate environmental responsibility (CER).					
UNIT - III				Lecture Hrs:12	
Approaches from Ecological Economics; Indicators of sustainability; Eco- system services and their sustainable use; Bio-diversity; Indian perspective; Alternate theories					
UNIT - IV				Lecture Hrs:12	
Environmental Reporting and ISO 14001; Climate change business and ISO 14064; Green financing; Financial initiative by UNEP; Green energy management; Green product management					
UNIT - V				Lecture Hrs:12	
Green Techniques and Methods; Green tax incentives and rebates (to green projects and companies); Green project management in action; Business redesign; Eco-commerce models					
Textbooks:					
- Green Management and Green Technologies: Exploring the Causal Relationship by Jazmin Seijas Nogarida , ZEW Publications. - The Green Energy Management Book by Leo A. Meyer, LAMA books					
Reference Books:					
- Green Marketing and Management: A global Perspective by John F. Whaik, Qbase Technologies. - Green Project Management by Richard Maltzman And David Shiden, CRC Press Books. - Green and World by Andrew S. Winston, Yale Press B					
Online Learning Resources:					



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https://www.researchgate.net/publication/330089504_Green_Management-Concept_and_Strategies/link/5c2cc525458515a4c70766a1/download

https://steadystate.org/wp-content/uploads/Gowdy_Erickson_EE_Approach.pdf

<https://asq.org/quality-resources/iso-14001#:~:text=ISO%2014001%20is%20the%20international,than%20establishing%20environmental%20performance%20requirements.>


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COMMON COURSE STRUCTURE**

Course Code	Specialization Elective- I	L	T	P	C
21E00303a	Cost and Management Accounting	4	0	0	4
Semester		III			
Course Objectives:					
- To describe the cost concepts, cost behaviors, and cost accounting techniques that are applied to manufacturing and service businesses. - To provide an understanding on material purchase control methods. - To explain management accounting concepts and branches of accounting. - To discuss different analytical tools & techniques of financial statements. - To impart analytical and interpretation skills on financial statements.					
Course Outcomes (CO): Student will be able to					
- To understand concepts, nature and scope of accounting, branches of accounting. - To learn different controlling tools on material and labour cost. - To distinguish branches of accounting and importance. - Demonstrate analytical and interpretation skills on financial statements of any companies.					
UNIT - I		Lecture Hrs: 8			
Nature and scope of accounting: Cost analysis, concepts and classifications, Cost sheets, preparation of cost sheets, Tenders and Quotations.					
UNIT - II		Lecture Hrs: 12			
Material Purchase control: Levels, aspects, need and essentials of material control. Stores control-stores department, EOQ, Stores records, ABC analysis, VED analysis.					
UNIT - III		Lecture Hrs:12			
Labor cost: Computation and control, Time keeping-Methods of wage payment-Time rate and piece rate system-Payroll procedures-Idle time and overtime-Labor turnover.					
UNIT - IV		Lecture Hrs:12			
Management Accounting: Meaning, scope, importance and limitations – Management Accounting Vs Cost Accounting-management Accounting Vs Financial Accounting.					
UNIT - V		Lecture Hrs:12			
Analysis and Interpretation Of Financial Statements: Nature, Objectives, tools- Methods-Comparative Statements, Common size statements and Trend analysis					
Textbooks:					
1. A Text book of Cost and Management Accounting – Arora M. N, 11/e, Vikas					
Reference Books:					
- Cost Accounting :Theory and Practice - Bhabatosh Banerjee, 12/e, PHI. - Financial Statement Analysis and Reporting - Mohana Rao P, PHI, 2011. - Cost Management :A strategic Approach - Vaidya S. C, Suveera Gill Macmillan 2010. - Cost Accounting- Jawaharlal, & Seema Srivastava, 4/e, TMH. - Accounting & Costing for Management – Sinha P. K, Excel BOOKS, 2010. - A Textbook of Cost Management- G.V Kesava Rao, D Gopinath, M.G. Krishnamurthy and Anita S. Yadav, Paramount Publishing House,					
Online Learning Resources:					
https://www.youtube.com/watch?v=5oSpcI3e4Dw https://youtu.be/tstp5293Xqs					



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COMMON COURSE STRUCTURE & SYLLABI

Course Code	Specialization Elective- I Product And Brand Management	L	T	P	C
21E00303b		4	0	0	4
Semester		III			
Course Objectives:					
- To provide detailed knowledge of concept of product, product decisions, product management. - To explain concept of branding, branding decision, creating and managing brand equity. - To make them to know new brand failures and the reasons to fail in the market. - To discuss brands and branding in different sectors of the economy.					
Course Outcomes (CO): Student will be able to					
- To gain knowledge on conceptual knowledge on product, classification of products, strategies, planning and development. - To choose and implement appropriate strategies for existing and new products. - To know essentials of good brand name, types and brand loyalty. - To apply different brand valuation methods and brand revitalization. - To create, design new brand names, and brand building strategies for brand extension. - To analyse the factors for new brand failures in the market. - To examine branding in different sectors of the economy.					
UNIT - I		Lecture Hrs: 8			
Product Decisions : - Product Concepts – Product Classification – Consumer Goods and Industrial Goods Classification – Product Line and Product Mix – Product Characteristics – Responsibility of Product Manager – Types of Product Strategies					
UNIT - II		Lecture Hrs: 12			
Product Management : Product differentiation – Product Strategies – Stages in the New Product Development – Product Positioning Strategies – Packaging Management.					
UNIT - III		Lecture Hrs:12			
Branding Decisions : Essentials of Good Brand Name – Types of Brands – Advantages of branding – Brand Loyalty – Brand Valuation Methods – Brand Revitalization.					
UNIT - IV		Lecture Hrs:12			
Creating and Managing Brand Equity : Advantages of Brand Equity – Brand Building Strategies – Brand Extension – New Brand Failures.					
UNIT - V		Lecture Hrs:12			
Branding in Different Sectors: Branding in Industrial sector, Retail Sector, Service sector, Banking Sector and Insurance Sector.					
Textbooks:					
1. Marketing Management –Philip Kottler, Kevin Lane Keller ,15th Edition, Pearson.					
Reference Books:					
- Product & Brand Management – Text & Cases, Prof.K.Venugopal Rao, Himalaya - Product Management in India, Ramanuj Majumdar, PHI - Product Management ,C.Nandan, , TMH. - Compendium of Brand Management,Chunawalla. S.A, Himalaya - Product & Brand Management,Mathur.U.C , Excel - Brand Positioning, Subroto Sengupta, TMH. - Marketing and Branding, S.Ramesh Kumar, Pearson. - What’s in a Brand? , John Philip Jones. TMH					



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|---|
| <ul style="list-style-type: none">• Brand Management – Text & Cases , Harsh V Verma , Excel• Become the Brand of Choice, Jason Hartman, Jaico. |
|---|

Online Learning Resources:

https://www.youtube.com/watch?v=BRlzbDry6Ew&list=PLLy_2iUCG87BRuLgSpHX_-Xr3uNtULKBC



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COMMON COURSE STRUCTURE & SYLLABI

Course Code	Specialization Elective- I Human Resource Development	L	T	P	C
21E00303c		4	0	0	4
Semester		III			
Course Objectives:					
- To provide an understanding of the human resources development framework and - To explain management best practices, tools and models to implement an effective HRD system. - To impart knowledge on career management and issues in career development. - To describe and discuss organizational culture, labour market changes and discrimination adapting to demographic changes.					
Course Outcomes (CO): Student will be able to					
- Understand the concept of HRD, functions and challenges to HR manager. - Design plan for HRD programmes, need to assessment of HRD programmes and impact of HRD Programme. - Understand career development, process and issues in career development - learn and aware of HRD and its diversity in organizational culture and labour markets.					
UNIT – I					Lecture Hrs: 8
Introduction to Human Resource Development: Meaning, significance and objectives of Human Resource Development, Human Resource Management and Human Resource development functions, Human Resource Development challenges					
UNIT – II					Lecture Hrs: 12
HRD Need Assessment & Designing of HRD programs: Strategic/ Organizational Analysis- Task Analysis- Person Analysis- prioritizing HRD needs, defining the objectives of HRD Intervention - Selecting the trainer - Selecting the Training methods - Preparing training material Scheduling an HRD program					
UNIT - III					Lecture Hrs:12
Implementation & Evaluation of HRD programs: Training methods - Classroom training Approaches - Computer based Training, Purpose of HRD Evaluation- Kirkpatrick’s evaluation frame work - Data collection for HRD Evaluation - Assessing the impact of HRD programs in Monetary Terms					
UNIT – IV					Lecture Hrs:12
Career Management and Development: Introduction to Career management, meaning - Stages of life and Career Development - process of career Development - Issues in career development.					
UNIT – V					Lecture Hrs:12
HRD & Diversity: Introduction - Organizational culture - Labor market changes and discrimination adapting to demographic changes					
Textbooks:					
1.Jon M Werner ,Randy L DeSimone : Human Resource development (Thomson/Cengage) 2. Raymond A Noe : Employee Trainee Development (Tata McGraw Hill)					
Reference Books:					
- John P. Wilson Human Resource Development (Kogan Page Business Books) - Tripathi P.C : Human Resource Development (Sultan Chand & Sons) - Uday Kumar Halder : Human Resource Development (Oxford)					



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Online Learning Resources:
https://www.tutorialspoint.com/human-resource-management NPTEL :: Management - NOC:Principles of Human Resource Management



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COMMON COURSE STRUCTURE & SYLLABI

Course Code	Specialization Elective- I Mobile Commerce	L	T	P	C
21E00303d		4	0	0	4
Semester		III			
Course Objectives:					
- To define and describe M-commerce concepts, systems, advanced technology devices in M-Commerce. - To infuse knowledge on transactional data base accesses, techniques to facilitate information exchange and different mobile based approaches. - To improve critical analytical skills with examples and cases of M-commerce systems - To describe and discuss some of the applications in M-commerce. - To explain mobile banking, strategies for assessment of quality of perception and services for mobile commerce.					
Course Outcomes (CO): Student will be able to					
- Understand M-Commerce concept, systems and advanced technology devices. - Gain knowledge on transactional data base accesses, techniques to facilitate. - Analyse critically M-commerce system cases and applications. - Learn configuring M-commerce portals, multimedia messaging peer mobile financial services. - Apply and use mobile commerce technology with advanced systems in various areas.					
UNIT – I	Lecture Hrs: 8				
Current Status and Future Trends in Mobile Commerce, Technology Issues in Mobile Commerce, Mobile Commerce Systems, Mobile Ecommerce on Mobile Phones, Technologically advanced handheld devices, like Smart phones, PDAs, Laptops, Tablets and Portable gaming consoles etc					
UNIT – II	Lecture Hrs: 12				
Transactional Database Accesses for M-Commerce Clients, Techniques to facilitate Information Exchange in Mobile Commerce, Information System and Application Issues in Mobile Commerce, The emergence of Location based Mobile Commerce, The need for Mobile based Approaches					
UNIT - III	Lecture Hrs:12				
Managing the Interactions Between Handheld Devices Mobile Applications and Users, Mobile Commerce and Usability, a Landscape Analysis,					
UNIT – IV	Lecture Hrs:12				
: Mobile marketing, mobile ticketing, mobile computing, mobile payments and mobile banking are discussed vis-a-vis latest technologies, like wireless and mobile communication technology, digital cellular technology, mobile access technology and 4G and 5G systems					
UNIT – V	Lecture Hrs:12				
Configuring M-Commerce Portals for Business Success, Knowledge Management in a Mobile Computing Context, Multimedia Messaging Peer Mobile Financial Services, Mobile Banking – A Strategic Assessment, Service for Mobile Commerce Applications, Quality of Perception in M Commerce					
Textbooks:					
1. Advances in Mobile Commerce Technologies, EE-Peng Lim, Keng Siau, Idea Group of Publishing					
Reference Books:					
- Mobile Commerce Applications, Shi, Nansi, Idea Group of Publishing - Mobile Commerce, Karabi Bandyopadhyay, PHI					



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Online Learning Resources:
https://www.hostinger.in/tutorials/mobile-commerce https://edurev.in/studytube/Mobile-Commerce https://www.studocu.com/.../mba/mobile-commerce-lecture-notes



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COMMON COURSE STRUCTURE & SYLLABI

Course Code	Specialization Elective- II Financial Institutions And Services	L	T	P	C
21E00304a		4	0	0	4
Semester		III			
Course Objectives:					
- To provide an overview of financial system and components of financial system in detail. - To explain classification of institutions, markets and services in the financial system. - To impart knowledge on interrelationship and functioning of each component of financial system.					
Course Outcomes (CO): Student will be able to					
- Define and understand financial system in an economy and components of financial system - Gain knowledge on classification of financial institutions, markets and type services of institutions. - To compare and contrast the pros and cons of each type of services available in the financial market. - To distinguish the various financial markets and institutions and their functioning mechanism. - Acquire knowledge on entire banking system and types of banks and functioning of banks in the financial system.					
UNIT – I		Lecture Hrs: 8			
Introduction: The structure of financial system, Elements of financial system and economic development, Regulatory and Promotional Institutions - Function and Role of RBI, Monetary Policy and techniques of RBI.					
UNIT – II		Lecture Hrs: 12			
The Banking and Non-banking Institutions: The public and the private sectors – structure and comparative performance, Bank capital and Banking Innovations, Commercial and Co-operative banks. The Non-banking financial Institutions - Mutual Funds, Growth of Indian Mutual funds and its Regulation. The Role of AMFI, Insurance Companies- Role of IRDA.					
UNIT - III		Lecture Hrs:12			
Financial and securities Markets: Primary and Secondary Markets, Structure and functions of Money Market, -Call call money market , Government Securities Market – T-bills market, Commercial Bills market, Commercial paper and certificate of deposits. Securities markets:- Organization and structure, listing trading and settlement of securities market, The role and functions of SEBI.					
UNIT – IV		Lecture Hrs:12			
Fund based services - Lease and hire purchase consumer credit and Factoring - Definition, Functions, Advantages, Evaluation, venture capital financing, Housing Finance.					
UNIT – V		Lecture Hrs:12			
Fee-based services - Stock broking, credit rating Merchant Banking ,portfolio services. Underwriting, Depository services, Challenges faced by investment bankers.					
Textbooks:					
- Financial Institutions and Markets, L. M. Bhole, 4/e Tata McGraw Hill. - Financial services, Gorden & Natarajan, Himalaya publishers					
Reference Books:					
- Financial Services and markets, Dr.Punithavathy Pandian, Vikas - Financial Markets and services, Appannaiah, Reddy and Sharma, HPH - Indian Financial System, Ramachandra and others, HPH - Investment Institutions and Markets, Jeff Madura, Cengage, 1st Edition. - Financial services, Thirpati, PHI. - Financial Markets & Services, Vasanth desai, Himalaya.					



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MASTER OF BUSINESS ADMINISTRATION
MBA; MBA (General Management); MBA (Business Management)
COMMON COURSE STRUCTURE

- | |
|---|
| <ul style="list-style-type: none">• Financial Institutions and Markets, Gupta Agarwal, Kalyani publishers.• Management of Financial Services ,C.Rama Gopal ,Vikas. |
|---|

Online Learning Resources:

https://ebooks.lpude.in/management/mba/term_3/DMGT512_FINANCIAL_INSTITUTIONS_AND_SERVICES.pdf

NPTEL :: Management - NOC:Financial Institutions and Markets
--

https://www.studocu.com/.../fims-lecture-notes-online



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COMMON COURSE STRUCTURE & SYLLABI

Course Code	Specialization Elective- II Consumer Behaviour	L	T	P	C
21E00304b		4	0	0	4
Semester		III			
Course Objectives:					
- To explain concept of consumer behavior and different facets of consumer buying behavior - To enable to understand the impact of social-economic-demographic, psychological and cultural environmental factors on buying behavior - To educate in identifying types of market segments, strategies. - To describe consumer decision making process and consumerism concept. - To provide knowledge on consumer disputes redressal agencies and commission and consumer protection Act 1986.					
Course Outcomes (CO): Student will be able to					
- Understand consumer behaviour and insights and dimensions of consumer behaviour. - Analyse and interpret the consumer behaviour and its relationship with different environment factors. - Gain knowledge on communication and consumer behaviour and various models of buyer behaviour. - Understand and describe consumer decision process pre –purchase and post purchase as well as repeat purchase behaviour. - Recognise the mechanism of consumer disputes redressal agencies and commissions, Consumer protection act, 1986.					
UNIT – I	Lecture Hrs: 8				
Introduction to consumer behavior: Understanding consumers and market segments. Consumer behavior and marketing strategy, Psychographic Dimensions-consumer motivation, Perception, personality, Information processing, Attitude formation and attitude change.					
UNIT – II	Lecture Hrs: 12				
Social and Cultural Environment : Economic, Demographic, Cross Cultural and socio- cultural influences, Social Stratification, Reference Groups and family influences, personal influence					
UNIT - III	Lecture Hrs:12				
Communication and consumer behavior: Process, designing persuasive communication and diffusion of Innovations. Models of Buyer behavior- Howard –Sheth Model, EKB Model, Webster and Wind Model.					
UNIT – IV	Lecture Hrs:12				
Consumer decision process : High and Low Involvement, Pre-purchase processes, Purchase ,post purchase process, Consumption and Evaluation, Brand Loyalty and Repeat Purchase Behavior.					
UNIT – V	Lecture Hrs:12				
Consumerism: The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism, and marketer responses to consumer issues. Consumer protection Act 1986, Consumer disputes Redressal agencies and Commission.					
Textbooks:					
Schiff man , L.G and Kanuk L.L : Consumer Behavior, 8/e ,Pearson					



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COMMON COURSE STRUCTURE

Reference Books:

- Ramesh Kumar : Consumer Behaviour (pearson Education)
- LeonG.Scistman & Leslie Leaserkarmal :Consumer Behaviour, PHI
- Suja R.Nair : Consumer Behaviour in Indian Perspective, Himalaya
- Subash Mehta : Consumer Behaviour, Tata McGraw Hill
- Rajjev Kumra : Consumer Behaviour, Himalaya

Online Learning Resources:

<https://www.studocu.com/.../consumer-behavior-lecture-notes>
<https://freevidelectures.com/course/3497/consumer-behaviour>



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COMMON COURSE STRUCTURE & SYLLABI

Course Code	Specialization Elective- II	L	T	P	C
21E00304c	Labour Laws and Legislations	4	0	0	4
Semester		III			
Course Objectives:					
- To explain overview of legal framework, evolution, labour legislations and its relevance to HRM. - To educate on various laws in India focusing on employment, working conditions, remunerations, industrial relations and social security.					
Course Outcomes (CO): Student will be able to					
- Acquire knowledge on various labour related legislations. - Enables to capture the significant elements of laws to run an industry. - Investigate and draw valid points on labour related issues in an organisation. - Face labour issues in the organizations relating to employment, wages, relations, social security.					
UNIT – I		Lecture Hrs: 8			
Legal frame work: evolution of labour laws in India – labour legislations – meaning, importance and relevance to HRM					
UNIT – II		Lecture Hrs: 12			
Legislations relating to employment and working conditions: Industrial employment (standing orders) Act, 1946 – Factories Act 1948 - contract labour (Regulation and abolition) Act 1970					
UNIT - III		Lecture Hrs:12			
Laws relating to remuneration: Payment of wages Act, 1936, Minimum wages Act, 1948 – Payment of Bonus Act, 1965					
UNIT – IV		Lecture Hrs:12			
Laws relating to industrial Relations : Industrial Disputes Act ,1947 - preventive and settlement machinery – trade unions Act, 1926 – workers participation in management					
UNIT – V		Lecture Hrs:12			
Laws relating to social security : Work men’s compensation Act, 1923 – ESI Act, 1948 Employees provident fund and miscellaneous provisions Act, 1952 - Maternity benefits Act,- 1961 Payment of gratuity Act, 1972					
Textbooks:					
- Industrial Relations and labour laws - Tripathi. P.C- Sultan chand and sons - Mercantile law – N.D. Kapoor - Sultan chand and sons					
Reference Books:					
- Industrial Relations and labour laws - Sri Vastva – vikas publishers - Industrial Relations and laws in India – Agarwal LL - Industrial Relations and labour laws - Sinha & sinha, Oxford IBH - Legal aspects of business – Pillai.RSN& Bhagavathi (2011), Sultan chand and sons - Industrial Law- P.L.Malik, eastern book company					
Online Learning Resources:					
https://www.instamojo.com/SudhirSachdeva/labour-laws https://www.bing.com/search?q=labour+laws+and+legislations+lecture+videos&q=n&form=QBRE&sp=-1&pq=labour+laws+and+legislations+lecture+videos&sc=1-43&sk=&cvid=F7903542C77744E1AE821FBDE885A330&ghsh=0&ghacc=0# https://www.bing.com/search?q=labour+laws+and+legislations+lecture+videos&q=n&form=QBRE&sp=-1&pq=labour+laws+and+legislations+lecture+videos&sc=1-					



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COMMON COURSE STRUCTURE

[43&sk=&cvid=F7903542C77744E1AE821FBDE885A330&ghsh=0&ghacc=0#:~:text=https%3A/www.toppr.com/guides/legal%2Daptitude/labour%2Dlaws/labour%2Dlaws](https://www.toppr.com/guides/legal%2Daptitude/labour%2Dlaws/labour%2Dlaws)



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COMMON COURSE STRUCTURE & SYLLABI

Course Code	Specialization Elective- II Supply Chain Management	L	T	P	C
21E00304d		4	0	0	4
Semester		III			
Course Objectives:					
- To introduce supply chain concept, fundamentals and role of supply chain management in the economy. - To explain concept of distribution logistics system and supply chain management. - To make to identifying sourcing strategy in supply chain management world wide. - To educate on supply chain network, location models, optimization models - To impart knowledge on planning demand, inventory and supply - To describe inventory managing approaches, pricing and revenue management. - To provide knowledge on current trends in supply chain management.					
Course Outcomes (CO): Student will be able to					
- To define and describe basics of supply chain management, drivers of supply chain performance - To identify sourcing strategy in selection and negotiation with world wide suppliers. - To design a distribution logistics system and redesign location and optimization models and its impact on uncertainty on network design. - To schedule demand, inventory and supply in uncertainty conditions. - Determine the risk, pricing and revenue levels in different supply chain models. - Acquire knowledge on current trends in supply chain management.					
UNIT – I		Lecture Hrs: 8			
Role of Distribution in Value discovery: Designing a distribution logistics system – Outsourcing of distribution logistics – Distinction between distribution logistics and supply chain management. Introduction - Supply Chain – Fundamentals –Evolution- Role in Economy -Importance - Decision Phases - Supplier-Manufacturer-Customer chain. - Enablers/Drivers of Supply Chain Performance.					
UNIT – II		Lecture Hrs: 12			
Strategic Sourcing : Outsourcing – Make Vs buy - Identifying core processes -Market Vs Hierarchy - Make Vs buy continuum -Sourcing strategy - Supplier Selection and Contract Negotiation. Creating a world class supply base- Supplier Development - World Wide Sourcing.					
UNIT - III		Lecture Hrs:12			
Supply Chain Network - Distribution Network Design – Role – Factors Influencing Options, Value Addition – Distribution Strategies - Models for Facility Location and Capacity allocation. Distribution Center Location Models. Supply Chain Network optimization models. Impact of uncertainty on Network Design – Network Design decisions using Decision trees.					
UNIT – IV		Lecture Hrs:12			
Planning Demand, Inventory And Supply - Managing supply chain cycle inventory. Uncertainty in the supply chain – Analyzing impact of supply chain redesign on the inventory - Risk Pooling - Managing inventory for short life – cycle products - multiple item -multiple location inventory management. Pricing and Revenue Management					
UNIT – V		Lecture Hrs:12			
Current Trends - Supply Chain Integration - Building partnership and trust in SC Value of Information: Bullwhip Effect - Effective forecasting - Coordinating the supply chain. . SC Restructuring - SC Mapping -SC process restructuring, Postpone the point of differentiation.					
Textbooks:					
- D K Agrawal, Textbook of Logistics and Supply Chain Management, MacMillan 2003, 1st Edition. - G Raghuram & N Rangaraj, Logistics and Supply Chain Management - Cases and Concepts. Mac Millan.					



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COMMON COURSE STRUCTURE

Reference Books:
▪ Supply chain Logistics Management, Bowersox, Closs, Cooper, 2/e, TMH. ▪ Supply chain management concepts and cases, Rhaul V. Altekhar, PHI. ▪ Principles of Supply Chain Management – A balanced approach, Wisner, Leong, Tan, Cengage. ▪ Exploring Supply Chain – theory and practice, Upendra Kachru, excel. ▪ Supply Chain Management, R.P. Mohanty and S.G. Deshmukh, Jaico.
Online Learning Resources:
https://www.bing.com/search?q=supply+chain+management++lecture+videos&qsn&form=QBRE&sp=-1&pq=supply+chain+management+lecture+videos&sc=1-38&sk=&cvid=292D06330E7D445C822F887E8703978D&ghsh=0&ghacc=0# https://www.tutorialspoint.com/supply_chain_management https://www.bing.com/search?q=supply+chain+management+swayam&qsn&form=QBRE&sp=-1&pq=supply+chain+management+swayam&sc=1-30&sk=&cvid=435E6932DEC4418785D4B27B58FAE6B4&ghsh=0&ghacc=0#:~:text=Management%20%2D%20Swayam%20Prabha-,https%3A//swayamprabha.gov.in/asset/new_team/images/course_files/,-c%E2%80%A6%C2%A0%C2%B7%20PDF



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COMMON COURSE STRUCTURE & SYLLABI

Course Code	Specialization Elective- III	L	T	P	C
21E00305a	Investment And Portfolio Management	4	0	0	4
Semester		III			
Course Objectives:					
- To present and discuss an overview of stock markets. - To explain concept of investment, process of investment. - To discuss framework of fundamental and technical analysis under security analysis - To impart knowledge on estimation and measurement of risk and return. - To explain process of valuation of different securities. - To describe the process of portfolio management process, theories, models to measure the performance of portfolio.					
Course Outcomes (CO): Student will be able to					
- Understand the overview of stock markets. - Acquire knowledge on process of investment, - Analyse the security under different types before investing in stocks. - Ascertain risk and return value of different securities and portfolio - Learn various portfolio theories, models to manage portfolio and maximise the portfolio returns.					
UNIT – I		Lecture Hrs: 8			
Investment: Introduction to stock markets - objectives, Process of Investment, Investment and speculation.					
UNIT – II		Lecture Hrs: 12			
Fundamental Analysis & Technical Analysis: Framework of Fundamental analysis- Economic analysis, Industry analysis-Industry Life cycle - Company analysis, Fundamental Analysis Vs Technical Analysis - Dow Theory.					
UNIT - III		Lecture Hrs:12			
Measurement of Risk and Return: Revenue Return and Capital appreciation, holding period – Calculation of expected return, Risk factors, risk classification – systematic risk – unsystematic risk – standard deviation – variance– Beta .					
UNIT – IV		Lecture Hrs:12			
Valuation of Securities: Types of Securities - Approaches of valuation – Bond valuation – Preference share Valuation – Common stock Valuation					
UNIT – V		Lecture Hrs:12			
Portfolio Management: Process of Portfolio Management, Modern Portfolio – Portfolio models – Markowitz model – Sharpe single index model, Capital Asset Pricing Models.					
Textbooks:					
- Investment Management,V.K.Balla, S.Chand Company Ltd - Security Analysis and Portfolio Management ,Punithavathy Pandian, Vikas					
Reference Books:					
- Investment Analysis and portfolio management, Chandra, Tata McGraw Hill . - Security Analysis Portfolio Management, Ranganatham & Madhumathi, Pearson Education. - Security Analysis and Portfolio Management, Sudhindra Bhat, excel. - Security analysis and portfolio management. Avadani, Himalaya publishers.					



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COMMON COURSE STRUCTURE

- Investment analysis portfolio management, Frank Reilly & Brown, Cengage.
- Investment Management, Preethi Singh, Himalaya Publishing House, Mumbai..
- Investment, Bodie, McGraw Hill Book Company.
- Investment Management ,Hiriyappa ,New Age Publications

Online Learning Resources:

https://www.bcci.bg/projects/latvia/pdf/8_IAPM_final.pdf

<https://backup.pondiuni.edu.in/sites/default/files/investment%26portfolio-260214.pdf>

https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA7002.pdf

<https://www.youtube.com/c/iit/search?query=securities%20and%20portfolio%20management>



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COMMON COURSE STRUCTURE & SYLLABI

Course Code	Specialization Elective- III Rural Marketing	L	T	P	C
21E00305b		4	0	0	4
Semester		III			
Course Objectives:					
- To explain the structure of Rural markets in India & Government role in promoting Rural Marketing. - To introduce rural marketing concepts focusing on rural consumer behavior. - To list and explain various government agencies for the development of Agricultural marketing in India. - To create awareness on agricultural credit and crop insurance information to rural marketing groups. - To explain the role of IT in rural marketing with case studies.					
Course Outcomes (CO): Student will be able to					
- Understand the structure of Rural markets in India & Government role in promoting Rural Marketing. - Learn rural marketing concepts focusing on rural consumer behavior. - Identify various government agencies, their roles and responsibilities for the development of Agricultural marketing in India. - Know the sources of agricultural credit and crop insurance information to rural marketing groups. - Know the role of IT in rural marketing with case studies.					
UNIT - I	Lecture Hrs: 8				
Introduction to Rural marketing: Meaning, scope, definition,& importance ,Rural versus Urban., mindsets, Growth of rural markets, Basic differences between rural, semi urban and urban markets. Classification of Rural Consumer based on economic status, profile of rural consumer, rural consumer behavior.					
UNIT - II	Lecture Hrs: 12				
Rural Marketing strategies: Product strategies ,pricing strategies, distribution strategies, production strategies, Methods of sale, Hatha system, Private Negotiations ,Quotations on samples, Dara Moghum sale Methods ,Open Auction Method. Prevalence of Beoparis and Arahatis Rural Mandi's, APMC's etc					
UNIT - III	Lecture Hrs:12				
Role of Government in the development of Agricultural Marketing : Government intervention in Marketing system, Role of agencies like ,Council of State Agricultural Marketing Boards, (COSAMB),State trading, Cooperative Marketing ,Types of Cooperative marketing societies, Cooperative Processing ,National Agricultural Cooperative marketing federation (NAFED), National Cooperative Development Corporation (NCDC), Public Distribution Systems (PDS), Food Corporation of India, Directors of Marketing and Inspection (DMI), National institute of Agricultural Marketing (NIAM), Self help Groups (SHG's)					
UNIT - IV	Lecture Hrs:12				
Agricultural Credit and Crop Insurance: Agricultural Credit Policy, Institutional Agreements for Agricultural Credit, Crop Insurance, Agricultural Insurance.					
UNIT - V	Lecture Hrs:12				
Role of IT in Rural Marketing: Infrastructure, Importance & scope ,Modern techniques for rural distribution ,Case study of ITC's “ e-choupal” Initiative					



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COMMON COURSE STRUCTURE

Textbooks:
Reference Books:
▪ Rural Marketing : Environment, Problems and strategies –T.P. Gopalaswamy, Vikas Publishing house. ▪ Rural Marketing in India – K.S.Habeb Rahman ,Himalaya Publishers. ▪ Rural Marketing in India – R.V.Bedi , Himalaya Publishers ▪ Rural Marketing- Focus on agricultural inputs, Sukhpal singh , Vikas Publishing house. ▪ Integrated rural development – R.C.Arora , S.Chand & company
Online Learning Resources:
https://www.bing.com/search?q=rural+marketing+lectures&qsn&form=QBRE&sp=-1&ghc=1&pq=rural+marketing+lectures&sc=7-24&sk=&cvid=7C1410AA2B1944E796CACHED8ADC7A7D9&ghsh=0&ghacc=0# https://www.tutorialspoint.com/rural_marketing https://www.geektonight.com/rural-marketing



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COMMON COURSE STRUCTURE & SYLLABI

Course Code	Specialization Elective- III	L	T	P	C
21E00305c	Performance Management	4	0	0	4
Semester		III			
Course Objectives:					
- To introduce performance management concept and distinguish performance management and Human resource management - To discuss the concept of mentoring , process, types and pitfalls - To explain coaching and counseling for performance improvement and steps involved in counseling process. - To discuss the uses of appraisal system and methods of appraisal - To impart knowledge on Learning Organization, approaches, sources and rewards, and compensation management.					
Course Outcomes (CO): Student will be able to					
- Understand performance management concept and distinguish performance management and Human resource management - Learn the concept of mentoring , process, types and pitfalls. - Explain coaching and counseling for performance improvement and steps involved in counseling process. - Design and apply different appraisal systems in an organization. - prepare reward and compensation policy - determine factors influencing fringe benefits in the reward and compensation policy.					
UNIT - I		Lecture Hrs: 8			
Introduction to Performance management : Concept -Performance management vs. performance appraisal--Performance management vs. Human resource management- Purposes- Significance .					
UNIT - II		Lecture Hrs: 12			
Mentoring and Monitoring: Concept of mentoring - Benefits of mentoring - Characteristics of mentor-Mentoring process-Group mentoring -Benefits -Types of Group Mentoring – Pitfalls Monitoring performance.					
UNIT - III		Lecture Hrs:12			
Coaching and counseling : Coaching for performance improvement -. Concept - Tips for effective coaching Counseling -Functions of counseling- Steps in counseling process					
UNIT - IV		Lecture Hrs:12			
Annual Stock taking: Stock taking of performance -Uses –Appraisal system design : Process and approaches - Appraisal methods - MBO and Assessment centre -360 degree appraisal - Balanced score card. Stock taking of potential- Appraisal for reward - Appraisal for recognition					
UNIT - V		Lecture Hrs:12			
Learning organization : Concept of learning organization- Learning approaches- Learning sources - Importance of learning-. Characteristics of learning organization- Reward and compensation Management - Concept and types of compensation- Objectives - Competitive compensation design - Fringe benefits- Objectives -Factors influencing fringe benefits - Types of fringe benefits					
Textbooks:					
1. Performance Management, A.S.Kohli, T.Deb,Oxford. 2. Prem Chadha, Performance Management, McMillan.					



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COMMON COURSE STRUCTURE

Reference Books:
▪ Performance Management, Bagchi, Cengage Learnings. ▪ Performance Appraisal and Management, Sharma, Davinder, HPH ▪ Performance Management, Herman, Aguinis, Pearson Education. ▪ Performance Management and Appraisal Systems, T.V.Rao, Response. ▪ Performance management, Kandula, PHI. ▪ 360 Degree Feedback and Assessment and Development Centres, T.V.Rao, Excel. ▪ Performance Management, Dinesh k.Srivatsava, Excel
Online Learning Resources: NPTEL :: Management - NOC:Performance and Reward Management https://www.tutorialspoint.com/performance_management



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COMMON COURSE STRUCTURE & SYLLABI

Course Code	Specialization Elective- III Enterprise Resource Planning	L	T	P	C
21E00305d		4	0	0	4
Semester		III			
Course Objectives:					
- To provide the overview of Enterprise Resource Planning, ERP Implementation and Maintenance, business modeling, Business Process Re-engineering (BPR). - To discuss the concept of business intelligence system mentoring , process, types and pitfalls . - To explain ERP modules in various functional areas in an organization. - To discuss the ERP implementation , its life cycle, process . - To impart knowledge on ERP products and their impact on enterprise applications.					
Course Outcomes (CO): Student will be able to					
- Understand overview of Enterprise Resource Planning, ERP Implementation and Maintenance, business modeling, Business Process Re-engineering (BPR). - Learn the concept of business intelligence system mentoring , process, types and pitfalls . - Explain ERP modules in various functional areas in an organization. - Know the implementation of ERP, its life cycle, process, ERP project teams and - Gain knowledge on ERP products and their impact on enterprise applications.					
UNIT - I		Lecture Hrs: 8			
Introduction to ERP: Overview of ERP,MRPI, MRPII and Evolution of ERP, Business Modeling, ERP related technologies, Business PROCESS Re-engineering (BPR) – BPR Process, Myths regarding BPR, ERP Architecture.					
UNIT - II		Lecture Hrs: 12			
Business Intelligence Systems-Data Mining, Data Warehousing, On-line Analytical Processing (OLAP), On-line Transaction Processing (OLTP)					
UNIT - III		Lecture Hrs:12			
ERP Modules : Finance Controlling, Accounting System, Manufacturing and Production Systems. Sales and Distribution Systems, Human Resource Systems. Plant Maintenance System, Material Management System, Quality Management System,.					
UNIT - IV		Lecture Hrs:12			
ERP Implementation: ERP Implementation life cycle, ERP package selection, ERP Implementation process, ERP project teams, ERP operation and Maintenance					
UNIT - V		Lecture Hrs:12			
ERP Products: SAP, Oracle, Microsoft Dynamic, People Soft, Baan and their impact on enterprise applications					
Textbooks:					
- Enterprise Resource Planning, Singla, Cengage Learnings. - Enterprise Resource Planning, Mahadeo Jaiswal & Ganesh Vanapalli, Macmillan					
Reference Books:					
- Enterprise Resource Planning, Alexis Leon, TMH. - Enterprise Resource Systems,Motiwala,Pearson. - ERP in practice, Jagan Nathan Vaman, Tata Mc.GrawHill. - Enterprise Resource Planning and MIS,Venugopal Rao, Excel. - ERP concepts & Practice,Vinod Kumar Kard arid NK Venkata Kristean, PHI. - Concepts in ERP ,Monk,2/e Thomson.					



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COMMON COURSE STRUCTURE

- | |
|---|
| <ul style="list-style-type: none"> ▪ Managerial Issues of ERP, David L.Olson , TMH |
|---|

Online Learning Resources: https://www.coursera.org/.../enterprise-resource-planning https://www.bing.com/search?q=enterprise+resource+planning+lectures+epatasala&qs=n&form=QBRE&sp=-1&pq=enterprise+resource+planning+lectures+epatasala&sc=0-47&sk=&cvid=40E6DC39DB2E48D69A7B9979FB33D00A&ghsh=0&ghacc=0#
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ANANTHAPURAMU – 515 002 (A.P) INDIA

MASTER OF BUSINESS ADMINISTRATION
MBA; MBA (General Management); MBA (Business Management)
COMMON COURSE STRUCTURE & SYLLABI

Course Code	Specialization Elective- IV Auditing And Taxation	L	T	P	C
21E00306a		4	0	0	4
Semester		III			
Course Objectives:					
- To explain basic concepts of Audit and Income Tax structure and computation of income - To impart knowledge on company audit and audit programme - To teach qualifications, duties and rights of a company auditor and procedure to prepare an audit report. - To provide introduction to Income tax in India and concepts of Income tax. - To explain direct and indirect tax focusing basic concepts of GST Act and GST rates in India.					
Course Outcomes (CO): Student will be able to					
- Understand meaning of audit, types and basic principles of Audit. - Know the importance of company audit, audit programme and commencement of new audit. - Acquire knowledge on qualifications to appoint auditor and rights and duties as a company auditor. - Prepare company audit report. - Differentiate direct and indirect taxes, basic concepts of income tax and computational procedure of Income tax. - Understand meaning of GST, regulatory framework of GST, features and GST rates in India. - Classify different goods and services falling under various tax slab rates.					
UNIT - I	Lecture Hrs: 8				
Introduction to Auditing : Definition, objective of Audit, Advantages and limitation of audit, Types of Audit - Basic Principles of governing audit. Vouching - Meaning and significance.					
UNIT - II	Lecture Hrs: 12				
Company Audit : Introduction to Company Audit - Audit programme- Audit note book - working papers - Commencement of new audit.					
UNIT - III	Lecture Hrs:12				
Auditors eligibility and audit report: Qualifications, disqualifications appointment and removal of company auditor. Duties and rights of a company auditor - Preparation of an audit report					
UNIT - IV	Lecture Hrs:12				
Direct and Indirect Taxes : Features and History of Income Tax in India – Definitions and Basic Concepts of Income Tax: Assesse- Assessment Year – Previous Year – Person – Residential Status : Meaning of Residential Status – Conditions applicable to an Individual Assesse –Problems on computation of Total Income of an Individual based on Residential Status.					
UNIT - V	Lecture Hrs:12				
Introduction to GST Act : Meaning and definition of GST -Objectives of GST- Regulatory framework of GST - Scope of GST- Key features and Benefits of GST- GST rates in India.					
Textbooks:					
1. A Hand book on Practical Auditing- B.N. Tondan, S Chand Publishers					



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Reference Books:

- Income Tax Law and Practice: V.P. Gaur & D.B Narang, Kalyani Publishers
- Income Tax: B.B. Lal, Pearson Education
- Taxation: R.G. Saha, Himalaya Publishing House Pvt. Ltd.
- Taxation Law and Practice: Balachandran & Thothadri, PHI Learning

Online Learning Resources:

<https://swayam.gov.in/auditing&taxation>
<https://onlinecourses.nptel.ac.in/auditing>
<https://revisioncube.com/lectures/taxation>



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COMMON COURSE STRUCTURE & SYLLABI

Course Code	Specialization Elective- IV	L	T	P	C
21E00306b	Advertising And Sales Promotion Management	4	0	0	4
Semester		III			
Course Objectives:					
- To explain basic concepts of advertising, types of advertisement, - To describe objective, functions of advertisement agencies, their services and client –agency relationship. - To infuse knowledge on advertising budgets and ways to make effective budgets. - To introduce concept of Sales promotion, consumer promotion and impact of sales promotion and preparation of sales promotion budgets. - To elucidate the importance of publicity and public relations, role and functions of Public relations officer (PRO) in an organization.					
Course Outcomes (CO): Student will be able to					
- Understand concepts of advertising, types and department of advertising - Organize advertisement with advertisement agencies , their functions, role and responsibilities. - Prepare advertisement budget , decision models, measures the effectiveness of budgets - Acquire knowledge on sales promotion, consumer promotion and the impact o sales. - Know the power of publicity and public relations in promoting sales, the process of public relations and roles and functions of PRO.					
UNIT - I		Lecture Hrs: 8			
Advertising: Meaning, Role of advertising, types of advertisement, industrial, institutional, retail, trade and professional, marketing mix, Advertising department and advertisement manager.					
UNIT - II		Lecture Hrs: 12			
Organizing for Advertising: Objectives and functions - Role and functions of advertisement agencies. Advertising agency and services, client agency relationship. Visual layout, art work, production traffic copy, effective use of words, devices to get greater readership interrelation.					
UNIT - III		Lecture Hrs:12			
Advertisement budgets and effectiveness: Types, optimal expenditure, decision models, sales response and decay, competitive share, Pre-testing, post testing, experimental designs.					
UNIT - IV		Lecture Hrs:12			
Sales Promotion: Importance and scope; Need and objectives of sales promotion; Consumer promotion; channel promotion; Timing of sales promotion; Measurement of impact of sales promotion; sales promotion budgeting.					
UNIT - V		Lecture Hrs:12			
Publicity and public relations: Scope and importance. Methods of publicity, Power of Publicity , advantages and disadvantages of Publicity, Process of Public relations- Marketing public relations functions; Public relations officer- role and functions.					
Textbooks:					
- Advertising & Promotion : George E.Belch, THM - Advertising and Promotion- An Integrated Marketing Communication approach, Shimp, Cengage					
Reference Books:					
Integrated Advertising, Promotion and Marketing Communications, Clow, Baack, Pearson.					



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COMMON COURSE STRUCTURE

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|---|
| <ul style="list-style-type: none">▪ Integrated Advertising, Promotion and Marketing Communications, Kruti shah, Alon D'Souza, TMH.▪ Advertising & Sales Promotion, SHH Kazmi, Satish Batra, Excel.▪ Advertising Management with integrated Brand Promotion, O'Guinn, Allen, Semenik, Cengage.▪ Advertising Management, Jethwaney, Jain, Oxford.▪ Contemporary Advertising, Arens, TMH.▪ Advertising, Sales and Promotion Management, S.A.Chunawalla, Himalaya.▪ Sengupta, Subroto: Brand Positioning, Strategies for Competitive Advantages, Tata McGraw Hill |
|---|

Online Learning Resources:

https://www.udemy.com/course/advertising-and-sales-promotion

https://www.docsity.com/en/lecture-notes/management/advertising



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COMMON COURSE STRUCTURE & SYLLABI

Course Code	Specialization Elective- IV Knowledge Management	L	T	P	C
21E00306c		4	0	0	4
Semester		III			
Course Objectives:					
- To explain basic concepts of Knowledge Management(KM). - To give essentials of KM, organizational knowledge types. - To discuss road blocks to successful implementation of KM and Information Architecture for KM. - To infuse significance of Information Technology in Knowledge Management systems, and bench marking for KM. - To introduce concept of Sales promotion, consumer promotion and impact of sales promotion and preparation of sales promotion budgets. - To make clear future of KM in manufacturing and service industry.					
Course Outcomes (CO): Student will be able to					
- Understand concepts of Knowledge Management, techniques of KM, relationship between Knowledge and Wisdom. - Identify types of knowledge in any organization, knowledge life cycle, process and conversion of knowledge. - Know road blocks to successful implementation of KM and Information Architecture for KM. - Grasp the significance of information technology in KM, and bench marks in KM. - Deduce the future of KM particularly in manufacturing and service sector.					
UNIT – I	Lecture Hrs: 8				
Introduction to KM: Definition, scope and significance of Knowledge Management, Principles of Knowledge Management, Techniques of Knowledge Management, Data- Information-knowledge-Wisdom relationship.					
UNIT – II	Lecture Hrs: 12				
Essentials of Knowledge Management: Basic types of Knowledge management, Organizational Knowledge Management - Organizational knowledge types- Knowledge Life cycle- Organizational knowledge sources- process, Knowledge Conversion					
UNIT – III	Lecture Hrs:12				
Implementation of Knowledge Management: Discussion on Roadblocks to success,10-step KM Road Map of Amrit Tiwana, Information Architecture: A three- way Balancing Act, KM,					
UNIT – IV	Lecture Hrs:12				
Knowledge Management and Information Technology: Role Information Technology in Knowledge Management Systems, E-commerce and Knowledge Management, Bench marking and Knowledge Management					
UNIT – V	Lecture Hrs:12				
Future of Knowledge Management and Industry perspective: Knowledge Management in Manufacturing and service industry, future of Knowledge Management.					
Textbooks:					
- Knowledge Management, Sudhir Warier: Vikas Publishing House. - Web Warehousing & Knowledge Management,Mattison: Tata McGraw-Hill.					
Reference Books:					
Knowledge management: An Evolutionary view, Becerra Fernandez: PHI.					



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- Knowledge Management, Fernando: Pearson.
- Knowledge Management, B.Rathan Reddy: Himalaya.
- Knowledge Management, Tapan K Panda: Excel.
- Knowledge Management systems, Barnes: Cengage.
- The Knowledge Management tool kit, Tiwana: 2/e, Pearson Education.
- Knowledge Management, Sislop: Oxford University Press,.
- Knowledge Management, Debowski: Wiley Student Edition, Wiley Ind
- Knowledge management, A Thothathri Raman, Excel books

Online Learning Resources:

[https://www.coursera.org/courses?query/knowledge management](https://www.coursera.org/courses?query/knowledge%20management)
[https://www.udemy.com/course/knowledge management](https://www.udemy.com/course/knowledge-management)
<https://freevidelectures.com/course/4750/nptel-knowledge-management>
https://onlinecourses.nptel.ac.in/noc20_mg40/preview



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COMMON COURSE STRUCTURE & SYLLABI

Course Code	Specialization Elective- IV Data Visualisation & Analytics	L	T	P	C
21E00306d		4	0	0	4
Semester		III			
Course Objectives:					
- To explain the significance of data, basic concepts of Data Visualization(DV). - To give knowledge on dashboard designing, data discovery, exploration, bid data lake and pitfalls of data visualization. - To familiar with DV techniques and procedure to create, add and edit features for effective visualization of data. - To impart knowledge on Data Visualization Tools focusing on TABLUE, Power BI and Qlikviews.					
Course Outcomes (CO): Student will be able to					
- Understand importance of data, analyzing, reasoning about data through visualizations. - Study more insights of the data for effective decision making. - List out properties of DV, goals, functions and framework of DV. - Gain knowledge on dashboard designing, data discovery, exploration, bid data lake and pitfalls of data visualization - Acquire knowledge on DV tools TABLEAU, Power BI and Qlikviews to explore meaningful and insightful information in the data. - Compare and contrast TABLEAU, Power BI and Qlikviews.					
UNIT – I	Lecture Hrs: 8				
Introduction: Data Visualization Definition, Graphics and Computing, History of Data Visualization, Analyzing Milestone Data, Goals of DV, Functions of Data Visualization, Framework of Data Visualization, Stages of Data Visualization, Properties of Data Visualization					
UNIT – II	Lecture Hrs: 12				
Dashboard: Design principles, Dashboards, SOC Dashboard, Data Discovery and Exploration, Data requirements for visualization, Big Data Lake, Pitfalls of Datavisualization.					
UNIT – III	Lecture Hrs:12				
Data Visualization Techniques & Visualization data: Creating a Scatterplot, Adding regression line to the scatter plot, plotting categories, Labelling the graph, Legend Layouts, creating a facet, theming, Creating bar charts, Violin plots, density plots, Basic Graphics, the grammar of Graphics & ggplot 2 package (using qplot (), using Geometrics, facets, scaling, Themes and other graphics Transformation), figures with multiple plots.					
UNIT – IV	Lecture Hrs:12				
Data Visualization Tool: Tableau, Getting started with Tableau, Creating basic charts, Creating common visualizations • Creating dashboard layouts, Using dashboard filters, Creating calculated fields and measures • Using Quick Tablecalculations.					
UNIT – V	Lecture Hrs:12				
Data Visualization Tools: Power BI & Qlikview: Getting started with Power Bi- Uploading data to Power BI-Introducing Quick Insights-Introduction to reports- Introducing Visual Interactions-Decorating the report -Saving the report-Pinning a report-Filtering a report – Introduction to Qlikview – difference between Olik. PowerBI & Tableau					



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Textbooks:
1. Cole Nussbaumer Knaflic, “Storytelling With Data: A Data Visualization Guide for Business Professionals”, Wiley publications 2. Kieran Healy, “Data Visualization - A Practical Introduction”, Princeton University Press. 3. Scott Berinato, “Good Charts: The HBR Guide to Making Smarter, More Persuasive Data Visualizations”, 2016., 4. Claus O. Wilke, “Fundamentals of Data Visualization”, O'Reilly Media, Inc.
Reference Books:
• Anderson, Melissa. 2017. “Data Visualization and the 9 Fundamental Design Principle. • Alberto Ferrari & Marco Russo, “Introducing Microsoft Power BI”, Microsoft press, ISBN: 978-1-5093-0228-4
Online Learning Resources:
https://www.datavis.ca/papers/hbook.pdf https://cs.stanford.edu/degrees/phd/cs300/jeffrey-heer.pdf http://byrneslab.net/classes/biol607/readings/Friendly_2008_dataviz_history.pdf http://euclid.psych.yorku.ca/www/psy6135/lectures/History-2x2.pdf https://online.hbs.edu/blog/post/data-visualization-techniques http://www.ajtmr.com/papers/Vol11Issue1/Vol11Iss1_P4.pdf https://www.sas.com/content/dam/SAS/en_us/doc/whitepaper1/data-visualization-techniques-106006.pdf https://datos.gob.es/sites/default/files/doc/file/data_visualization_tool_report.pdf https://creconline.org/wp-content/uploads/2016/10/Data-Visualization-with-Tableau-Presentation.pdf https://wmich.edu/sites/default/files/attachments/u1158/2019/Tableau%20WMU_2.pdf https://ecampusontario.pressbooks.pub/app/uploads/sites/73/2019/02/Tableau-tutorial.pdf https://www.mukpublications.com/resources/sma%20v25-1-18-final.pdf https://cedar.princeton.edu/sites/g/files/toruqf1076/files/media/introduction_to_tableau_training_0.pdf https://smetricinsights.com/wp-content/uploads/2021/03/Tableau-VS-QlikView-VS-Power-BI-2019-Update.pdf



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COMMON COURSE STRUCTURE & SYLLABI

Course Code	General Elective- II (MOOCS) Entrepreneurship Development	L	T	P	C
21E00307a		2	0	0	2
Semester		III			
Course Objectives:					
- To educate in preparation of business plan, contents and effective presentation of business plan. - To explore and Generate new business opportunity, - To explain and discuss strategies for Decisions under Uncertainty and environment instability, Risk Reduction strategies, Market scope strategy & Imitation strategies - To educate on Women entrepreneurship focusing on Rural Entrepreneurship and Entrepreneurship Development Programmes (EDPs) to transform as entrepreneur.					
Course Outcomes (CO): Student will be able to					
- Undertake new business ventures with new creative business plan models, contents and effective presentation of business plan. - To apply various strategies for decisions under different scenarios to reduce risk. - Analyse challenges faced by Women entrepreneurship focusing on Rural Entrepreneurs - Know the need of Entrepreneurship Development Programmes (EDPs) to transform as entrepreneur with case studies.					
UNIT – I					Lecture Hrs: 4
Nature and Forms of Entrepreneurship: Features - Entrepreneur’s competencies, attitude, qualities, functions. Entrepreneurial scenario in India and Abroad. Small Business, Importance in Indian Economy, Types of ownership, sole trading, partnership, Important features of various types of businesses - corporate entrepreneurship, Intrapreneurship - Role of Government in the promotion of Entrepreneur.					
UNIT – II					Lecture Hrs: 6
Project Planning and Feasibility Studies: The Concept of Project, Project Life Cycle - Project Planning, Feasibility – Project proposal & preparation of DPR (detailed project report).					
UNIT – III					Lecture Hrs:6
Aspects of the Entrepreneurship: Idea generation – opportunities - SWOT Analysis - patents and trademarks, Intellectual Property Rights. Source of Capital, Debt capital, seed capital, venture capital - Informal Agencies In financing entrepreneurs, Technology and business incubators.					
UNIT – IV					Lecture Hrs:6
Entrepreneurial Strategy: Generation of new business opportunity, Decisions under Uncertainty, entry strategy, environmental instability - Risk Reduction strategies, Market scope strategy- Imitation strategies					
UNIT – V					Lecture Hrs:6
Women and Rural Entrepreneurship and EDPs: Scope-Challenges faced by women entrepreneurs, Institutions supporting women entrepreneurs. Successful cases of women entrepreneurs.-Need, Rural Industrialization – Role of NGO’s – Organising EDPs – Need, Objectives, Evaluation of Entrepreneurship Development Programmes.					
Textbooks:					
1. The Dynamics of Entrepreneurial Development and Management, Vasanth Desai, Himalaya.					



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COMMON COURSE STRUCTURE

2. Entrepreneurship Development & Small Business Enterprises – Second Edition, Poornima M.Charantimath , Pearson
Reference Books:
• Entrepreneurial Development, S. Chand and Company Limited, S.S. Khanka, . • Fundamentals of Entrepreneurship, H. Nandan, PHI. • Entrepreneurship, 6/e, Robert D Hisrich, Michael P Peters, Dean A Shepherd, TMH. • Entrepreneurship – New venture Creation, Holt, PHI. • Entrepreneurship- Successfully Launching New Ventures, Barringer, Ireland, Pearson. • Entrepreneurship, Roy, Oxford.
Online Learning Resources:
https://www.tutorialspoint.com/entrepreneurship_development https://swayam.gov.in ----Entrepreneurship Development https://leverageedu.com/blog/entrepreneurship-development



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COMMON COURSE STRUCTURE & SYLLABI

Course Code	General Elective- II (MOOCS) PROJECT MANAGEMENT	L	T	P	C
21E00307b		2	0	0	2
Semester		III			
Course Objectives:					
- To explain communication concepts - To develop the students' competence in communication at an advanced level. - To demonstrate communication skills viz., listening, speaking, reading and writing with teaching aids.					
Course Outcomes (CO): Student will be able to					
- Understand the communication concepts and - Improve communication and competence skills - Obtain and apply proficiency in business communication at the workplace and professional contexts.					
UNIT – I	Lecture Hrs: 4				
Project management: meaning of project, project management, nature of projects , project management system, project life cycle , project management process.					
UNIT – II	Lecture Hrs: 6				
Project analysis : types of analysis –technical analysis, economic analysis, financial analysis , sensitivity analysis, social analysis, institutional analysis					
UNIT – III	Lecture Hrs:6				
Organizing system and processor for project implementation: working of system, design of system, project work system design, work breakdown structure , project execution plan , project procedure manual					
UNIT – IV	Lecture Hrs:6				
Project risk management: Concept of risk , five stage process in risk management , types of risks , Project risk management – an integrated approach Project risk analysis and management (PRAM)					
UNIT – V	Lecture Hrs:6				
Monitoring and control: meaning of project monitoring , activities to monitor: project control, the essents of control, post evaluation approach: project benfit monitoring and evaluation-difference between monitoring and evaluation, project benfit monitoring methods :PBM methods-PBM reports-scheduling PBM activities-project completion-impact evaluation					
Textbooks:					
1. Project management: vasant desai,Himalaya publishing house,edition 2008.					
Reference Books:					
1. Project management: jack gido, penna state university,edition 2007.					
2. Project management : s. chowdary publishers,copyrights1998,by mcgraw hill education pvt ltd.					
3. Project management : jeffie k .pinto ,Indian edition ,published by dorling Kindersley india pvt ltd 2009.					
4. Project planning scheduling & control: james p .lewis, tata mcgraw hill education pvt ltd.Third edition 2009					
Online Learning Resources:					



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COMMON COURSE STRUCTURE

<https://archive.nptel.ac.in/project management>

<https://aims.education/project-management-lecture-notes>

<https://www.coursera.org/courses?query/project management>



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COMMON COURSE STRUCTURE & SYLLABI

Course Code	General Elective- II (MOOCS) BUSINESS ETHICS AND CORPORATE GOVERNANCE	L	T	P	C
21E00307c		2	0	0	2
Semester		III			
Course Objectives:					
- To introduce concept of business ethics, corporate ethics, theories, models and approaches for decision making and ethics in competitive business. - To Explain role of ethics in business competition. - To make clear on ethical aspects in various functional areas in the organizations. - To impart knowledge on Corporate Governance, structure, theories, philosophies and Corporate Social Responsibility (CSR).					
Course Outcomes (CO): Student will be able to					
- Understand concepts of business ethics, corporate ethics, theories, models and approaches for decision making and ethics in competitive business. - Recognize the role of ethics in business competition. - Learn and apply ethical aspects in various functional areas in the corporate business. - Know Corporate Governance, structure, theories, philosophies and Corporate Social Responsibility (CSR). - Classify the stakeholders in CSR and correlate CSR with ethical aspects of business.					
UNIT – I		Lecture Hrs: 4			
Business Ethics:- Ethics meaning, need, scope, nature, importance, functions, need and purpose of business ethics, approaches to business ethics, source of ethical knowledge for business. Evolution of business ethics, Ten popular myths about business ethics, ethical dilemmas ,code of conduct in business, some major unethical business practices.					
UNIT – II		Lecture Hrs: 6			
Theories of ethics :- Ethical approaches, modern decision making, ten amendments , Aristotle theory of Golden mean, theory of consequentialism, Right Albert Carr’s theory of business ethics, W.D Ross seven prima facie duties(rules); Concept of Justice – Types of justice ; Indian Ethos: Advaita vedanta (Shankara), Visishtadvaita Philosophy (Ramanuja), Gandhian Ethics, Ethics of Bhagavat githa, Moral standards in Indian Ethics.					
UNIT - III		Lecture Hrs:6			
Ethical aspects in Organization:- Ethics issues in marketing and advertisement, Ethical issues in finance and accounting, Ethical issues in HRM, Production and operations management, information technology, Combating frauds, Cyber crime, Whistle blowing., professional ethics and human values, Decision making and types of business companies, Josephson’s six Pillars of Character and Business Decision making,					
UNIT - IV		Lecture Hrs:6			
Corporate Governance:- Purpose- Theories and Philosophies of Corporate Governance, Nature, Characteristics and purpose of corporate governance, Theories of corporate governance, Principles, corporate governance codes and practices. Share holders- Rights and Protection, issues in corporate governance, The Emerging Trend in corporate governance.					
UNIT - V		Lecture Hrs:6			



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CSR(Corporate Social Responsibility):- Needs, types and nature of social responsibilities, history and evolution of corporate governance in India, Salient features, Structure and Standards of corporate governance in India, Models of corporate governance

Textbooks:

1. Business Ethics and Corporate Governance –A.C. Fernando, Pearson Education.

Reference Books:

- “Perspectives in Business Ethics”, Laura P Hartman, Tata McGrawHill.
- Ethics in management and Indian Ethos, Biswanath Ghosh, Vikas
- Bob Tricker, Corporate Governance, Oxford.
- Corporate Governance and Social responsibility, Balachandran, Chandrasekharan, PHI
- Business Ethics -Concepts and Cases, Weiss, Cengage.
- Business Ethics, Himalaya, C.S.V. Murthy.
- Ethical Management, Satish Modh, Mcmillan.

Online Learning Resources:

<https://ddceutkal.ac.in/Syllabus/BECG-MBA.pdf>
https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA1503.pdf
<https://www.bimkadapa.in/materials/BECG%20-5-UNITS-PDF.pdf>
https://www.augstskola.lv/upload/CSR%20book_FINAL_01.2020.pdf
<https://www.himpub.com/documents/Chapter2975.pdf>
<https://www.icsi.edu/media/webmodules/publications/EGAS-Final.pdf>



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COMMON COURSE STRUCTURE & SYLLABI

Course Code	Business Simulation Lab	L	T	P	C
21E00308		0	0	2	1
	Semester	III			
Course Objectives:					
- To expose the students to learn various online/ offline gathering of the data - To understand various statistical tools including Excel - To help the students to visualize using various tools including Excel - To train them into their functional domains Marketing, Finance and HR - To understand the basic data base system of MS Access					
Course Outcomes (CO): Student will be able to					
- To familiarize Students with basic to intermediate data gathering skills for using various tools - To provide students hands on experience on various statistical Utilities - To gain proficiency in creating solutions for Data Management and Reporting					
UNIT – I		Lecture Hrs: 4			
Gathering the data (Using Online/Offline) Create questioner of Marketing/HR/revenant management stream – gathering primary data - Entering online survey data into excel – sorting and filtering the required shape – Colleting and entering the secondary data (Financial data/ balance sheets/stock data/ mutual fund data/Insurance Data)					
UNIT – II		Lecture Hrs: 6			
Statistical Analysis (Using Excel / SPSS / R-studio Open-Source Online tools) Formulation of Hypothesis - Statistical Calculation of Uni Variable - Bi Variable – Multi variable – interpretation of the result					
UNIT – III		Lecture Hrs:6			
Visualization of Data (Using Excel/Power Bi/ Tableau Public/Other Open Source Visualization tools) Introduction Charts –Rules for Creating Charts- Labels- Title of the chart- Axis of the chart- Quick Layout- switch to row to column -changing the data – different types charts					
UNIT – IV		Lecture Hrs:6			
Database Creation : Data base creation in HR,FINANCE & MARKETING , Creating Sales Database – filtering the data – Create models using marketing data – Creating HR Data base – create model for HR data - Calculations of NPV, IRR					
UNIT – V		Lecture Hrs:6			
Introduction to MS- Access & SPSS: Overview of MS Access – getting started – tables – primary key – over view ribbon – creating data base . Overview of SPSS- Data entry and analysis – main features of SPSS Packages					
Textbooks:					
1. Glyn Davis & Branko Pecar “Business Statistics Using Excel” Oxford University Press.					
Reference Books:					
- David Whigham “Business Data Analysis Using Excel” Oxford University Press. - Winston “Excel 2010 Data Analysis and Business Modelling” PHI Learning Private Limited. - Bajpai “Business Statistics” Pearson. - D P Apte : Statistical Tools for Managers USING MS EXCEL, Excel Books.					



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MASTER OF BUSINESS ADMINISTRATION
MBA; MBA (General Management); MBA (Business Management)
COMMON COURSE STRUCTURE

Online Learning Resources:
https://www.coursera.org/courses?query=microsoftexcel https://onlinecourses.nptel.ac.in https://swayam.in/Advanced-excel https://swayam.in/spss-lectures



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COMMON COURSE STRUCTURE & SYLLABI

Course Code	Experimental Learning Project	L	T	P	C
21E00309		0	0	2	1
	Semester	III			
Experiential learning project is a multifaceted assignment that serves as a group academic and intellectual experience. Students are required to take up a mini project work, in which the student or a team of maximum four students can choose any specific problem of Industry / Industry based project work / social problem that interests them. Student or team need to conduct research on the subject, maintain a portfolio of findings or results, create a final product demonstrating their learning acquisition or conclusions (as a paper, short film, or multimedia presentation), and give an oral presentation before the Project Review Committee consisting of Head of the Department, supervisor/mentor and two other senior faculty members of the department					



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COMMON COURSE STRUCTURE

Course Code	Specialization Elective - V Financial Derivatives	L	T	P	C
21E00401a		4	0	0	4
Semester		IV			
Course Objectives:					
- To give an overview of Financial Derivatives, growth, types of derivatives. - To Explain fundamental linkages between spot & derivative markets. - To infuse knowledge on functioning and types of future and forward markets. - To explain the concepts of Options, strategies, and its pricing models. - To give an understanding on Swaps, types of Swaps and Credit Risk involved in Swaps.					
Course Outcomes (CO): Student will be able to					
- Understand concepts of Derivative, and types of derivatives - Recognize the inter relationship of Spot & derivative markets. - Learn the functioning of utue and forward markets. - Know the concepts of Options, strategies, and its pricing models. - Aware of types of swaps in reducing risk.					
UNIT – I	Lecture Hrs: 8				
Introduction to Derivatives : Development and Growth of Derivative Markets, Functions of Derivative markets - Types of Derivatives – Participants in Derivatives Markets - Financial Vs Derivative markets - Fundamental linkages between spot & Derivative Markets, Role of Derivatives Market in India, uses and misuses of derivatives.					
UNIT – II	Lecture Hrs: 12				
Future and Forward Market: Meaning of Forwards and Futures, Mechanics of Buying & Selling Future: Order flows – setting a futures position – Initial Margins – types of orders; Hedging Strategies Using futures: Short – Long – Basis Risk – Hedge Ratio.					
UNIT - III	Lecture Hrs:12				
Options: Introduction to Options - Distinguish between Options and Futures – Participants in Options Market - Structure of Options Market, Types of Options, Principles of Option Pricing, Option Pricing Models: The Binomial Model, The Black Scholes Merton Model - Factors affecting Option prices – Maximum & Minimum Option Price.					
UNIT – IV	Lecture Hrs:12				
Options Hedging Strategies : Types of Option hedging strategies: Protective Puts & Calls, Converted Calls, Spreads, Combinations – Delta Hedging. - Advanced Option strategies: Stock Index options – Currency Options – Interest Rate Options(Theory only).					
UNIT – V	Lecture Hrs:12				
Swaps: Introduction - Types of Swaps –Interest Rate Swaps –Currency Swaps –Commodity Swaps – Credit Risk in Swaps (Theory only).					
Textbooks:					
- Risk Management Insurance and Derivatives, Dr. G. Kotreshwaar, HPH. - Financial Derivatives, Gupta, 1st Edition, PHI. - Fundamentals of futures and options market, John C Hull: Pearson Education.					
Reference Books:					
- Financial Derivatives and Risk Management, OP Agarwal, HPH - Commodities and Financial Derivatives, Kevin, PHI					



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COMMON COURSE STRUCTURE & SYLLABI

- Fundamentals of Financial Derivatives, Swain.P.K, HPH
- Financial Derivatives, Mishra: Excel.
- Risk Management & Derivatives, Stulz, Cengage.
- Derivatives and Risk Management, Jayanth Rama Varma: TMH.
- Risk Management Insurance and Derivatives, G. Koteswar: Himalaya

Online Learning Resources:

<https://www.udemy.com/course/financial-derivatives>
https://onlinecourses.nptel.ac.in/noc21_mg84/preview

<https://swayam.in/FinancialDerivatives>
<https://www.academia.edu>


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**MASTER OF BUSINESS ADMINISTRATION
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COMMON COURSE STRUCTURE**

Course Code	Specialization Elective – V Services Marketing	L	T	P	C
21E00401b		4	0	0	4
Semester		IV			
Course Objectives:					
- To give an understanding on Service Marketing, features, classification of services. - To make clear about customer expectations of service, types , factors influencing and issues in customer expectations of service. - Explain pricing and promotion strategies for services. - To describe and discuss service promotion strategies, implications and marketing communication mix in modern economy. - To impart knowledge on marketing plans for services.					
Course Outcomes (CO): Student will be able to					
- Understand service Marketing, features, classification of services. - Learn the concept of customer expectations of service, types , factors influencing and identifies issues in customer expectations of service. - Know and setup monetary pricing objectives, pricing strategies into practice - Acquire knowledge on service promotion, strategies, implications and marketing communication mix in modern economy. - Formulate marketing plans, and understands planning process, allocation of resources and monitoring marketing planning.					
UNIT – I	Lecture Hrs: 8				
Understanding services marketing: Introduction, Characteristics of services marketing mix, services in the modern economy, Classification of services, marketing services Vs. Physical services					
UNIT – II	Lecture Hrs: 12				
Customer Expectations of service: Service expectations, types of expectations, factors that influence customer expectations of service. Issues in involving customers service expectations, Customer defined service standards					
UNIT - III	Lecture Hrs:12				
Pricing & Promotion strategies for services: Service pricing, establishing monetary pricing objectives, foundations of pricing, pricing and demand, putting service pricing strategies into practice.					
UNIT – IV	Lecture Hrs:12				
Service promotion: The role of marketing communication. Implication for communication strategies,, marketing communication mix.					
UNIT – V	Lecture Hrs:12				
Marketing plans for services: The marketing planning process, strategic context, situation review marketing strategy formulation, resource allocations and monitory marketing planning and services.					
Textbooks:					
- Services Marketing – Text and Cases, Rajendra Nargundkar, TMH. - Services Marketing—Integrating Customer Focus Across the Firm,Valarie A.Zeithaml & Mary Jo-Bitner: TMH.					
Reference Books:					
- Services Marketing People, Technology, Strategy,Christopher Lovelock, Wirtz, Chatterjee, Pearson. - Services Marketting – Concepts planning and implementation, Bhattacharjee, excel,2009					



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COMMON COURSE STRUCTURE & SYLLABI

- Services Markeing, Srinivasan, PHI.
- Services – Marketing, Operations and Management, Jauhari, Dutta, Oxford.
- Marketing of Services, Hoffman, Bateson, Cengage.
- Service sector Management, C. Bhattacharjee, Jaico.

Online Learning Resources:

<https://www.swayam.gov.in/explorer?category= ServicesMarketing>
https://onlinecourses.nptel.ac.in/noc20_mg12/preview
<https://www.studocu.com/.../services-marketing>


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COMMON COURSE STRUCTURE**

Course Code	Specialization Elective – V Organization Development	L	T	P	C
21E00401c		4	0	0	4
Semester		IV			
Course Objectives:					
- To introduce concept of Organization Development (OD), beliefs in OD and ethical issues in OD. - To Explain foundations of OD. - To make them clear on Action Research - OD. - To impart knowledge on interventions, classification of interventions . - To discuss power politics in OD and future of OD.					
Course Outcomes (CO): Student will be able to					
- Understand concepts of Organization Development (OD). - Know foundations of OD. - Acquire knowledge on Action Research and OD. - Classify interventions at intergroup, third party level, and also structural interventions and comprehensive interventions. - Understand power politics in OD and the future of OD.					
UNIT – I					Lecture Hrs: 8
Organization Development –Definition – Characteristics - Contributory Stems, Values, Assumptions, Beliefs in OD - Ethical issues in OD.					
UNIT – II					Lecture Hrs: 12
Foundations of OD- Systems Outlook- Third Wave Management and Organization Transformati					
UNIT - III					Lecture Hrs:12
Diagnostic Process and Areas of Diagnosis –Action Research- As a Process and Approach- OD					
UNIT – IV					Lecture Hrs:12
Interventions classification – Team Interventions – Intergroup Interventions- Third party peace making intervention, Structural Interventions- Comprehensive Interventions and Training Experience, Other Interventions- T- Groups, Behavior Modelling, Life and Career Planning.					
UNIT – V					Lecture Hrs:12
Consultant Issues – System Ramifications – Power politics in OD – Future of OD.					
Textbooks:					
- Organisation Development and Transformation, French, Bell & Zawacki, TMH. - Organization Development,French & Bell,Pearson					
Reference Books:					
- Organisation Change and Development, Kavita Singh: Excel. - Organization Development, Daniel Robey & Steven Actman,Macmillan. - Organisation Development Change, Cummins & Worley, Thomson/Cengage. - Organisation Development Interventions& Strategics, S. Ramnarayan, T.v Rao & kuldeep singh, Response.					
Online Learning Resources:					



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COMMON COURSE STRUCTURE & SYLLABI

<https://mooc.es/course/organization-development>
https://onlinecourses.nptel.ac.in/noc20_mg56/preview
<https://swayam.in/OrganizationalDevelopment>



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MASTER OF BUSINESS ADMINISTRATION MBA; MBA (General Management); MBA (Business Management) COMMON COURSE STRUCTURE

Course Code	Specialization Elective - V Data Communication And Network Analysis	L	T	P	C
21E00401d		4	0	0	4
Semester		IV			
Course Objectives:					
- To Impart knowledge on concepts of Data Communication and Network Analysis, network security, privacy and data encryption. - To introduce concepts of Network, general structure of Networks , types of analysis , layers, digital transmission. - To explain and analyze different layers in Network focusing on Transportation layer, Session layer, presentation layer and application layers in data communication and network.					
Course Outcomes (CO): Student will be able to					
- Understand concepts of Data Communication and Network Analysis, network security, privacy and data encryption. - Gain knowledge on general structure of Networks , types of analysis , layers, digital transmission. - To explain and analyses different layers in Network focusing on Transportation layer, Session layer, presentation layer and application layers.					
UNIT – I		Lecture Hrs: 8			
Introduction – General structure of Networks – ISO, OSI Reference Model. Hierarchical Network, connectivity analysis – delay analysis – local access Network design. Physical layer: transmission and multiplexing – digital transmission – circuit switching packet switching – terminal handling – error correction and error correcting codes.					
UNIT – II		Lecture Hrs: 12			
Data – link layer: simple protocols. Unrestricted stop and wait sliding window protocols. Network layer: virtual circuits and data grams, centralize hierarchical and broadcasting algorithms.					
UNIT - III		Lecture Hrs:12			
Transportation layer and Session layer: transport service – addressing and connection establishment – flow control and buffering – synchronization – crash recovery gate way– internet work fragmentation – session layer.					
UNIT – IV		Lecture Hrs:12			
Presentation layer: network security and privacy – data encryption – key distribution authentication and digital signatures – virtual terminal protocols – file transfer protocols					
UNIT – V		Lecture Hrs:12			
Application layer – distribution systems ISDN – Service & History, TCP/IP and Net Working and Internet working Derives.					
Textbooks:					
- Understanding Data Communications & Networks, William A. Shay, Vikas. - Data Communications and Net Working, Behrouz A. Forouzan, TMH					
Reference Books:					
- Data Communication and Computer Networks, Duck& Read, Person. - Data Networks, Bertsekas & Gallages, PHI - Computer Communications and Networking Technologies, Michael A. Gallo, Cengage					
Online Learning Resources:					



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MASTER OF BUSINESS ADMINISTRATION
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COMMON COURSE STRUCTURE & SYLLABI

<https://swayam.gov.in/DataCommunicationandNetwork>

https://www.tutorialspoint.com/data_communication

<https://onlinecourses.nptel.ac.in/DataCommunication>



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MASTER OF BUSINESS ADMINISTRATION
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COMMON COURSE STRUCTURE

Course Code	Specialization Elective – VI International Financial Management	L	T	P	C
21E00402a		4	0	0	4
Semester		IV			
Course Objectives:					
- To present an overview of International Financial Management , nature , scope and importance. - To impart knowledge on Foreign Exchange Market, functions and structure , transaction and settlement mechanism. - To explain meaning of foreign exchange exposure , types of exposure and risk involved. - To discuss cross-border investment decisions , project evaluation techniques and risk involved in cross-border investment decisions. - To explicate financing decisions of MNCs and working capital management.					
Course Outcomes (CO): Student will be able to					
- Understand an overview of International Financial Management , nature , scope and importance. - Acquire knowledge on Foreign Exchange Market, functions and structure , transaction and settlement mechanism. - Identify different types of foreign exchange exposure and risk involved. - Evaluate cross-border investment decisions using various project evaluation techniques and risk involved in cross-border investment decisions. - Know evaluation of financing decisions and factors influencing financing decisions. - Take decision on effective utilization of components of working capital.					
UNIT – I	Lecture Hrs: 8				
Introduction to International Financial management: IFM meaning, Difference between FM & IFM, Nature, Scope, Importance.					
UNIT – II	Lecture Hrs: 12				
Foreign Exchange Market: Functions and Structure of the Forex markets, major participants, types of transactions and settlements, Foreign exchange quotations, .					
UNIT - III	Lecture Hrs:12				
Management of foreign exchange exposure and risk: Types of Exposure, Economic Exposure, Transaction Exposure, Operating Exposure.					
UNIT – IV	Lecture Hrs:12				
Cross-border Investment Decisions: Capital budgeting, Approaches to Project Evaluation, Risk in Cross-border Investment Decisions.					
UNIT – V	Lecture Hrs:12				
Financing Decisions of MNC`s & Working Capital Management: Introduction, the cost of capital, capital structure, Cash management, management of receivables, Inventory management					
Textbooks:					
1. International Financial Management, V.K.Bhalla ,S.Chand 2. International Financial Managemen, Ephriam Clark , Cengage.					
Reference Books:					
- International Finance , Prakash .G.Apte, TMH - International Financial Management, T. Siddaiah: Pearson. - International Financial Management ,M.K.Rastogi - International Financial Management. S. Eun Choel and Risnick Bruce: TMH.					



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MASTER OF BUSINESS ADMINISTRATION
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COMMON COURSE STRUCTURE & SYLLABI

- | |
|--|
| <ul style="list-style-type: none">• International Financial Management, Machi Raju, HPH.• international finance management, Jeff Madura, Cengage. |
| Online Learning Resources: |
| https://online-degree.swayam.gov.in/dyp20_d02_s3_fm04/preview |
| https://www.iimb.ac.in/InternationalFinacialManagement |
| https://nptel.ac.in/InternationalFinaincialManagement |


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**MASTER OF BUSINESS ADMINISTRATION
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COMMON COURSE STRUCTURE**

Course Code	Specialization Elective – VI International Marketing	L	T	P	C
21E00402b		4	0	0	4
Semester		IV			
Course Objectives:					
- To present an overview of International Marketing , nature , scope and importance. - To discuss comparison of Domestic Vs International Marketing and the macro environmental factors of International Marketing. - To impart knowledge different strategies to enter in International Market. - To explain international product management with regard to new products, culture, brands at international levels. - To discuss international marketing channels and physical distribution of goods and grey market goods. - To explicate export policy decisions of a firm and EXIM policy of India, procedures involved in Exports and assistance and incentives from governments.					
Course Outcomes (CO): Student will be able to					
- Understand an overview of International Marketing , nature , scope and importance. - Differentiate Domestic and International Marketing and the international environmental factors for Marketing. - Learn and know international product management with regard to new products, culture, brands at international market. - Identify international marketing channels and physical distribution of goods and grey market goods. - Know export policy decisions of a firm and EXIM policy of India, procedures involved in Exports and assistance and incentives from governments to enter in international market.					
UNIT – I	Lecture Hrs: 8				
International Marketing: Scope and Significance of International Marketing, The importance of international marketing, Differences between international and domestic marketing, legal environment and regulatory environment of international marketing.					
UNIT – II	Lecture Hrs: 12				
International Market Entry Strategies: Indirect Exporting, , Direct Exporting, Foreign Manufacturing Strategies with Direct Investment. Entry Strategies of Indian Firms.					
UNIT - III	Lecture Hrs:12				
International product management: International product positioning, Product saturation Levels in global Market, New products in International Market, Products and culture, brands in International Market.					
UNIT – IV	Lecture Hrs:12				
International Marketing 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, Grey Market goods.					
UNIT – V	Lecture Hrs:12				
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.					
Textbooks:					



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COMMON COURSE STRUCTURE & SYLLABI

1. International Marketing, Michael R.Czinkota, Likka A Ronkainen, Cengage . 2. Global marketing Management , Keegan, Green, 4/e, Pearson
Reference Books:
• International Marketing Analysis and Strategy, Sak Onkvisit, John J. Shaw, PHI. • International Marketing, Philip R. Cateora, John L. Graham, Prasanth Salwan, TMH. • International Marketing, Vasudeva PK, excel. • Global Marketing, Management, Lee, Carter, Oxford. • International Marketing and Export management, Albaum , Pearson Education. • Global Marketing, Johansson, TMH. • Integrated Marketing Management – Text and Cases, Mathur, Sage.
Online Learning Resources:
https://onlinecourses.nptel.ac.in/noc22_mg50/preview https://www.iimb.ac.in/InternationalMarketing https://www.swayam.gov.in/InternationalMarketing


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**MASTER OF BUSINESS ADMINISTRATION
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COMMON COURSE STRUCTURE**

Course Code	Specialization Elective – VI Global Human Resource Management	L	T	P	C
21E00402c		4	0	0	4
Semester		IV			
Course Objectives:					
- To explain concept of Global Human Resource Management (GHRM) and issues & Challenges involved in GHRM. - To discuss comparison of HRM Vs GHRM and the global environmental factors of GHRM and cross cultural research methodologies. - To impart knowledge on global staffing and compensation practices and differences in HCNs, PCNs and TCNs. - To discuss appraisal, training & development at Global perspective level. - To elucidate global industrial relations and people management globally.					
Course Outcomes (CO): Student will be able to					
- Understand an overview of concept of Global Human Resource Management (GHRM) and issues & Challenges involved in GHRM. - Differentiation on HRM Vs GHRM and the global environmental factors of GHRM and cross cultural research methodologies. - Learn concept of global staffing and compensation practices and differences in HCNs, PCNs and TCNs. - Know appraisal, training & development methods at Global perspective level. - Gain knowledge on global industrial relations and people management globally.					
UNIT – I	Lecture Hrs: 8				
Global Human Resource Management concept , expanding role – Global issues and challenges, Differences between Domestic HRM and GHRM.					
UNIT – II	Lecture Hrs: 12				
Social and Cultural Variables in Global Organizations – Cross Cultural Differences – Cross Cultural Research Methodologies – Hofetede’s Hermes Study, Cultural Issues.					
UNIT - III	Lecture Hrs:12				
Global staffing and Compensation Practices – Nature, Sources, Policies – Human Resource Planning – Recruitment and Selection for global Assignment, Selection process- Expatriate and Repatriate. – Compensation- International Compensation structure, Differentiating HCNs, PCNs and TCNs.					
UNIT – IV	Lecture Hrs:12				
Appraisal and Training and development in the Global Perspective- Programs and Agencies– Performance management, Appraisal system – Training and development need, cross cultural training, Areas of international training and development.					
UNIT – V	Lecture Hrs:12				
Global Industrial Relations and People Management – Trade Unions, Collective bargaining, Disputes/Conflicts, Quality Circles and Participative Management.- USA – European Countries, Asian Countries and Middle East.					
Textbooks:					
1. International Human Resource Management,Aswathappa,TMH. 2. International Dimension of Human Resource Management, Dowling P.J, Thomson/Cengage					



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COMMON COURSE STRUCTURE & SYLLABI

Reference Books:
▪ International Human Resource Management, Tony Edwards & Chris Rees, Pearson. ▪ Internal Human Resource Management, Rao P.L, Excel. ▪ International Human Resource Management, Subba Rao P, Himalaya. ▪ International Dimensions of Organizational Behaviour, Adler N.J, Kent.
Online Learning Resources:
https://onlinecourses.nptel.ac.in/noc22_mg50/preview https://www.swayam.gov.in/HumanResourceDevelopment https://www.coursera.org/courses?query=human resource management https://www.tutorialspoint.com/human_resource_management



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COMMON COURSE STRUCTURE

Course Code	Specialization Elective – VI	L	T	P	C
21E00402d	Corporate Information Management	4	0	0	4
Semester		IV			
Course Objectives:					
- To provide a broad outline of Information Technology and its application at corporate business units and to understand all the issues related to the IT management. - To explain IT planning and strategy analytical tools applied in corporate companies. - To impart knowledge on ways for extending the enterprise and designing hybrid governance models and business models . - To elucidate the IT alignments for managing it services, components of internet working infrastructure with new service models. - To discuss IT outsourcing in various dimensions and managing risk using outsourcing. - To provide knowledge on project management, new technological developments, technology cycle and the role of R&D technology development in employee creativity.					
Course Outcomes (CO): Student will be able to					
- Understand broad outline of Information Technology and its application at corporate business units and the issues related to the IT management. - Learn IT planning and strategy analytical tools applied in corporate companies. - Identity the ways for extending the enterprise and designing hybrid governance models and business models . - Gain knowledge on IT alignments for managing it services, components of internet working infrastructure with new service models. - Know IT outsourcing in various dimensions and managing risk using outsourcing. - Acquire knowledge on project management, new technological developments, technology cycle and the role of R&D technology development in employee creativity.					
UNIT – I		Lecture Hrs: 8			
IT planning and strategy tools: Strategy analysis – environment analysis- Conducting strategy audit- Assessing opportunities and risks- Company –technology analysis – Industry –technology analysis Trajectories of technology.					
UNIT – II		Lecture Hrs: 12			
Extending the enterprise: Organising for innovation –Collaboration- Understanding business networks: differentiation interdependence and ownership – Designing hybrid governance models- Building collaborative community- Emerging network business models.					
UNIT - III		Lecture Hrs:12			
IT Alignments : Building the case for IT- leveraging infrastructure and creating options- Components of internet working infrastructures –Rise of internet working – business implications, Managing IT services : Availability facilities- uninterruptible power – Delivery- climate control – security – New service models.					
UNIT – IV		Lecture Hrs:12			
IT outsourcing - Managing risk through incremental outsourcing- Outsourcing advantages and disadvantages- Outsourcing opportunities- Managing relationships with outsourcing agencies, Coordination and control of IT : Development stages of IT in organising- Nolans’ model- Distributed data processing - Centralisation vs decentralisation- drivers toward user dominance- Drivers towards centralised policy- Coordination and location IT policy.					
UNIT – V		Lecture Hrs:12			



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(Established by Govt. of A.P., ACT No.30 of 2008)
ANANTHAPURAMU – 515 002 (A.P) INDIA

MASTER OF BUSINESS ADMINISTRATION
MBA; MBA (General Management); MBA (Business Management)
COMMON COURSE STRUCTURE & SYLLABI

Project management: Project categories- Project management: stage in project – planning and controlling tools-Problems – Towards effective project management, Technology and innovation: Understanding technological developments- Technology cycles-. Creative idea generation- Employee creativity – R&D- Role in technology development.

Textbooks:

1. C,S,G,,Krishnamcharyulu and Lalitha R. *Management of Technology*, Himalaya
2. Lynda M.Applegate, Robert D.Ausitn and F. Warren McFarlan, *Corporate Information strategy and Management*, TMH

Reference Books:

- Sanjiva Shnkar Dubey, IT strategy and Management, PHI.
- Parag Kulkarni IT strategy for Business, Oxford.
- V.K.Narayan, Managing Technology and Innovation for competitive Advantage, Pearson.
- C.K. Prahlad, The New Age of Innovation. TMH.

Online Learning Resources:

<https://www.udemy.com/course/corporateInformationManagement>

<https://www.studocu.com/CorporateInformationManagement>

https://onlinecourses.nptel.ac.in/noc22_mg50/preview

https://www.academia.edu/12011522/Corporate_Information_Strategy_and_Management


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COMMON COURSE STRUCTURE

Course Code	PROJECT WORK	L	T	P	C
21E00403		0	0	20	10
Semester IV					
Students are required to take up a project work, in which the student can choose any specific problem of Industry or Industry based project work. Alternatively it can be secondary source based or Field based project work. Before the commencement of the project work each student is required to submit a synopsis indicating the objectives, Methodology, Framework for analysis, Action plan with milestones in order to have clarity for the subsequent work. The project should have an internal faculty as guide. The student shall initiate project work immediately after II semester and evaluation shall take place in IV semester.					
Reference Books:					
• Business Essentials: <i>Research Project</i>, Viva. • Paul Oliver: <i>Writing Your Thesis</i>, Sage. • M.K.Rampal & S.L.Gupta: <i>Project Report Writing</i>, Paragon International. • Michael Jay Polonsky: <i>David S Waller: Designing and Managing a Research Project</i>, Sage. • Surendra Kumar: <i>An Aid to Project Work</i>, Paragon International.					