

**MBA Course Structure and Syllabus as per CBCS Guidelines with Effect from the
Academic year 2022-2023**

SEMESTER –I

Course Code	Course Title	Structure Code	Credits	HPW	Max. Marks IE+SEE 30+70	Total
BUS1.1 (R22)	Management & Organizational Behavior	CC	3	4	30+70	100
BUS1.2 (R22)	Quantitative Techniques for Management	CC	3	4	30+70	100
BUS1.3 (R22)	Business Environment and Legislation	CC	3	4	30+70	100
BUS1.4 (R22)	Fundamentals of Accounting	CC	3	4	30+70	100
	COMPULSORY FOUNDATION					
BUS1.5 (R22)	Business Communication	CC	3	4	70	70
BUS 1.5.1 (R22)	Life Skills & Soft Skills	SEC	2	2	30 IE	30
BUS1.6 (R22)	IT Applications for Management	CC	3	4	70	70
BUS1.6.1 (R22)	MS Excel (Lab)	AEC	2	2	30 IE	30
	ELECTIVE FOUNDATION OPT-1					
BUS1.7.1 (R22)	1.Managerial Economics	GE	3	4	30+70	100
BUS1.7.2 (R22)	2.E- Business					
BUS1.7.3 (R22)	3.Technology Management					
Total Credits			25	32	700	700

**DEPARTMENT OF COMMERCE & BUSINESS ADMINISTRATION
ACHARYA NAGARJUNA UNIVERSITY**

**MBA Course Structure and Syllabus as per CBCS Guidelines with Effect from the
Academic year 2022-2023**

MBA I SEMESTER SYLLABUS

BUS 1.1 (R22) - MANAGEMENT PROCESS & ORGANIZATIONAL BEHAVIOUR

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

- Describe the basic concepts in Management
- Explain in detail, all the theoretical concepts taught through the syllabus
- It helps the students to understand the Functions & Responsibilities of Managers
- It enables them to analyze and understand the Environment of the organization
- To understand human behaviour in an organization through Communication, Motivation, Group Dynamics, Leadership & Organizational Design

Unit-I: Introduction: Management Definitions, Significance, Levels, Skills, Role, Functions & Principles of Management . Management as an Art ,Science and Profession, Social responsibilities of business.

Unit-II: Planning : Nature, Importance, Types of Plans, Process of Planning, Forecasting – Techniques of Forecasting. Decision making: Types of Decisions, Decision Making process, MBO – Process.

Organizing: Concept, Importance, Departmentation : Bases of Departmentation, Formal & Informal organizations, Span of control: V.A. Gracuna's theory. Delegation & Decentralisation, Line & Staff, Conflicts between line & staff.

Unit-III: Staffing: Importance, functions of HRM, Elements of staffing

Directing: Importance, Elements of Direction. Supervision – Need & Skills of a supervisor.

Motivation: Process, Theories of Motivation Maslow's, MC Gregor, Herzbergs, MC Clelland, Porter & Lawler. Leadership: Leadership styles, Likert's system 4 Management, Managerial Grid theory. Communication – Importance, Process & Barriers

Controlling : Process, Methods of control

Unit–IV: Organisational Behaviour: Nature & Scope, Importance, key elements in Organisational Behaviour, Challenges & Opportunities for OB, Contributing disciplines to OB, OB Model.

Individual Behaviour: Foundations of Individual Behaviour, Perception – Process, factors Influencing perception, Barriers in perception, Personality theories.

Unit- V: Group Dynamics: Types of groups, Group formation, Group Cohesiveness Transactional Analysis & Johari window.

Organisational change: Process, Factors, Resistance to change and overcoming Resistance to change.

Reference Books:

1. Management and organisational Behaviour, P. Subba Rao, Himalaya Publishing House
2. Koontz, H and wihrich. H, Management, 10th Edition MC Graw
3. Management text & cases – VSP Rao, Excel Book
4. Fred Luthans, Organisational Behaviour, Tata MC Graw Hill
5. Stephen P. Robbins, Organisational Behaviour, Pearson Education, New Delhi, 2006.
6. Aswathappa.K, Organisational Behaviour, Himalaya Publishing House, New Delhi.

BUS 1.2 (R22) -QUANTITATIVE TECHNIQUES FOR MANAGEMENT

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

- To provide basic knowledge of analyzing data using various statistical and mathematical techniques for business decisions.
- To highlight the benefits as well as the limits of quantitative analysis in a real-world context.
- Apply the concepts of probabilistic distributions in solving problems.
- Recall the knowledge of hypothesis testing for large and small samples.
- Extend the ability to solve linear programming problems by graphical and simplex methods

Unit I: Probability: –Concept of Probability—Meaning and Definition—Approaches to Probability Theorems of Probability—Addition Theorem—Multiplication Theorem—Conditional Probability—Inverse Probability—Bayes Theorem. Theoretical Distribution: Binomial Distribution – Basic Assumptions and Characteristics – Fitting of Binomial Distribution – Poisson Distribution – Characteristics - Fitting of Poisson Distribution – Normal Distribution – Features and Properties – Standard Normal Curve

Unit II: Hypothesis Testing:- Introduction, One sample test for testing, Mean and proportion of large and small samples, Two samples tests of difference between Mean for Large sample & Small samples, Hypothesis testing for Variance of populations, Paired sample t- test -Chi-Square test of Independence and Goodness of fitness.

Unit III : Correlation and Regression: Correlation: Concept, Significance and Types; Methods of Simple correlation - Karl Pearson's Coefficient of correlation, Spearman Rank correlation – Regression Concept and significance; Linear Regression, Regression lines, Regression vs. Correlation.

Unit IV: Time Series: Meaning and Significance –Utility, Components of Time Series-Measurement of Trend: Method of Least Squares, Linear trend, Parabolic trend, Method of moving averages ; Semi averages, Decision theory (Decision making under Certainty, Risk & Uncertainty) ; Decision tree

Unit V: Introduction to LPP -Graphical method- Simplex Method, Big M Method, Simulation

Reference Books:

1. Sharma,J.K., Fundamentals of Business Statistics, Pearson.
2. Sancheti,Dc & VKKapoor, Business Mathematics, SultanChand.
3. Arora,P.N.,S.Arora Comprehensive Statistical Methods, S.Chand.
4. Sharma,J.K.,Quantitative Methods-Theory & Applications, MacMillan.
5. Sharma JK.,Operations Research: Theory & Applications ,McMilan India Ltd.
6. Problems in operations research methods and solutions-Pk Gupta Manmohan, Sultan Chand &Son
7. Richard I. Levin and David S. Rubin, Statistics for Management, Prentice Hall of India, Latest Edition.
8. D.C..Sanchetti and Kapoor, Statistics, Sultan Chand.
9. G.C.Beri, Statistics For Management, Tata McGraw Hill. J.K. Sharma, Business Statistics: Pearson.
10. Research Methodology Methods and Techniques CR.Kothari. New Age International Publishers.

BUS 1.3 (R22): BUSINESS ENVIRONMENT & LEGISLATIONS

Course Outcomes:

On successful completion of the course the learner will be able to:

- To understand how the economy is affected by internal and external factors and how this in turn affects the business.
- How consumption affects business and economy
- To study the Economic, Political, Legal and Global environment of business.
- To study the nature and dimensions of evolving Business Environment in India to influence managerial decisions

Unit I: Introduction to Business Environment: Concept Nature and Significance of Business Environment, Types of Business Environment - Internal and External: Changing dimensions of Business Environment: Techniques of Environmental Scanning and Monitoring.

Unit II: Economic Environment of Business: Elements of Economic Environment and their significance for business – Economic Planning in India - Objectives and Achievements, Economic Reforms, NITI Aayog; Government Policies -Industrial Policy of 1991, Fiscal Policy, Foreign Trade Policy.

Unit III: Political and Legal Environment of Business: Elements of political and legal environment and their significance for business, Relationship between business and government: An overview of major laws affecting business - Patents Act 1970, SICA 1985, Consumer Protection Act 1986, FEMA 1999, IT Act 2000, Competition Act 2002, SEZ Act 2005.

Unit IV: Socio-Cultural and Technological Environment: Elements of socio-cultural environment and their impact on business -Social Audit, Technological Environment in India, Technology Transfer, Technology Policy.

Unit V: Global Environment of Business: Multinational Corporations, Foreign collaborations in the Indian business, International economic institutions- WTO,IMF, World Bank and their importance to India.

Reference Books:

- 1) Francis Cherunilam, Business Environment, Himalaya Publishing house Mumbai.
- 2) Aswathappa. K., Essentials Business Environment, Himalaya Publishing House in Delhi.
- 3) Adhikary. M. Economic Environment of Business, Sultan Chand & Sons, New Delhi.
- 4) G. Prasad, Business and Corporate Laws, Jai Bharathi Publishers.
- 5) Ferbando. A. C., Business Environment, Pearson.
- 6) Suresh Bedi, Business Environment, Excel Books, New Delhi.
- 7) Alag, Yoginder. K., Indian Development Planning and Policy, Vikas Publishers, New Delhi.
- 8) Shaleem Shaik, Business Environment, Pearson Education, New Delhi.
- 9) Krishna Rao. P., WTO- Text & Cases, PSG Excel series.
- 10) Justin Paul, Business Environment, Text & Cases, Tata McGraw Hill.
- 11) Chakravarthi. S., Development Planning, Oxford University press, New Delhi.
- 12) R. S. N. Pillai, Bhagavathi, Legal Aspects of Business, S. Chand, New Delhi.
- 13) Government of India, Economic Survey, Various issues.

BUS 1.4 (R22): FUNDAMENTALS OF ACCOUNTING

Course Outcomes:

On successful completion of the course the learner will be able to:

- To learn the Fundamentals of Accounting.
- To understand fundamentals like Accounting concepts, Branches of accounting, Nature of accounting and Accounting Standards.
- To prepare and analyse Financial Statements.
- To learn financial Planning & Control and take major Financial Decisions and
- To understand the Contemporary Developments in the field of Accounting..

UNIT-I: Introduction to Accounting: Concept – Importance and scope – Generally Accepted Accounting Principles – Subsidiary books – Cashbook- Branches of Accounting

UNIT-II: Preparation of Financial statements: Income statement and Balance sheet – Bank Reconciliation Statement – Inventory valuation and Depreciation.

UNIT- III: Analysis of Financial Statements: Objectives; Techniques of Financial Analysis - Financial Ratio analysis – Funds Flow and Cash Flow Analysis.

UNIT-IV: Management Accounting: Marginal Costing – CVP analysis – Budgetary Control .Standard costing and Variance analysis.

UNIT-V: Contemporary Developments: Standard costing and Variance analysis - Responsibility Accounting – Accounting for changing Prices – Human Resource Accounting - Reporting to Management.

Reference Books:

- 1.Meigs &Meigs, Accounting the Basis for Business Decisions, Tata McGraw Hill.
- 2.Pankaj Gupta, Management Accounting, Excel Books, New Delhi, 2006.
- 3.Bhattacharya S.K. & Dearoon.J., Accounting for Management – Text and Cases, Vikas,
- 4.NarayanaSwamy, Financial Accounting: A Managerial Perspective, PHI.
- 5.Ashish k., Bhattacharya, Cost Accounting for Business Managers, Elsevier
- 6.Bhattacharya, Financial Accounting for Business Managers–Perspective, PHI.
- 7.MCShukla, TS Grewal, Financial Accounting, S. Chand
- 8.I.M. Pandey: Management Accounting, Vikas Publishing House.
- 9.Chakraborty&Hrishikesh – Management Accountancy, Oxford University Press.
10. Khan and Jain, Management Accounting, Tata McGraw Hill, Delhi.
11. J.C. Varshney: Financial and Management Accounting, Wisdom Publication.
12. Tulsian, P.C., “Cost Accounting”, Sultan Chand.
13. Paresh Shah, Management Accounting, Oxford University Press

BUS 1.5 (R22): BUSINESS COMMUNICATION

Course Outcomes:

On successful completion of the course the learner will be able to:

- To provide an overview of Prerequisites to Business Communication.
- To provide an outline to effective Organisational Communication.
- To underline the nuances of Business communication and
- To impart the correct practices of the strategies of Effective Business writing.

UNIT-I: Business communication as one of the managerial skills. Communication: Meaning, definition, process, functions, objectives and importance of communication – essential elements of effective communication – communication barriers – overcoming communication barriers - Significance of communication to managers.

UNIT- II: Media of Communication: Verbal & non-verbal. Oral communication: Forms – advantages and limitations. Written communication: Forms – advantages and limitations. Non- verbal communication: Forms & importance of non-verbal communication – measures to improve non-verbal communication.

UNIT – III: Channels of Communication: Formal and informal – barriers to formal and informal communication – steps to improve the effectiveness of formal and informal communication – 7C's of Communication.

UNIT – IV: Listening: importance, barriers and the principles of good listening – guidelines for effective listening – the art of listening. Presentation: Oral and written – steps in presentation – guidelines for successful presentation.

UNIT – V: Report writing: Procedure and guidelines for effective report writing. Letters – Memos – Circulars – Notices – House Journals. Negotiation: Meaning and process of negotiation – essential skills of negotiation – art of negotiation – measures to improve negotiation skills among managers.

Reference Books:

- 1) C.S.G. Krishnamacharyulu and Lalitha Rama Krishnan, Business Communication, Himalaya Publishing House, Mumbai.
- 2) Urmila Rani and S. M. Roy, Business Communication, Himalaya Publishing House, Mumbai.
- 3) Nirmala Sing, Business Communication, Deep and Deep Publications Pvt. Ltd., New Delhi.
- 4) R. K. Madhukar, Business Communication, SAGE Publications.
- 5) Business and professional Communication, Texas Aandm. Sage Publications
- 6) The Basics of Communication, Steve Duck, Sage Publications
- 7) Professional Speaking Skills, Aruna koneru, Oxford University Press
- 8) English Grammar, Rajeevan Karal, Oxford University Press
- 9) Spoken English, Sabina Pillai, Oxford University Press

BUS1.5.1 (R22) LIFE SKILLS & SOFT SKILLS

Life Skills: Communication skills, Problem-Solving skills, Decision-Making skills, Critical thinking, Creative thinking, Interpersonal Relationship Skills, Coping with Stress & Emotions , Empathy ,Self-awareness, Leadership Skills.

Soft Skills: Communication Skills, Verbal & Non-Verbal Communication, Body language, Acting as a Team player, Time Management abilities, Self-confidence, Resume & Interview skills.

Framework for Awarding Marks:

Activities related to the above skills which include Role play, Case study analysis, Group discussion exercise etc.

BUS 1.6 (R22): IT FOR MANAGERS

Course Outcomes:

On successful completion of the course the learner will be able to:

- To provide an understanding of fundamentals of computer and networks
- To provide the basics of the processes associated with developing computer based systems for modern organizations.
- To provide a critical understanding on programming basics using C language
- To provide a strong foundation on documentation ,presentation, spreadsheets using MS Office.
- To provide basic fundamentals of cyber security issues

Unit- I: Introduction to Computers: Evolution & Generations of Computers-Elements of computer-Characteristics of a computer-Classification of Computers-Basic Computer Architecture-Input Output devices- Storage devices-Hardware and software-Networks.-Types of Networks LAN WAN MAN ,Network topologies

Unit-II: MS Word- Creation of Document-format document-Text Editing and saving-Organising information with tables and outlines-Mail merge-Index Printing

MS PowerPoint Features of PowerPoint-Creation of slides- Use of templates and slide designs, Slide master, Animation Timings, Action buttons, Rehearse Narration, Slideshow

Unit- III: MS Excel: Creating and Editing Worksheets-Cell formatting-Creating and using formulas and functions- Use of Macros-Sorting and Filtering data-Working with Graphs and Charts Tables & Pivot Table

Unit-IV: Introduction to the C Language:, Data Types, Variables, Constants, Input/Output, Operators(Arithmetic, relational, logical, bitwise).Selection Statements(making decisions) if and switch statements, Loops-while, for, do-while statements, Functions: Functions basics, user-defined functions, recursive functions, Arrays: Basic concepts, one-dimensional arrays, two-dimensional arrays multidimensional arrays.

Unit-V: Security and Ethical challenges in IT - Need for Security-Security Threats and Attacks, Malicious Software, Hacking -Security Mechanisms- Cryptography, Digital signature, Firewall Types of Firewalls identification & Authentication Biometric Techniques-Security policies -Need for legislation, cyber laws, cyber security issues

Reference Books:

1. Introduction to computers Peter Norton-Sixth Edition-Tata MC Graw Hill ,2009
2. Introduction to Information Technology. Rajaraman- Prentice Hall India,2008
3. Cox et al – 2007 Microsoft Office System step-by-step, first edition,PHI,2007
4. Winston-Microsoft Office Excel 2007 Data Analysis and Business Modeling, first edition, prentice hall India, 2007.
5. Fundamentals of information Technology Alexis Leon Mathews Leon,Vikas Publishing House
6. Computer Applications in Management Ritendra Goel, DN Kakkar New age International publishers
7. Programming Using the C Language : Hutchison, Robert C Mac Graw Hill
8. C Programming, E Balaguruswamy, Tata MC Graw Hill.
9. Let us C, Yaswanth, P.Kanetkar, BPB Publishers

BUS 1.6.1(R22): LAB MS EXCEL & C

- Functions in Spreadsheet Mathematical, Logical, statistical, text, financial, Date and Time functions, Using Function Wizard ,handling formulae
- Using macros
- Creating Tables Pivot-table
- Charts and Graphs-Creating Previewing and Modifying Charts
- C programs on Loop (for, while, do while), Conditions (ifIf else)- Functions ,Arrays

BUS 1.7.1(R22): MANAGERIAL ECONOMICS

Course Outcomes:

On successful completion of the course the learner will be able to:

- To equip students with skill sets in applying analytical approaches
- To study how individuals and business units deal with the fundamental problems of scarce resources.
- To apply micro economic concepts and techniques in evaluating business decisions taken by firms.
- To explain how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives.

Unit -I: Introduction: Definition, Nature, Scope, Significance of Managerial Economics – Profit maximization Vs Wealth maximization, Sales revenue maximization - Fundamental concepts – Opportunity cost - Incremental cost - Marginal cost - Time perspective - Discounting principle – Equimarginal principle - Role and Responsibilities of Managerial Economist in decision making.

Unit–II: Consumer Equilibrium under Ordinal and Cardinal Utility Theories
: Indifference Curve Analysis - Income Substitution and Price Effects - Demand Analysis - Law of Demand – Demand Function and determinants of Market Demand - Concept of Price, Cross, Income and Promotional Elasticity; their measurement and relevance in Managerial Decision-Making Methods of Demand Forecasting.

Unit - III: Concept of Production Function: Total Product, Marginal and Average Product Curves, their derivation and interrelationships - The law of Diminishing Marginal Returns in Production - Firm; Equilibrium Isoquant and Isocost analysis concept of least-Cost Combination of inputs –The law of returns to scale - Cobb-Douglas Production Functions and its relevance in allocation decisions. Concepts of Scale and Proportion, Cost functions - Derivation of total, marginal and average cost functions – Long run cost Curves - Managerial uses of Cost Concept: Fixed, Variables, Historical, Replacement, Opportunity Costs, Out of Pocket Costs, Sunk and Incremental Costs.

Unit -IV: Market Structures and Their Characteristics: Pricing and output decisions of firm under different market structures - Perfect Competitions pure monopoly, Oligopoly, Monopolistic/imperfect competition under short and long runs discriminating monopoly and its extensions in managerial decision making, Regulation of Monopoly through Prices and Taxes; King Demand Curve and Prices rigidity under Oligopoly -Non-Price Competition under Monopolistic Competition Selling Costs and Products Differentiation - Evaluation of Market Structures from Social Perspective

Unit -V: Pricing Practices of Firms : Objectives of Pricing Policy-Approaches to Pricing New Products; Skimming Price, Penetration Pricing, Costs Plus Pricing, Managerial Cost Pricing, Psychological Pricing, Odd Number Pricing, Regulated Pricing, Predatory Pricing. Price- Quality Strategies for New Products; Premium Strategy, Good Value Strategy, over charging Strategy and Economy Strategy.

Reference Books:

1. William Baumol, & Quot; Economic theory and Operations Analysis & quot;, PHI.
2. Paul G. Keat, Philip K.Y. Young and S. Benerjee, Managerial Economics - Tools for Today's Decision Makers & quot;, Pearson.
3. Mark Hirschey, Managerial Economics: An Integrated Approach, Cengage Learning.
4. James R. McGvigan, R.Charles Moyer and Harris, & quot; Managerial Economics: Application, Strategy and Tactics", Cengage Learning.
5. Suma Damodaran, "Managerial Economics", Oxford University Press.
6. G.S. Gupta, "Managerial Economics", Tata McGraw-Hill
7. Atmanand, "Managerial Economics",, Excel Books.
- 8.. Ahuja, H.L., Managerial Economics, S.Chand.

BUS 1.7.2 (R22): E- BUSINESS

Course Outcomes:

On successful completion of the course the learner will be able to:

- To Describe e-Business framework.
- To explain electronic system for payment.
- To describe the use of e-Business advertising and marketing.
- To Understand business documents and digital library.
- To understand the usage of social media systems for e-Business.

Unit- I: Introduction to E-Business: A Brief History, E-Business Web Site: A systematic Approach, The e-Business security environment, Security threats in the e-Business environment, Technology solution, Management policies, Business procedures, and public laws.

Unit-II: E-Business business models and concepts, The internet and World Wide Web: E Business infrastructure E-Business Business Models, Major Business to Consumer (B2C) business models, Major Business to Business (B2B) business models, Business models in emerging E-Business areas, How the Internet and the web change business: strategy, structure and process, The Internet: Technology Background, The Internet Today, Internet II- The Future Infrastructure,

Unit-III: Electronic Data Interchange: Benefits of EDI, EDI technology, EDI standards, EDI communications, EDI Implementation, EDI Agreements, EDI Security. e-BUSINESS PAYMENTS AND SECURITY - E-payments - Characteristics of payment of systems, protocols, e-cash, e-cheque and Micro payment systems- internet security – cryptography – security protocols – network security.

Unit-IV: E-Business marketing concepts, Online retailing and services Consumer online: The Internet Audience and Consumer Behaviour, Basic Marketing Concepts, Internet Marketing Technologies, E-Business marketing and business strategies, The Retail sector, Analyzing the viability of online firms,

E-Business in action: E-tailing Business Models, Common Themes in online retailing, The service sector: offline and online, Online financial services, Online Travel Services, Online career services

Unit-V: Social networks, auctions, and portals Social networks and online communities, Online auctions, E-Business portals

Reference Books

1. Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-Business and e-Commerce for Managers, Pearson, 2011.
2. PT. Joseph, E-Commerce: an Indian perspective, PHI
3. E-Commerce fundamentals and applications Hendry Chan, Raymond Lee, Tharam Dillon, Ellizabeth Chang, John Wiley.
4. RaviKalakota, Andrew B. Whinston, "Electronic Commerce -A Manager's guide", Addison-Wesley.
5. Efraim Turban, Jae Lee, David King, H.Michael Chung, "Electronic Business–A ManagerialPerspective", Addison-Wesley.
6. Elias M Award, "Electronic Business from Vision to Fulfilment", 3rd Edition, PHI, Judy Strauss, Adel El-Ansary, Raymond Frost, "E-Marketing", 3RDEdition, Pearson Education

BUS 1.7.3: TECHNOLOGY MANAGEMENT

Course Outcomes:

On successful completion of the course the learner will be able to:

- Provide an overview of various issues connected with Management of Technology in organizations.
- Provides an exposure to technology related issues like technology identification, technology forecasting, technology acquisition and technology absorption.
- It also provides an appreciation of linkages of technology with policy and support systems.

Unit – I: Introduction: Definitions, Role and importance , Technology developments, implications of Technology Management, Technology change, Technology Life Cycle, Diffusion and Growth of Technologies, Technological Transformation alternatives, Technology Policy and Planning, Technology development-Options & Strategies, Socio-Economic planning, production functions & Technological Change, Macro effects of Technology change.

Unit– II: Technology Development and Acquisition: Forecasting and Technology Innovation chain, Role of Technology Forecasting approaches and methodologies; Technology Strategy, Generation, and Development.

Unit– III: Technology Transfer : Models, Modes, Technology search strategy, Dimensions of Technology Transfer, Features & Routes of Technology Transfer, Technology absorption capabilities, Pricing of Technology Transfer agreements, Code of conduct for Technology transfer , Government initiative, Technology transfer and absorption process at unit level.

Unit – IV: Technology Absorption and Diffusion: Technology - package and Technology dependence, concepts, constraints of Technology absorption, Technology import in India, Government initiatives, Benefits of Technology absorption. Technology Assessment (TA) Organization and Management of Technology Assessment, Technology Evaluation. Diffusion - Major diffusion activities, Diffusion Strategy.

Unit – V: Technology Environment: Science & Technology in India, R &D, Technology Missions, Trade Policy Missions, Trade Policy, Education, and other policies, Linkages. Technology Support Systems: Financing - Venture Capital, Technology up-gradation, Technology Information Systems (TIS) , Technology Strategy for a firm, Technology Gaps and needs, Evaluation of Technology option and Routes, R&D Resource Management.

Reference Books:

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

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SEMESTER –II

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**DEPARTMENT OF COMMERCE & BUSINESS ADMINISTRATION
ACHARYA NAGARJUNA UNIVERSITY**

**MBA Course Structure and Syllabus as per CBCS Guidelines with Effect from the
Academic year 2022-2023**

MBA II SEMESTER SYLLABUS

BUS 2.1 (R22) – BUSINESS LAW

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

- Describe the basic concepts in India's Legal Systems
- Explain in detail, all the theoretical Basics of modern judicial system
- It helps the students to understand the risks present in judicial lawmaking
- It enables them to analyze and understand the The basics of company law & Banking Law

UNIT I : The Critical Stages in the Evolution of India's Legal Systems

UNIT II: Basics of modern judicial system, the development of constitutional law, criminal Law, and civil law,

UNIT III : The risks present in judicial lawmaking and highlights factors to limit judicial discretion.

UNIT IV: The basics of company law, such as the formation and financing of business.

UNIT V : Basics of Indian Banking Law and Practice

Reference

1. M.P. Jain: Outlines of Indian Legal History, Bharat Ek Khoj publications, Creator: Public Resource, Identifier: JaiGyan, 2019-04-23
2. Benjamin Nathan Cardozo: The Nature of the Judicial Process, published: New York: Columbia University Press, 1928. v, 142 pp.
3. Tannan: Banking Law & Practice In India, Publisher Lexis Nexis; Twenty Seventh edition (30 May 2017) Publication date January 1, 2017

BUS 2.2 (R22) - FINANCIAL MANAGEMENT

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

- To provide basic knowledge of Organization of finance function
- To highlight the benefits as well as the limits of Capital budgeting techniques.
- Apply the concepts of Concept of leverage, **Cost of Capital &** capital structure theories
- Analyse the concept of Dividend Theories and Liquidity decisions.

Unit- I: FINANCIAL MANAGEMENT: - Financial Management and the goals of the firm – Organization of finance function –Time Value of Money-Agency conflict

Unit-II: INVESTMENT DECISIONS: Capital budgeting – Types of Capital budgeting process – Cash flows estimation and measurement – Investment criterion – Methods of appraisal: Traditional Techniques and Discounted Cash Flow Methods – NPV vs IRR - Capital rationing – Risk analysis in capital budgeting.

Unit-III: FINANCE DECISIONS: Leverage – Concept of leverage – Operating Leverage – Break-even analysis – Financial leverage – EBIT – EPS analysis – Combined leverage. **CAPITAL STRUCTURE:** Capital Structure Theories – Net Income approach – Net operating income approach – Traditional view – MM Hypothesis. **COST OF CAPITAL:** Cost of debt – cost of preference capital – Cost of equity capital – cost of external equity – Cost of retained earnings - Weighted average cost of capital.

Unit-IV: DIVIDEND DECISIONS:– Dividend Theories – Traditional position – Walter’s Model – Gordon’s Model – M-M Hypothesis.

Unit-V: WORKING CAPITAL MANAGEMENT: Concepts of working capital – Determinants of working capital – Optimum level of current assets – Liquidity Vs. Profitability – Risk – Return tangle – Estimating working capital needs – Financing and control of working capital – Inventory Management – Cash Management.

SUGGESTED READINGS:

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|-----------------------|---|
| 1. Sheeba Kapil. | Financial Management, Pearson, 2011. |
| 2. Jonthan Berk | Financial Management, Pearson, 2010. |
| 3. Van Home. James C. | “Financial Management”, Prentice Hall of India (P) Ltd, Delhi. |
| 4. Hampton, John J. | “Financial Decision Making”, Prentice Hall of India (P) Ltd, New Delhi. |
| 7. Panday, I.M. | “Financial Management”, Vikas Publishing House (P) Ltd. |
| 8. Chandra, Prasanna | “Financial Management”, Tata McGraw Hill, New Delhi. |
| 9. Kulkarni, P.V. | “Financial Management”, Himalaya Publishing House. |
| 10 Maheswari S.N. | “Principles of Financial Management”, S Chand & Sons. |

BUS 2.3 (R22): MARKETING MANAGEMENT

Course Outcomes:

On successful completion of the course the learner will be able to:

- To understand Approaches to the Study of Marketing – Marketing Environment.
- To study the Marketing Information System and Research.
- To study the Integrated Marketing Communications

Unit-I: Importance of Marketing – Concepts – Approaches to the Study of Marketing – Marketing Environment.

Unit-II: Consumer Behaviour – Market Segmentation – Market Targeting and Positioning – Marketing Information System and Research.

Unit-III: Marketing Mix: Product Planning – New Product Development – Product Life Cycle – Branding Packaging – Product Mix Management.

Unit-IV: Pricing: Objectives – Methods and Strategies – Distribution – Channel Selection and Management Retail Management.

Unit-V: Promotion: Integrated Marketing Communications: Personal Selling – Advertising – Sales Promotion, Publicity and Public Relations – Direct Marketing: Evaluation of Communication Effort.

Suggested Books:

1. Philip Kotler and Kevin Lane Keller: Marketing Management, Prentice Hall of India / Pearson Education, New Delhi.
2. William J Stanton & Futrell: Fundamentals of Marketing.
3. V. J. Ramaswami and S. Namakumari: Marketing Management, Macmillan Business Books, Delhi.
4. S. Jayachandran: Marketing Management, Text and Cases, Excel Publications.
5. Tapan K. Panda, marketing management, Excel.
6. Zinkota&Kotabe: Marketing Management, Prentice Hall of India.
7. Joel R. Evans & Barry Berman: Marketing, Wiley India, New Delhi.
8. Mukesh Dhunna: Marketing Management, Wisdom Publication.
9. Rajiv Lal, John A. Quelch & V. Kasturi Rangan, Marketing Management, Tata McGraw Hill.

BUS 2.4 (R22): PRODUCTION & OPERATIONS MANAGEMENT

Course Objectives: By the end of the course, student s will be able to

- To understand the concepts and techniques of Operations Management.
- To use the above for improving the Operational Productivity of Organizations

COURSE LEARNING OUTCOMES (CLOs)

- i. Define ‘operations’ and ‘operations management’
- ii. Identify the roles of operations managers in different organizational contexts
- iii. Apply the ‘transformation model’ to identify the inputs, transformation processes
- iv. Identify operational and administrative processes

Unit-I :Production and Operations Management -An Overview : Operations as a Function - Production Systems - Facilities location - Layout Design - Product and Process Design - Materials Handling - Value Analysis - Operations Strategy – World Class Manufacturing.

Unit-II :Operations Planning and Control: Mass and Batch Production Planning - Projects Planning and Control - Capacity Planning – Optimal Production Strategies: Scheduling – Assignment and Sequencing of Operations - Work Design: Method Study and Work Measurement - Work Sampling.

Unit-III. Maintenance Management: Need for Maintenance Management – Maintenance Alternatives - Equipment life cycle – Managing of Work Environment – Waste Management - Automation — Technology Management.

Unit-IV: Materials Management: An Overview of Materials Management - Material Requirements Planning - Purchase Management - Stores Management - Inventory Planning and Control Systems - Just-in-Time Systems – Perpetual Inventory Control System.

Unit-V: Quality Management: Acceptance Sampling - Statistical Quality Control - ISO-9000 Standards — Economics of Quality Assurance – Improvement of Operations: Quality Circles - Six Sigma and Kanban System - Total Quality Management.

Practical Component

Students will discuss minimum three cases to be discussed for each OR techniques

Reference Text Books:

1. Chary, S.N. Production and Operations Management. New Delhi, Tata McGraw Hill, New Delhi.
 2. Elwood S. Buffa, Rakesh K. Sarin, Modern Production and Operations Management, John Wiley, New York.
 3. Everett E. Adam, Jr., Ronald J. Ebert, Production and Operations Management, Prentice Hall of India,
 4. Gopalakrishnan P. and Sundaresan. M., Materials Management - An Integrated Approach, PHI NDelhi.
 5. Upendra Kachru, “**Production & Operations Management**”, Excel Books.
 6. Krishnaswamy. K.N., Cases in Production/Operations Management, Prentice Hall of India, New Delhi.
 7. Mahadevan, B. Operations Management: Theory and Practice, Pearson Education.
 8. Pannerselvam R., Production and Operations Management, Prentice Hall of India, New Delhi.
 9. Thomas E. Morton, Production Operations Management, Vikas Publishing House, New Delhi.
- .

BUS 2.5 (R22): HUMAN RESOURCES MANAGEMENT

Course Outcomes:

On successful completion of the course the learner will be able to:

- i. To provide an overview of Requisites for successful HR Planning
- ii. To provide an outline to effective Management Development Programmes,.
- iii. To underline the Disciplinary procedure and Grievance procedure.
- iv. To know about Quality of Work Life

Unit- I: Human Resource Management: Nature and significance, functions of HRM, Qualities and Role of HR Manager, HRM Model, HRM in a changing Environment. Job Analysis – Objectives and methods of job analysis.

Unit-II: Human Resource Planning: Objectives, process, factors affecting HR Planning, Requisites for successful HR Planning. Recruitment – purpose, factors influencing, sources of recruitment. Selection – significance, process, placement, induction and socialization.

Unit-III: Employee Training: Significance, Methods: Management Development Programmes, Performance appraisal – Objectives, methods, developing and administering an Appraisal programme, limitations to its effectiveness.

Unit-IV: Job Evaluation – Significance, Methods and Problems: Career Planning and Development: Concept, need, process. Counseling – Significance and key elements- Disciplinary procedure and Grievance procedure.

Unit - V: Quality of Work Life (QWL): Meaning, conditions, specific issues in QWL, strategies for improvement of QWL.

Suggested Books:

1. Aswathappa.K., Human Resource and Personnel Management, 2nd Edition, Tata McGraw Hill, New Delhi, 2001.,
2. Edwin B.Flippo, Personnel Management, McGraw-Hill
3. Dessler, Human Resource Management, 10th Edition, Pearson Education.
4. V.S.P.Rao, Human Resources Management, Excel Books, New Delhi.
5. David Lepak, Human Resource Management, Pearson Publicaions.
6. Kenneth M. York, Applied Human Resource Management, Sage Publications.
7. H. John Bernardin, Human Resource Management, Tata McGraw Hill.
8. T.V. Rao, “Performance Management & Appraisal Systems”, SAGE Publications.
9. Peter J Dowling, “International HRM”, CENAGE Learning.
10. Kaushal H, Case Study Solutions Human Resource Development, MACMILLAN.
11. Michael Muller- Camen, Human resource Management. Jaico Publishing House
12. Lain Henderson, Human Resource Management, University Press

BUS2.5.1 (R22) MENTORING & COACHING SKILLS

Life Skills: Communication skills, Problem-Solving skills, Decision-Making skills, Critical thinking, Creative thinking, Interpersonal Relationship Skills, Coping with Stress & Emotions , Empathy ,Self-awareness, Leadership Skills.

Soft Skills: Communication Skills, Verbal & Non-Verbal Communication, Body language, Acting as a Team player, Time Management abilities, Self-confidence, Resume & Interview skills.

Framework for Awarding Marks:

Activities related to the above skills which include Role play, Case study analysis, Group discussion exercise etc.

BUS 2.6 (R22): RESEARCH METHODOLOGY

Course Outcomes:

On successful completion of the course the learner will be able to:

- To provide an understanding of Research Design & Questionnaire Design
- To provide the basics of the Sample Design and Sampling Techniques.
- To provide a critical understanding on SPSS Applications
- To provide a strong foundation on Advanced Techniques for Data Analysis

UNIT – I : MEANING OF RESEARCH- Nature and Scope of Research Methodology – Problem Formulation, Research Objectives – Hypotheses, Characteristics of good hypotheses, Research Design – Types of Research Design

UNIT – II: SOURCES AND COLLECTON OF DATA- Primary and Secondary Sources – Methods of Data Collection – Questionnaire Design –

UNIT--III: ATTITUDE MEASUREMENT TECHNIQUES – Motivation Research Techniques – Administration of Surveys – Sample Design and Sampling Techniques.

UNIT – IV: AUTOMATED DATA ANALYSIS- SPSS Applications – Tabulation and Cross Tabulation of Data: Univariate, Bivariate Data Analysis and Tests of Hypothesis.

UNIT – V: MULTIVARIATE ANALYSIS- Advanced Techniques for Data Analysis: ANOVA, Discriminate Analysis, Factor Analysis, Conjoint Analysis, Multidimensional Scaling and Clustering Techniques, Report Writing.

Suggested Books:

1. Bhattacharya D. K., “Research Methodology”, Excel Books, New Delhi.
2. Cooper, “Business Research Methods”, Tata McGraw Hill, New Delhi, 2010.
3. C.R.Kothari, “Research Methodology: Methods and Techniques”, New Age International Publishers, New Delhi, 2006.
4. Gupta S.P. “Statistical Methods”, Sultan Chand, New Delhi, 2010.
5. K.V. Rao, “Research Methodology in Commerce and Management”, Sterling Publishers, New Delhi, 2012.
6. T.S. Wilkinson & P.L. Bhandarkar, “Methodology and Techniques of Social Research”, 2010.
7. Pang-Ning Tan, Michael Steinbach & Vipin Kumar, “Introduction to Data Mining”, Pearson, 2009.
8. Alex Berson, Stephen Smith & Kurt Thearling, “Building Data Mining Application for CRM”, Tata McGraw Hill, New Delhi, 2000.

BUS 2.6.1 (R22): MINOR RESEARCH PROJECT USING STATISTICAL PACKAGES

- Functions in Spreadsheet Mathematical, Logical, statistical, text, financial, Date and Time functions, Using Function Wizard ,handling formulae
- Using macros
- Creating Tables Pivot-table
- Charts and Graphs-Creating Previewing and Modifying Charts
- C programs on Loop (for, while, do while), Conditions (iflf else)-
Functions ,Arrays

BUS 2.7.1(R22): ENTREPRENEURSHIP DEVELOPMENT &

START UP MANAGEMENT

COURSE LEARNING OUTCOMES (CLOs)

On successful completion of the course the learner will be able to:

- i. Recognize and understand the concept of How to Build a Startup Management Team
- ii. Entrepreneurs acquire resources and persuade others to invest in their novel venture.
- iii. Identify the various environmental factors, external to the individual,
- iv. Outline how entrepreneurship connects to innovation in small firms and new ventures.

Unit I: Introduction: Entrepreneurship – Meaning, importance- Entrepreneur; Characteristics- women entrepreneurs; Classification of entrepreneurs-Myths about Entrepreneurship- Entrepreneur Vs Intrapreneur- Management Vs Entrepreneurship

Unit II: Idea Generation and Opportunity Assessment: Importance of Ideas in entrepreneurship- Sources of New Ideas – Techniques for generating ideas- Steps in assessing business potential of an idea- Opportunity Recognition- sources and process- Steps in tapping opportunity

Unit III: Project preparation and Financing Ventures: Meaning of and Preparation of Project- Importance of Report- Content; Guidelines for Report preparation- Network Analysis- PERT and CPM – Sources of Finance- Concept of working Capital; Seed Capital; Venture Capital

Unit IV: Institutions Supporting Small Business Enterprises: Introduction- Central Level Institutions- KVIC; SIDO; NSIC Ltd; National Productivity Council (NPC); EDII -State Level Institutions- DIC- SFC-SSIDC- Industry Associations- CII ; FICCI; ASSOCHAM

Unit V: Start Up Management: What Is A Startup: Definition, Characteristics And Their Types- How to Build a Startup Management Team- Startup Management Team Roles- Complete Your Team with Expert Software Developers

Recommended Books:

1. Arya Kumar, Entrepreneurship, Pearson, Delhi, 2012.
2. Poornima M. Ch., Entrepreneurship Development- Small Business Enterprises, Pearson, Delhi, 2009
3. Michael H. Morris, et. al., Entrepreneurship and Innovation, Cengage Learning, New Delhi, 2011
4. Kanishka Bedi, Management and Entrepreneurship, Oxford University Press, Delhi, 2009
5. Anil Kumar, S., et. al., Entrepreneurship Development, New Age International Publishers, New Delhi , 2011
6. Khanka, SS, Entrepreneurial Development, S. Chand, New Delhi, 2011.

BUS 2.7.2 (R22): BUSINESS INTELLIGENCE

Course Outcomes:

On successful completion of the course the learner will be able to:

- i. To understand how business intelligence improves in six key areas
- ii. To develop understanding about the BI implementation process
- iii. To understand the Top 25 Business Intelligence Tools,
- iv. To understand the additional Business Intelligence Software platforms

Unit-I: Business Intelligence (BI) - What is business intelligence?How business intelligence works-Why companies benefit from using business intelligence tools- how business intelligence improves in six key areas: Customer experience, Sales and marketing, Operations, Finance, Inventory control, Security and compliance

Unit-II: BI uses some terms like: Big Data - Data Warehouse - Data Mining- BI implementation process - Impact of Business Intelligence - Challenges with BI Implementation

Unit-III: Business Intelligence tools (BI Tools)- uses of BI Tools -BI and its significant effects - BI tools to implement it effectively.-Top 25 Business Intelligence Tools

Unit –IV: Enterprise Business Intelligence Platforms- Oracle NetSuite-Integrate.io-Zoho Analytics- HubSpot- Query.me -SAS – Birst- WebFOCUS- usinessObject- IBM Cognos – MicroStrategy- Pentaho Database Integrated Products- Microsoft BI and Power BI- Oracle BI (OBIEE+ and Endeca) - SAP BW + HANA - Oracle Hyperion

Unit- V: Data Discovery And Visualization Platforms - Qlik and QlikSense - Tableau - Board - Sisense - Adaptive Discovery;

Niche And Innovative Platforms:-Yellowfin BI - Style Intelligence - Bizzscore - Jaspersoft.;
Additional Business Intelligence Software platforms: Looker - Targit BI - MITS Distributors Analytics – Domo - Artus:

Recommended Reading

- i. Best Software Testing Tools 2023 [QA Test Automation Tools]
- ii. 10+ Best Data Governance Tools To Fulfill Your Data Needs In 2023
- iii. Top 14 BEST Test Data Management Tools In 2023
- iv. Top 10 Data Science Tools in 2023 to Eliminate Programming
- v. 10 Best Data Masking Tools and Software In 2023
- vi. The 4 Steps to Business Intelligence (BI) Testing: How to Test Business Data
- vii. Top 10 Best Test Data Generation Tools in 2023
- viii. 10+ Best Data Collection Tools With Data Gathering Strategies

BUS 2.7.3(R22): CYBER SECURITY

Course Outcomes:

On successful completion of the course the learner will be able to:

- v. To understand the basic terminologies related to cyber security and current cyber security threat landscape.
- vi. To develop understanding about the type and nature of cyber crimes
- vii. To understand the legal framework that exist in India for cyber crimes and penalties and punishments for such crimes,
- viii. To understand the aspects related to personal data privacy and security.
- ix. To get insights into riskbased assessment, requirement of security controls and need for cyber security audit and compliance.

Unit-I: Overview of Cyber security Cyber security increasing threat landscape, Cyber security terminologies- Cyberspace, attack, attack vector, attack surface, threat, risk, vulnerability, exploit, exploitation, hacker., Non-state actors, Cyber terrorism, Protection of end user machine, Critical IT and National Critical Infrastructure, Cyberwarfare, Case Studies.

Unit-II: Cyber crimes Cyber crimes targeting Computer systems and Mobiles- data diddling attacks, spyware, logic bombs, DoS, DDoS, APTs, virus, Trojans, ransomware, data breach., Online scams and frauds- email scams, Phishing, Vishing, Smishing, Online job fraud, Online sextortion, Debit/ credit card fraud, Online payment fraud, Cyberbullying, website defacement, Cybersquatting, Pharming, Cyber espionage, Cryptojacking, Darknet- illegal trades, drug trafficking, human trafficking., Social Media Scams & Frauds- impersonation, identity theft, job scams, misinformation, fake news, cyber crime against persons - cyber grooming, child pornography, cyber stalking., Social Engineering attacks, Cyber Police stations, Crime reporting procedure, Case studies.

Unit-III: Cyber Law Cyber crime and legal landscape around the world, IT Act, 2000 and its amendments. Limitations of IT Act, 2000. Cyber crime and punishments, Cyber Laws and Legal and ethical aspects related to new technologies- AI/ML, IoT, Blockchain, Darknet and Social media, Cyber Laws of other countries, Case Studies.

Unit IV: Data Privacy and Data Security Defining data, meta-data, big data, nonpersonal data. Data protection, Data privacy and data security, Personal Data Protection Bill and its compliance, Data protection principles, Big data security issues and challenges, Data protection regulations of other countries- General Data Protection Regulations(GDPR), 2016 Personal Information Protection and Electronic Documents Act (PIPEDA)., Social media- data privacy and security issues.

Unit V: Cyber security Management - Compliance and Governance Cyber security Plan- cyber security policy, cyber crises management plan., Business continuity, Risk assessment, Types of security controls and their goals, Cyber security audit and compliance, National cyber security policy and strategy.

Practical 1. Setting privacy settings on social media platforms. 2. Do's and Don'ts for posting content on Social media platforms. 3. Registering complaints on a Social media platform.

Practical 2. Prepare password policy for computer and mobile device. 2. List out security controls for computer and implement technical security controls in the personal computer. 3. List out security controls for mobile phone and implement technical security controls in the personal mobile phone. 4. Log into computer system as an administrator and check the security policies in the system.

Practical 3. Platforms for reporting cyber crimes. 2. Checklist for reporting cyber crimes online.

REFERENCES

1. Cyber Security Understanding Cyber Crimes, Computer Forensics and Legal Perspectives by Sumit Belapure and Nina Godbole, Wiley India Pvt. Ltd.
2. Information Warfare and Security by Dorothy F. Denning, Addison Wesley.
3. Security in the Digital Age: Social Media Security Threats and Vulnerabilities by Henry A. Oliver, Create Space Independent Publishing Platform.
4. Data Privacy Principles and Practice by Natraj Venkataramanan and Ashwin Shriram, CRC Press.
5. Information Security Governance, Guidance for Information Security Managers by W. KragBrothy, 1st Edition, Wiley Publication.
6. Auditing IT Infrastructures for Compliance By Martin Weiss, Michael G. Solomon, 2nd Edition, Jones Bartlett Learning. Practical Work.

**MBA Course Structure and Syllabus as per CBCS Guidelines with Effect from the
Academic year 2022-2023
SEMESTER –III**

Course Code	Course Title	Structure Code	Credits	HPW	Max. Marks IE+SEE 30+70	Total
BUS 3.1 (R22)	Business Policy & Strategic Management	CC	3	4	30+70	100
BUS 3.2 (R22)	Decision Support Systems & MIS	CC	3	4	30+70	100
BUS 3.3 (R22)	Business Ethics & Corporate Governance	GE	3	4	70 SEE	70
Bus 3.3.1 (R22)	Case Study Presentation of CSR/Ethical practices of 2 companies	AEC	2	2	30 IE	30
	ELECTIVE PAPERS Choose any Two Specializations					
BUS 3.4.M (R22)	MARKETING SPECILIZATION (Choose any Two Papers) 1. Advertising & Brand Management 2. Customer Relationship Management 3. Retail Management	DSE	3	4	30+70	100
BUS 3.5M (R22)			3	4	30+70	100
BUS 3.6M (R22)						
BUS 3.4F (R22)	FINANCE SPECILIZATION (Choose any Two Papers) 1. Security Analysis & Portfolio Management 2. International Financial Management 3. Basics of Taxation	DSE	3	4	30+70	100
BUS 3.5F (R22)			3	4	30+70	100
BUS 3.6F (R22)						
BUS 3.4HR (R22)	HRM SPECILIZATION (Choose any Two Papers) 1. Industrial Relations & Labor Laws 2. Management Training & HRD 3. Organizational Change & Organizational Development	DSE	3	4	30+70	100
BUS 3.5HR (R22)			3	4	30+70	100
BUS 3.6HR (R22)						
BUS 3.4 BA (R22)	BUSINESS ANALYTICS SPECILIZATION (Choose any Two Papers) 1. Introduction to Business Analytics Tools 2. Data Visualization & Predictive Analysis 3. Big Data Analytics		3	4	30+70	100
BUS 3.5 BA (R22)			3	4	30+70	100
BUS 3.6 BA (R22)						
	MOOCS					
	TOTAL		23	30	700	700

Note: In III Semester the students shall opt any two specialization groups with 2+2 papers.

In IV Semester the student shall continue the same groups of specialization with 3 + 2 papers.

MBA Course Structure and Syllabus as per CBCS Guidelines with Effect from the Academic year 2022-2023

MBA III SEMESTER SYLLABUS

BUS 3.1 (R22) – BUSINESS POLICY & STRATEGIC MANAGEMENT

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

- Describe the basic concepts in Management
- Explain in detail, all the theoretical concepts taught through the syllabus
- It helps the students to understand the Functions & Responsibilities of Managers
- It enables them to analyze and understand the Environment of the organization
- To understand human behaviour in an organization through Communication, Motivation, Group Dynamics, Leadership & Organizational Design

UNIT-I Business Policy – Definition, nature, Scope and purpose of Business policy; Concept of Strategic Planning – Strategic Management: Nature, Scope, process and importance - Strategic Decisions, Administrative and Operation decisions.

UNIT-II Developing :Vision, mission, goals and objectives, strategy, tactics/policies, importance of corporate Mission statements – their contents and characteristics - some examples – Johnson & Johnson's credo, 'HP way' 'Sony Spirit' etc. Defining the concept of strategy – corporate, business and functional level strategy; Intended, Deliberate, Realized, Unrealized and Emergent strategies.

UNIT-III Strategy Formulation: Strategic tools for analysis and appraisal of External Environment – SWOT analysis; and Structure - Conduct – Performance (S-C-P) analysis; - Industry, competition and competitor analysis – Porter's five forces model for analysing firm's opportunities and threats – concept of Hyper Competition.

UNIT-IV Internal Organisational Analysis – Identification of strengths and weakness of a firm - Resource Based Theory of the firm – Concept of resources, capabilities and competencies, concept of core and distinctive competencies; strategic intent, stretch and leverage, competence - based competition; Porter's Value Chain Analysis for appraisal of firm's resource capabilities – Firm's best Strategic fit.

UNIT-V Competitive advantage of firm – its Sources: Cost, Quality Innovation and customer responsiveness etc., - Michel Porter's Business level (or Generic) strategies for competitive advantage: Cost leadership, Differentiation and Focus – Entry and Exit Barriers, Mobility Barriers – Economies of scale, Learning or Experience Curve benefits.

Reference Books:

1. Ansoff H. Igor, *Corporate Strategy: An Analytical Approach to Business Policy for Growth and Expansion*, McGraw – Hill, New York, 1965.
2. Nitin Balwani, *Strategic Management & Business Policy*, Excel Books, New Delhi
3. Vipin Gupta, Gollakota & Srinivasan, *Business Policy and Strategic Management – Concepts and Applications*, Prentice Hall of India, New Delhi.
4. Upendra Kachru, *Strategic Management: Concepts & Cases*, Excel Books, New Delhi.
5. Porter, M.E., *Competitive Strategy*, The Free Press, New York, 1980.
6. Porter, M.E., *Competitive Advantage*, The Free Press, New York, 1985.
7. Glueck, William F. and Lawrence R. Jauch: *Business Policy and Strategic Management*, McGraw- Hill, International Edition.
8. Kazmi, Azhar, “*Business Policy and Strategic Management*”, Tata McGraw Hill, New Delhi.
9. Pearce H., John A. and Richard B. Robinson, Jr. *Strategic Management: Strategy, formulation and implementation*, Richard D. Irwin, New York, 1982.
10. Srinivasan R. *Strategic Management – The Indian Context*, Prentice Hall of India, New Delhi.
11. B.S. Hoti, *Strategic Management and Business Policy*, Wisdom Publications, New Delhi.
12. R. Duare Areland, Robert E. Horskisson, Michael A. Hitt, *Strategic Mangement*, Lengage Learning (Indian Edition).
13. Thomas L. Wheeler and David Hunger, *Concepts in Strategic Management and Business Policy*, Pearson Education, New Delhi.
14. Arthur A. Thompson Jr., A.J.Strickland III, John E. Gamble, Arun K.Jain, *Creating and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases*, Tata McGraw Hill Publishing Co. Ltd.
15. C. Roland Christensen, Kenneth R. Andrews & Joseph L. Bower, *Business Policy : Text and Cases*, Richard D. Irwin Inc.
16. Dess, G.T. Lumpkin and Alan B. Eisner, *Strategic Management : Text and Cases*, Tata McGraw Hill Publishing Co. Ltd.
17. Robert A. Burgelman, Clayton M. Christensen & Steven C. Wheelwright, *Strategic Management*, Tata McGraw Hill Publishing House.
18. Nitin Balwani, *Strategic Management and Business Policy*, Excel Books, New Delhi.
19. Fred R. David, *Strategic Management ; Concepts and Cases*, Prentice Hall of India (P) Ltd.

BUS 3.2(R22): DECISION SUPPORT SYSTEMS & M I S

Course Learning Outcomes (Clos)

- To understand various MIS operating in functional areas of an organisation and explain its relationship with the various activities of the organisation.
- To understand how MIS is developed and implemented for various levels in an organisation.
- To explore the use of some common IS development tools

UNIT – I Management Information System: Basic Concepts – Role of MIS – MIS in Business – MIS Developing Process Models - Simon's Model in Information System – MIS and Security Challenges – Major Trends in Information Technology.

UNIT-II Managerial Decision Making: Decision Making Process – Relationship between Decision-Making and MIS –Group Decision Making - Integrating Managerial Levels and Functional areas by MIS-Components of Information System-Organization System Versus MIS.

UNIT –III System and Design: Systems Development Initiate - Different Methodologies – System Life Cycle Design - Prototype Approach - Detailed Study on Life Cycle System – System Implementation.

UNIT –IV Decision Support System: Definitions of DSS – Architecture of DSS - Scope of DSS - Characteristic and Capabilities of DSS - Components of DSS – Modules in DSS- Classification of DSS - DSS Tools – DSS Generators – Steps in Designing a DSS.

UNIT – V Database Management System: Sources of Data – Architecture of Database Management System - Data Models- Design of Database – Implementation - DGMS – Case study –Design of MIS and DSS system.

Reference Text Books:

1. Jawadekar, Management Information System, Tata McGraw Hill, New Delhi.
2. Arora, Management Information System, Excel Books, New Delhi.
3. C.S.V. Murthy , Management Information System, Himalaya Publishing House, Mumbai.
4. Mallach, Decision Support and Data Warehouse Systems, McGraw Hill Co., New Delhi
5. .G.V.Satya Sekhar, Management Information System, Excel Books, New Delhi.
6. Krober, Donald W., and Hugh J. Watson, Computer Based Information System, New York.
7. Andrew P., Decision Support System Engineering, Sage John Wiley & Sons, New York..
8. Turban, Efrain Decision Support and Expert Systems – Management Perspective – Mc Milan Publishing Company, New York, 1988.
9. Janakiram Y and Surukesi: Decision Support Systems, Prentice Hall of India, New Delhi.
10. Sadagopan: Management Information Systems, Prentice Hall of India, New Delhi.
11. Goyil D.P., Management Information Systems, MACMILLAN.

BUS-3.3(R22): BUSINESS ETHICS & CORPORATE GOVERNANCE

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

- Describe the basic Ethical Theories
- Explain in detail Ethics in functional areas such as finance, marketing, HR, IT, etc.
- It helps the students to understand the Corporate Social Responsibility
- It enables them to analyze and understand the corporate governance

Unit- I: Concept of Ethics: Meaning and definition of Ethics – Ethical Theories – Values – Need for Ethics and Values – Indian Value System – Various approaches to Ethics.

Unit-II: Business Ethics: Concept, meaning and definition of Business Ethics – Ethical corporate behavior – Ethical decision making – Conflicts in decision making from the legal and moral points of view. Work Ethics: Nature and scope. Ethical dilemma. Ethics in functional areas such as finance, marketing, HR, IT, etc.

Unit- III: Corporate Social Responsibility: Corporate Social Responsibility (CSR) & significance of CSR in business. CSR principles and strategies for business organizations. Best practices in CSR. Orienting management education towards ethical behavior.

UNIT- IV: Corporate Governance: Meaning and definition of corporate governance – Corporate management structure for corporate governance – Boards of Directors – Responsibilities of Boards of Directors – Legal requirements for Boards of Directors with regard to Corporate Governance – Morale responsibilities of Boards of Directors

UNIT- V: Corporate Governance in Global Scenario: Corporate governance requirements in the ever changing global scenario. Global practices: Cadbury report – OECD Committee recommendations. Desirable corporate governance in India – a Code. Summary of the SEBI Committee –report of the Consultative Group of Directors of Banks / Financial Institutions – Summary of Naresh Chandra Committee on Corporate Audit and Governance. Towards developing a best corporate governance system in an organization.

BUS 3.3.1(R22): CASE STUDY PRESENTATION OF CSR/ETHICAL PRACTICES OF COMPANIES

Suggested Books:

1. S. Singh, Corporate Governance: Global Concepts & Practices, Excel Books, New Delhi.
2. Sherlekar, Ethics in Management, Himalaya Publishing House, New Delhi.
3. Chakravarthy, S.K. Foundations of Management Work – Contribution from Indian Thought, Himalaya Publishing House, New Delhi.
4. Satheesh Kumar, Corporate Governance, Oxford University Press.
5. Prabakaran S, Business Ethics and Corporate Governance, Excel Books, New Delhi.
6. A.B Rao, Business Ethics and Professional Values, Excel Books, New Delhi.
7. Fernando, Business Ethics an Indian Perspective, Pearson

Marketing Specialization

BUS-3.4.M (R22): ADVERTISING & BRAND MANAGEMENT

Course Outcomes:

On successful completion of the course the learner will be able to:

1. To provide an overview of Socio- Cultural and Ethical dimensions of Advertising.
2. To provide An Overview of Media Scenario in India.
3. To underline the Advertising Agencies
4. To impart the Brand Extension Strategies.

Unit 1: Introduction: Meaning, Scope and objectives of Advertising- 5 Ms of Advertising –The communication model: communication process, stages and challenges ; Socio- Cultural and Ethical dimensions of Advertising –Recent trends in Advertising –Customer behavior and advertising: segmentation, motivation analyses, and value proposition. Advertising Copy: Meaning, essentials of Good Advertising Copy; Message Strategy – Copy writing for various Media - Creativity in Advertising, copy in conventional media and Cyberspace.

Unit II : Advertising Media: Planning & Strategy – Types of Media – Electronic Media; Print Media; Outdoor Media – Media Scheduling Decisions – Media Mix Decisions – An Overview of Media Scenario in India

Unit III : Advertising Budgets & Agencies: Planning for Advertising Budgets – Methods of Determining Advertising Budgets – Advertising Agencies – Media Companies and Supporting Organizations – Advertising Effectiveness

Unit IV : Concept of Brand: Concept of value, brand and marketing metrics: Brand and Firm – Brands and Consumers – Brand Identity – Brand Image – Protecting Brand – Brand Perspectives – Brand Levels – Brand Evolution

Unit V : Brand Equity: Brand Loyalty – Brand Equity – Brand Personality – Building Brands – Brand Extension Strategies – Brand Positioning – 3Cs of Positioning – Competitive Positioning

Books Suggested;

1. George, E. Belch & Michael A Belch, Advertising & Promotion, Tata Mc Graw Hill
2. Rajesh C. Jampala and P. Adi Lakshi, Advertising and brand Management, Duvvuri
3. Harsh V.Varma, Brand Management, Text & Cases, Excel Books
4. Mathur, UC, Product & Brand Management, Excel Books
5. Chunwala, Brand Management, Himalaya
6. Tapan K. Panda, Building Brands, Excel Books

Marketing Specialization

BUS 3.5.M (R22): CUSTOMER RELATIONSHIP MANAGEMENT

Course Outcomes:

On successful completion of the course the learner will be able to:

To know about knowledge on Customer Relationship Management,

To understand the Statistical Analysis of Customer Surveys T

To know about Relationship Drivers

To learn about Changing Corporate Cultures.

Unit-I: Customer Relationship Management – Measurement – Qualitative Measurement Methods – Quantitative Measurement Methods – Calculating Relationship Indices.

Unit-II: Customer Relationship Survey Design – Statistical Analysis of Customer Surveys – Using Customer Relationship Survey Results.

Unit-III: Relationships in Marketing – Relationship Concepts – Relationship Drivers – Lasting Relationships.

Unit-IV: Customer Partnership – Internal Partnerships – Supplier Partnerships – External Partnership.

Unit-V: The Technological Revolution – Relationship Management – Changing Corporate Cultures.

Reference Text Books:

1. John Egan, "Relationship Marketing, Exploring Relational Strategies in Marketing", Prentice Hall.
2. John Anton, "Customer Relationship Management", Prentice Hall.
3. Jagdish N Sheth and Stul Parvatiyar, "Handbook of Relationship Marketing", Response Books, 2002.
4. Anderson, "Customer Relationship Management", Tata McGraw Hill, 2002.
5. David Strutton; Lou E. Pelton; James R. Lumpkin, "Marketing Channels: A Relationship Management Approach", McGraw-Hill Higher Education.
6. Christopher, Martin, "Relationship Marketing", Science & Technology Books

Marketing Specialization

BUS-3.6 M (R22): RETAIL MANAGEMENT

Course Outcomes:

On successful completion of the course the learner will be able to:

- The students have complete knowledge of the course Retail Marketing
- The student should be able to appreciate the value of integration of all the verticals of business for value maximization

Unit - I: Meaning and scope of retail marketing –: Definition and scope - Evolution of retailing- different types of retail stores – trends in retail marketing – product retailing vs. service retailing – relationship marketing in retailing –Retail marketing Enviromen- retailing environmental issues in India- Barnding Retail marketing.

Unit - II: Retailing operations: Retail store location & layout – location strategy – location criteria – interior and exterior design layout – retail store Management planning – visual and display methods in retailing – store maintenance – vendor relationship. product and merchandise management-Retail purchasing and pricing: Purchase management: Merchandise purchasing -

Unit - III: HR & Legal compliances in retailing – Application of Technology in retailing industry- Retail organization structure – recruiting and selection of retail personnel – customer psychology – Training needs of employees – legal process – license requirement – regulatory compliances- Consumer behaviour in retail marketing-Pricing strategies in retailing: every day pricing - competitive based pricing - price skimming - market-oriented pricing

Unit - IV: Supply chain management and IT application in retailing: Point of sale – back end IT applications – retail database – basic concepts of SCM – planning and sourcing of supply chain operations – EDI – ERP – logistics planning – major supply chain drivers – scope of SCM – problems in SCM – role of SCM in retail industry – developing supply chain systems.

Unit - V: Retailing industry in global market- retailing industry- formats –issues and challenges in Indian Retail market – Indian organised retail market - FDI in Indian organized retail sector- case studies relevant to fashion retail – footwear – hyper markets – food courts – departmental stores – banking & finance .

Reference Books:

1. Levy & Weirtz Retail Management, (TMH),
2. Dunne Retailing, (Dryden Publications),
- 3 Ron Hasty, James Reardon Retail Management , (Mcgraw Hill),
- 4.Berman & Evans, Retail Management
5. Swapna Pradhan, Retail Management.

Finance Specialization

BUS 3.4.F (R22): SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

COURSE LEARNING OUTCOMES (CLOs)

- To understand the various alternatives available for investment.
- To Learn to measure risk and return.
- To Find the relationship between risk and return. To Value the equities and bonds.

UNIT-I: Investment: Meaning, Investment vs. Speculation - Characteristics of Investment – Investment Process – Securities Market: Issue of Securities: Initial Public Offer (IPO) – Right Issue - Bonus Issue – Private Placement – Listing – Trading – Settlement.

UNIT-II: Valuation of Securities: Basic Concepts: Return, Risk, Intrinsic value – Valuation of fixed income Securities: Debentures and Bonds: Current Yield, Yield To Maturity (YTM), Yield to Call (YTC), Bond Duration – Valuation of Equity: Constant Rupee Dividend model – Constant Growth Model – Multiple Growth Model – Price –Earnings (P/E) Approach - Components of risk – Measurement of Risk: Variance, Standard Deviation, Security Beta.

UNIT-III: Approaches to Security Analysis: Fundamental Analysis: Economy, Industry and Company Analysis – **Technical Analysis:** Dow Theory - Elliot wave – Moving Average, Exponential Average, Oscillators, Rate of Change (ROC), Relative Strength Index (RSI), Moving Average Convergence Divergence (MACD) –Breadth of the Market – Momentum.

UNIT-IV: Portfolio Analysis and Selection: Portfolio Return and Portfolio Risk - Modern Portfolio Theory: Markowitz Theory – William Sharpe's Single Index Model – Capital Asset Pricing Model (CAPM) – Arbitrage Pricing Theory (APT) – Efficient Market Hypothesis

Unit-V: Portfolio Evaluation & Revision: Methods of Portfolio Evaluation – Sharpe's, Treynor's and Jensen's measures of portfolio performance evaluation - Fama's decomposition of portfolio return – Portfolio Revision: Need, Constraints, Strategies.

Reference Text Books:

1. Prasanna Chandra, *Investment Analysis and Portfolio Management*, Tata McGraw Hill education Pvt. Ltd. New Delhi
2. Bhalla VK., *Investment Management*, S. Chand & Co Ltd, New Delhi
3. Punithavathy Pandian, *Security Analysis and Portfolio Management*, VPHPvt. Ltd, New Delhi
4. Kevin S., *Security Analysis and Portfolio Management*, Prentice Hall of India Pvt. Ltd, Delhi
5. Donald E. Fischer & Ronald J. Jordan, *Security Analysis and Portfolio Management*, PHI Pvt. Ltd, New Dehi
6. Sharpe, William, FG Alexander, F Bailey, and WC Sharpe, *Investment*, Prentice Hall of India, New Delhi.

Finance Specialization

BUS 3.5.F (R22): INTERNATIONAL FINANCIAL MANAGEMENT

Course Outcomes:

On successful completion of the course the learner will be able to:

- Understand foreign exchange markets, international financial markets and their functions needs.
- The students are able to analyze foreign exchange risks and risk management strategies
- Present the central roles of finance theories in dealing with the complexities faced by international financial managers in this environment.
- Understand Explain and discuss various aspects of international financial management, including the operations of currency markets, capital structure, and capital budgeting and international investment.
- The students are able to understand the concepts like international capital markets, sources of international finance and debt equity markets.

UNIT–I: Finance function in an International Context. Additional dimensions in achieving the wealth maximization goal – Scope & relevance to different business entities - Understanding foreign currency risk and exposure – Nature and types of Exposures

UNIT–II: Foreign Exchange Markets: Nature, Functions, Transactions, Participants, Exchange rates, Exchange rate Arithmetic. - Fundamental parity relations – Purchasing Power Parity, Covered and Uncovered Interest Rate Parity – their influence on determining the exchange rates.

UNIT–III: A brief exposition of significant theories of Exchange Rate determination, Forecasting of Exchange Rates - International Capital Markets, Sources of International Finance, Debt and Equity markets.

UNIT–IV: Export Finance in India, Forfeiting, Role of EXIM Bank - International Capital Structure and Cost of Capital.

UNIT–V: International Capital Budgeting. Key Issues, Calculating of Cashflows, Adjusted Present value approach - International Cash Management, techniques, Centralised Vs Decentralised.

REFERENCE BOOKS:

1. Eun & Resnick, *International Financial Management*, Tata McGraw Hill Co. Ltd. (3rd Edition) – TEXT – I
2. Maurice D. Levi, *International Finance*, McGraw Hill, Inc.
3. Alan C Shapiro, *Multinational Financial Management*, John Wiley & Sons.
4. C. Jeevanandam, *Foreign Exchange & Risk Management*, Sultan Chand Publishers
5. P. G. Apte, *International Financial Management*, Tata McGraw Hill Co. Ltd

Finance Specialization

BUS3.6.F (R22): BASICS OF TAXATION

Course Outcomes:

On successful completion of the course the learner will be able to:

- To equip students with skill sets in applying analytical approaches
- To study how individuals and business units deal with the fundamental problems of scarce resources.
- To explain how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives.

UNIT-I: Basic concept of Taxation; Background, distinction between Capital and Revenue Receipts and Expenditure. Treatment of agricultural income. Residential Status and incidence of tax.

UNIT-II: Heads of Income; Salaries- income from house property, Income and Gain from business or profession, capital gains, income from other sources.

UNIT III: Clubbing up of income - Aggregation of Income and set off and carry forward of losses, deductions from gross total income, Rebates and Relief's and Rates of Taxes and computation of total income and tax liability.

UNIT IV: Assessment of Individuals, HUF, Firms & Association of Persons.

UNIT V: Basic concept of Taxation; Assessment procedure, refunds, penalties and appeals and revisions. Tax Administration; Income Tax Authorities Provisions concerning procedure for Filing returns, signatures, E-Filing, Assessment, Reassessment and settlement of causes, Special procedure for Assessment of search cases, E – Commerce Transactions, Liability in special cases, Collection and recovery of tax.

UNIT – V: Basic concepts of international taxation, Residency issues, Tax Havens, Withholding Tax, Unilateral Relief and Double Taxation Avoidance Agreements. Concept of Transfer pricing. Classification and Tax incidence on companies – Computation of taxable income and Assessment of Tax Liability, Dividend distribution tax, minimum alternate tax and other special provisions relating to companies.

Suggested Books:

1. Singhanian, C.K., *Direct Taxes*, Taxmann Publications, New Delhi.
2. Lal B.B., *Direct Taxes*, Pearson Education, New Delhi.
3. Girish Ahuja and Ravi Gupta, *Direct Taxes*, Bharat Publications.
4. B.B. Lal and N. Vashit : *Direct taxes*, Darling Kindersley (India) Pvt. Ltd. Delhi.
5. Gaur and Narang, *Direct Taxes*, Kalyani Publications.
6. Manoharan T.N., *Direct Taxes*, Snow White Publications.

HRM Specialization

BUS3.4.HR (R22): INDUSTRIAL RELATIONS & LABOUR LAWS

Course Outcomes:

On successful completion of the course the learner will be able to:

- To equip students with Evolution and growth of Industrial Relations in India
- To study Essentials for success of Trade Unions.
- To understand about Collective Bargaining & Worker's Participation in Management
- To aware about Labour laws in Fundamental Rights

Unit -I: Industrial Relations: Concept, Objectives & Importance, Evolution and growth of Industrial Relations in India, Approaches to Industrial Relations, Factors influencing Industrial Relations, Recent trends in Industrial Relations., Functions of Trade unions, , Problems of Trade Unions ,Recognition of Trade Unions, , Essentials for success of Trade Unions.

Unit –II: Collective Bargaining: Concept, Importance and Objectives of Collective Bargaining, Process of Collective Bargaining, Prerequisites for success of Collective Bargaining, Productivity Bargaining. Forms of Worker's Participation in Management in India, Evaluation of Worker's Participation in Management, and Conditions for success of Worker's Participation in Management.

Unit –III: Grievances and Discipline: Causes of Grievances, Grievance procedure, Machinery available for redressal of Grievances, Prerequisites of a Grievance procedure. **Discipline:** Forms of Discipline, Causes of Indiscipline, Types of Punishments, Measures for dealing with indiscipline.

Unit –IV: Industrial Disputes: Meaning, Nature and Scope of Industrial Dispute, Causes and Consequences of Industrial Disputes, Prevention and settlement of Industrial Disputes in India, Industrial Disputes act of 1947.

Unit -V: Labour Laws: Labour laws in Fundamental Rights- The Minimum Wages Act, 1948, The Payment of Wages Act, 1936, The Trade Unions Act, 1926, The Industrial Disputes Act, 1947, The Factories Act, 1948, Labour laws and practices in India.

References:

- 1) Venkata Ratnam, "Globalization and Labour Management Relations", SAGE.
- 2) C.B.Memoria, "Dynamics of Industrial Relations", Himalaya Publishing House. Arun Monappa, Industrial Relations, Tata McGraw Hill.
- 3) S.K.Bhatia, "International Practices in Industrial Relations", Deep & Deep Publications. B.D.Singh, "Industrial Relations", Excel Books.
- 4) P.Subba Rao, "Essentials of HRM and IR", Himalaya Publishing House. Sinha, "Industrial Relations".
- 5) Niland J.R etc., "The Future of Industrial Relations", New Delhi Sage Publications.
- 6) Kochan.T.A.&Katz Henry, "Collective bargaining and Industrial Relations" Homewood 2nd Edition, Illinois
- 7) Arora .M, "Industrial Relations",Excel Books.
- 8) Sri Vastava S.C., "Industrial Relations and Labour Laws", Vikas Publishing. A.M. Sarma, Industrial Relations, Himalaya Publishing House

HRM Specialization

BUS3.5.HR (R22) MANAGEMENT TRAINING & HRD

Course Outcomes:

On successful completion of the course the learner will be able to:

- To explain HRD Climate and process
- To know about Planning and Designing HRD Needs
- To Reviewing and Evaluating HRD,
- To aware about application of T Group Training

Unit-I: HRD objectives and philosophy – HRD Climate and process- HRD practices in India, USA & Europe- Managing Joint Venture Business Organizations (JVs), Cross-Country Cultural Issues, Awareness of Emigration Checks and Immigration Modalities of various Countries

Unit-II : Observing and Assessing HRD needs, Planning and Designing HRD Needs, Action from Global Perspective: Bringing Learning to life, Theory of experimental learning, Strategies adopted to Design and develop performance support

Unit-III : Quality: Reviewing and Evaluating HRD, Organizational HRD Strategies- Competencies / Expertise and certain Unique Skills of various Nationalities

Unit –IV: HRD managers in MNC- Training methods and application of T Group Training. Linking of performance appraisal with training

Unit –V: Quality: Reviewing and Evaluating HRD, The future of HRD. Designing HRD model- Global Restrictions on certain Countries by the hiring Country, etc...to be incorporated in appropriate slots

Reference Books:

1. Richard A Swanson , Foundations of Human Resource Development, Pearson Publisher
2. Newstrom John W. “Organizational Behaviour: Human Behaviour at Work” (Tata Mc Graw Hill)
3. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organizational Behaviour (Tata Mc Graw Hill, 3rd Edition)
4. TV Rao, Recent Experience of HRD in Indian Industries, Oxford Press
5. Nedlar, Corporate HRD Practice American Society for Training and Development – Publications

HRM SPECILIZATION

BUS3.6.HR (R22) -Organizational Change & Organizational Development

Course Outcomes:

On successful completion of the course the learner will be able to:

- i. To equip students with significance of organizational change
- ii. To study Theories of planned change or Strategic models of OC
- iii. To know how do you overcome these barriers to change.
- iv. To explain Pre-requirements of OD

Unit-I: organizational change: Definition and meaning , concept , types , process, nature, significance of organizational change.

Unit –II: Theories of planned change or Strategic models of OC: - Lewin’s model - Lippitt, Watso , and Westley’s model - Dalton’s model - Black, Mouton, Barnes, and Greiner’s model

Unit – III: Barriers to change projects: Lack of Clarity - Ineffective Change Communication - Strategic Shortcoming - Change Resistant Culture - Lack of Organizational Buy-In - Change Fatigue Lack of Governance - how do you overcome these barriers to change?

Unit –IV: Forces or need for change: External forces Internal forces Resistance to change: Overcoming resistance to change: Impacts of Organizational Change

Unit –V: Organizational Development: Characteristics of OD: OD values: OD objectives and goals: Pre-requirements of OD: OD processes: Phase in OD: stages of organizational development,- OD Interventions: Benefits of Organizational Development

REFERENCES:

1. Abrahamson, M. (1990). Sociological theory: an introduction to concepts, issues, and research (2nd ed.). Englewood Cliffs, NJ: Prentice Hall.
2. Anderson, D., & Anderson, L. A. (2010). Beyond change management: How to achieve break through results through conscious change leadership (2nd ed.). San Francisco:Pfeiffer.
3. Anderson, L. A. & Anderson, D. (2008). Strategic change consulting: How to leverage yourwork at the enterprise level.OD Practitioner, 40(3), 19-23.
4. Authenticity (2006). Different kinds of learning (loops of learning). Retrieved from<http://managementhelp.org/misc/learning-types-loops.pdf>
5. Axelrod, D. (2008). What to do when your organization doesn’t have time. OD Practitioner,40 (3), 41-43.
6. William Bridges and Susan Bridges ..Managing Transitions: Making the Most of Change
7. John Kotter and Holger Rathgeber .. Our Iceberg Is Melting: Changing and Succeeding Under Any Conditions

BUS 3.4.BA (R22) INTRODUCTION TO BUSINESS ANALYTICS TOOLS

Course Outcomes:

On successful completion of the course the learner will be able to:

- To equip students with skill sets in applying analytical approaches
- To study how individuals and business units deal with the fundamental problems of scarce resources.
- To explain how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives.

Unit I: What is Business Analytics?- How Business Analytics Works - Components of Business Analytics - 1. Data Aggregation 2. Data Mining 3. Association & Sequence Identification 4. Text Mining 5. Forecasting 6. Predictive Analytics 7. Optimization 8. Data Visualisation- Types of Business Analytics: 1. Descriptive Analysis 2. Diagnostic Analysis 3. Predictive Analysis 4. Prescriptive Analysis

Unit-II: Automated Data Analysis: SPSS Applications – Tabulation and Cross Tabulation of Data: Univariate, Bivariate Data Analysis and Tests of Hypothesis.

Unit-III: Multivariate Analysis: Advanced Techniques for Data Analysis: ANOVA, Discriminate Analysis, Factor Analysis, Conjoint Analysis, Multidimensional Scaling and Clustering Techniques, Report Writing.

Unit-IV: Business Analytics: Evolution - Business Analytics as Solution for Business Challenges - Master Data Management: Data Warehousing and kinds of Architecture – Data Extraction – Transformation and Up-loading of Data – Data Mining – Meta Data – Data Marts – Concept of Creating Data Marts – Data Integration – Concept of OLTP and OLAP.

Unit-V: Business Analytics tools: 1. Excel 2. SAS 3. Microsoft Power BI 4. Tableau 5. Qlik Sense 6. Splunk 7. MicroStrategy 8. Sisense 9. Board 10. Domo. Benefits/Importance of Business Analytics, Uses/Application of Business Analytics

Suggested Books:

1. Gupta S.P. “Statistical Methods”, Sultan Chand, New Delhi, 2010.
2. Richard A.Johnson & Dean W.Wichern, “Applied Multivariate Statistical Analysis”, Prentice Hall International Inc., 2007.
3. R.N Prasad and Seema Acharya, “Fundaments of Business Analytics”, Wiley India Publication.
4. Pang-Ning Tan, Michael Steinbach & Vipin Kumar, “Introduction to Data Mining”, Pearson, 2009.
5. Alex Berson, Stephen Smith & Kurt Thearling, “Building Data Mining Application for CRM”, Tata McGraw Hill, New Delhi, 2000.

Business Analytics Specialization

BUS 3.5.BA (R22) - DATA VISUALIZATION & PREDICTIVE ANALYSIS

Course Outcomes:

On successful completion of the course the learner will be able to:

- To equip students with skill sets in applying analytical approaches
- To study how individuals and business units deal with the fundamental problems of scarce resources.
- To apply Tools and software of data visualization
- To understand tools of Predictive Analysis and Top Predictive Forecasting Tools.

Unit-I: Data visualization- Definition- key purposes - Types of data visualizations: Tables- Pie charts and stacked bar charts- Line charts and area charts- Histograms- Scatter plots- Heat maps- Tree maps; Advantages and disadvantages of data visualization- importance of Data visualization and big data- Data visualization examples. Most Popular Open Source Visualization Libraries: D3.js- Echarts- Vega- Deck.gl- Data visualization best practices.

Unit- II: Tools and software of data visualization: Best Data Visualization Tools:Tableau - Looker -Zoho Analytics - Sisense - IBM Cognos Analytics - Qlik Sense – Domo - Microsoft Power BI - Klipfolio - SAP Analytics Cloud - Yellowfin – Whatagraph.

Unit-III: Predictive Analysis: Definition – Uses of Predictive Analysis - Types of Predictive Analysis Models: Linear Regression - Random Forests - Neural Networks - Predictive Analysis Tools: Rapid Miner Studio – KNIME - IBM Predictive Analytics - SAP Predictive Analytics; Predictive Analysis Examples: Financial Markets - Supply Chains

Unit-IV: Predictive Analysis Structure - Classification Algorithms - Predictive Analytics Techniques - Algorithms in Predictive Analysis: Linear Regression - Logistic Regression - Neural Network - Decision Trees - Naive Bayes; Applications of Predictive Analysis: Fraud Detection - Health Care - Customer Targeting - Sales Forecasting - Assessing Risk - Predictive Analytics vs Statistics - Predictive Analytics vs Data Mining.

Unit-V: Predictive Forecasting – Forecasting - Predictive Forecasting - Key Features of Predictive Forecasting - Forecasting vs Predictive Forecasting - Predictive Forecasting vs Predictive Analytics - Top Predictive Forecasting Tools: IBM Watson Studio - Power BI * RapidMiner Studio – SAS - Use of Predictive Forecasting Tools: Demand Prediction - Inventory Management - Identifying Growth Drivers - Workforce Planning - Benefits of Predictive Forecasting

Reference Books:

1. Better Data Visualizations: A Guide for Scholars, Researchers, and Wonks by Jonathan Schwabish (EN), 2021,
2. How Charts Lie: Getting Smarter about Visual Information de Alberto Cairo (EN) ...
3. Storytelling with Data: A Data Visualization Guide for Business Professionals by Cole Nussbaumer Knaflic
4. Eric Siegel :Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die; Revised and Updated Edition Publisher:Wiley, Publication date:December 30, 2015

Business Analytics Specialization

BUS 3.6.BA (R22) BIG DATA ANALYTICS

Course Outcomes:

On successful completion of the course the learner will be able to:

- To equip students with skill sets in applying Big data analytics approaches.
- To apply Big data analytics and techniques in evaluating business decisions taken by firms.
- To explain about Big Data skills tools

Unit-I: Big data analytics: - Definition- key features of a big data analytics solution types, History and Evolution of Big Data Analytics - How does Big Data Analytics work? advantages of big data analytics, and its industrial applications Values of Big Data Analytics - Uses of Big Data analytics across different industries

Unit-II: Tools used in big data analytics: Hadoop –Spark - Data integration software - Stream analytics tools- Distributed storage - Predictive analytics hardware and software - Data mining tools - NoSQL databases - Data warehouses.- Big data is characterized by 5 V's: Variability, veracity , Variety, Velocity, and Volume

Unit-III: Big Data skills: Analytics - Data Visualization - Knowledge of Business Domains and Big Data tools - Programming- Problem-solving -Structured Query Language (SQL) - Data Mining - Technical skills - Knowledge of Public and Hybrid clouds - Working experience - Responsibilities of Big Data professionals - challenges

Unit-IV: Big Data Applications: Government - Social Media Analytics – Technology - Fraud detection -Call Center Analytics – Banking - Agriculture – Marketing - Smart Phones – Telecom – Healthcare- Role of Big Data:

Unit-V: Application of Big Data to Indian Banking System - Challenges faced by Banks - Risk Management - Fraud Detection - Customer Satisfaction - Business Optimisation- Regulating Big Data - United States -European Union – India

1. Alex Holmes Hadoop in Practice, MANNING Publ.
2. Multidimensional Databases and Data Warehousing, Christian S. Jensen, Torben Bach edersen, Christian Thomsen, Morgan & Claypool Publishers, 2010
3. Chuck Lam Hadoop in Action Lam, MANNING Publ.
4. Golfarelli and Rizzi Data Warehouse Design: Modern Principles and Methodologies, , McGraw-Hill, 2009

**MBA Course Structure and Syllabus as per CBCS Guidelines with Effect from the
Academic year 2022-2023**

SEMESTER –IV

Course Code	Course Title	Structure Code	Credits	HPW	Max. Marks IE+SEE 30+70	Total
BUS 4.1 (R22)	Global Business	CC	3	4	30+70	100
BUS 4.2 (R22)	Knowledge Management	CC	3	4	30+70	100
BUS 4.3 (R22)	Business Analytics	GE	3	4	70 SEE	70
BUS 4.3.1 (R22)	Lab Data Analytics using Python	SEC	2	2	30 IE	30
	ELECTIVE PAPERS Choose any Two Specializations					
BUS 4.4M (R22)	MARKETING SPECILIZATION 1. Logistics & Supply Chain Management	DSE	3	4	30+70	100
BUS 4.5M (R22)	2. Rural & Agricultural Marketing		3	4	30+70	100
BUS 4.6M (R22)	3. Social Media& Digital Marketing					
BUS 4.4F (R22)	FINANCE SPECILIZATION 1. Financial Derivatives	DSE	3	4	30+70	100
BUS 4.5F (R22)	2. Management of Financial Services		3	4	30+70	100
BUS 4.6F (R22)	3. Corporate Taxation					
BUS 4.4HR (R22)	HRM SPECILIZATION 1. International Human Resource Management	DSE	3	4	30+70	100
BUS 4.5HR (R22)	2. Talent Management		3	4	30+70	100
BUS 4.6HR (R22)	3. Compensation Management					
BUS 4.4 BA (R22)	BUSINESS ANALYTICS SPECILIZATION 1. Enterprise Resource Planning		3	4	30+70	100
BUS 4.5 BA (R22)	2. Business Forecasting & Business Optimization		3	4	30+70	100
BUS 4.6 BA (R22)	3. Machine Learning & Data Mining					
	Internship/ Project	CC	4	2	50+50	100
	Project Viva-Voce	CC			100	100
	Total		27	32	900	900

**Note: In III Semester the students shall opt any two specialization groups with 2+2 papers.
In IV Semester the student shall continue the same groups of specialization with 3 + 2 papers.**

N.B. Project work/Internship and viva-voce marks will be shown in the IV semester only.

BUS 4.1(R22) –GLOBAL BUSINESS

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

- Describe the Theories of International trade
- Explain in detail, Evaluating and selecting the country for global business
- It helps the students to understand the Balance of payments
- It enables them to analyze and understand the International Economic Institutions
- To understand Global Business Operations

UNIT- I: International Business: What is international business? Differences between Interregional business and international business – approaches to international business - Theories of International trade. International business environment: Social and cultural environment – technological environment – economic environment – political environment.

UNIT- II: Evaluating and selecting the country for global business: modes of entry into global business: exports and imports – licensing – joint ventures – franchising – management contracts – turn-key projects – wholly owned subsidiaries – strategic alliances – mergers and acquisitions.

UNIT -III: Balance of payments: Causes for disequilibrium; correcting methods- Foreign exchange market- structure; Exchange Rate mechanism; Types of transactions - FDI - Political Risk -Country Risk; their management. Trends in international investments.

UNIT-IV: International Economic Institutions, Agencies and Agreements; Trade restrictions and economic development: Free trade Vs. Protection – tariffs and quotas. Regional trading arrangement – the European Union (EU) – NAFTA – WTO – IMF – IBRD (World Bank) – OPEC.

UNIT-V: Global Business Operations- Global Manufacturing Management; Strategy, where to manufacture, Make or Buy Decisions- Global logistics management- Role of global logistic service providers; logistics practices- Globalization of markets; market segmentation; Distribution strategy; Pricing strategy- Global HRM.

Suggested Books:

- 1) K. Aswathappa, International Business, Tata McGraw Hill Publishing Co. Ltd., New Delhi.
- 2) Charles WL Hill& AK Jain, “International Business”, Tata McGraw Hill publishing Company Ltd. New Delhi.
- 3) Sanjay Misra& P.K. Yadav, International Business: Text & Cases, PHI Learning Pvt. Ltd., New Delhi.
- 4) P. Subba Rao, International Business; Text & Cases, Himalaya Publishing House, New Delhi.
- 5) Francis Cherunilam, International Business, Business Learning Pvt. Ltd., New Delhi.
- 6) Bhattacharya, International Business, Excel Books, New Delhi.

BUS 4.2(R22) - KNOWLEDGE MANAGEMENT

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

- Discuss the key constituents of knowledge management solutions including infrastructure, processes, systems, tools, and technologies.
- Explain how knowledge management impacts contemporary organisations.
- Provide examples of the ways in which knowledge management impacts contemporary organisations.
- Discuss the underlying technologies that enable knowledge management solutions.
- Analyse issues related to management practices and the future of knowledge management.

UNIT-I: Knowledge Economy: Meaning, Importance of Knowledge Management. “Data – information – Knowledge – Wisdom” interrelationship. Organizational knowledge: Characteristics and components of organizational knowledge. Building knowledge societies.

UNIT-II: Information Technology & Knowledge Management: Role of Information Technology in Knowledge Management System – Knowledge management tools – creating effective knowledge management system through information technology – ERP – BPR – Data Warehousing and Data Mining.

UNIT-III: Future of Knowledge Management & Industry Perspective: Companies on the road to knowledge management – knowledge management in manufacturing and service industries – Knowledge management in finance – Knowledge management in marketing – Knowledge management in other functional areas of management – Challenges and future of knowledge management.

UNIT-IV: Knowledge Management Process: Universal appeal – Stages of Knowledge Management process - Knowledge Capital Vs. Physical Capital – customer relationship process – Business ethics and Knowledge Management - The promise of Internet and the imperatives of the New Age.

UNIT-V: Implementation of Knowledge Management: Study of Road Blocks to the implementation of knowledge management – 10 step KM Road Map of Amrit Tiwana. Business intelligence and internet platforms – Web portals - Information architecture – Net banking in India. Study of a few Indian case studies with regard to implementation of Knowledge Management.

Reference Books:

1. Dr. B. Rathan Reddy, Knowledge Management (Tool for Business Development): Text, Concepts, Cases & Exercises, Himalaya Publishing House, Mumbai.
2. Donald Hislop, Knowledge Management in Organizations: A critical introduction, Oxford University Press, New Delhi.
3. Tapan K Panda, Knowledge Management, Excel Books.
4. Fernando, Knowledge Management, Pearson.

BUS 4.3(R22): BUSINESS ANALYTICS

Course Outcomes:

- Enable all participants to recognise, understand and apply the language, theory and models of the field of business analytics
- Foster an ability to critically analyse, synthesise and solve complex unstructured business problems
- Encourage an aptitude for business improvement, innovation and entrepreneurial action
- Encourage the sharing of experiences to enhance the benefits of collaborative learning

UNIT – I: Introduction to Business Analytics –Competing on Analytics- The New Science of Winning

UNIT –II: The Business Analytics Cycle Information summary about Books – Tools –Blogs- Resources –Groups – communities –Videos –Useful links- Sources of Data –Database Architecture and Data Gathering Process-Types of Data- Overview of an online survey/research project.

UNIT –III: Introduction to Big Data – Structuring of Big Data –Elements of Big Data- Business Applications of Big Data –Handling Big Data Technologies –Data Mining and Text Mining.

UNIT –IV: Creating R data sets – Reading raw data files (Column input/formatted input)- Assigning variable attributes – Changing variable attributes – Reading MS spread sheets in R.

UNIT –V: Reading R data sets and creating variables –Reading Delimited Raw Data Files –Using Excel for Data Management –Purpose of the Database- Relational Databases Entities – Relationships and Attributes –Specify Keys – Primary and Foreign –Create Relationships among Tables –Refinement and Normalization – Microsoft Access and R.

Reference Text Books :

1. Big Data for Dummies – Authors: Judith Hurwitz, Alan Nugent, Fern Halper, and Marcia Kaufman
2. BIG DATA using SMART Big Data Analytics to make better decisions and improve performance – Author: BERNARD MARR
3. Analytics in a Big Data World, the essential guide to data science and its applications – Author: BART BAESSENS
4. Data Science for Business, what you need to know about Data Mining and Data-Analytic Thinking – Author: FOSTER PROVOST & TOM FAWCETT
5. Data Science and Big Data Analytics: Discovering, Analyzing, Visualizing and Presenting Data – Author: EMC Education Services
6. R For Dummies – Authors: Andrie de Vries, and JorisMeys
7. R: Easy R Programming for Beginners, Your Step-By-Step Guide To Learning R Progr (R Programming Series) – Author: Felix Alvaro
8. R Cookbook (O'Reilly Cookbooks) – Author: Paul Teetor
9. The Art of R Programming: A Tour of Statistical Software Design – Author: Norman Matloff.

BUS 4.3.1(R22): LAB- DATA ANALYTICS USING PYTHON

Practical Component

- Students should identify any three companies using data analytics, and analyze how Companies are using analytics to prosper.
- Should form groups (A group consists of 4-6 students) and download 'R' the most popular software (free and open source) for data management and statistical analysis of data. Teachers shall teach students how to use the R Software to work with data using a case study related to unit-4.
- Students should conduct a team based project, which is a unified and practical case on a topic of their choice, with approximately 4-6 students per group.
- Students are required to develop practical experience in using several different types of online analytical tools (e.g. Google Analytics, Bing Webmaster Tools and AWstats).
- Students should apply analytics tools to real-world business contexts (local areas) for improved decision-making

BUS 4.4M (R22): LOGISTICS & SUPPLY CHAIN MANAGEMENT

Course Outcomes:

On successful completion of the course the learner will be able to:

- Defined concepts and elements of the logistics system.
- Explain about various types of shipping systems and shipping intermediaries.
- Express regarding various air transports, system modules, and distribution and transportation methods.
- Enumerate the basic concepts like scope and importance of the supply chain and student can able to design the net working channels.
- Understanding the forecasting system in supply chain management. Students can able to forecast the future predictions.

Unit-I: Introduction to Logistics & SCM -Logistics Management: Concepts – Importance – Elements of the logistic System -Strategic Network Design in logistics– Marketing and logistic mix – Logistics and marketing interface – Value chain and production efficiency.

Unit-II: Shipping Industry: Types of ships – Shipping systems: linear, Tramp, conference, chartering, Baltic freight exchange – Shipping intermediaries: agent , forwarder, brokers and others – containerization – types of containers – ICDs – CFS – CONCOR.

Unit-III: Air Transport: Air transport – Air freight – IATA – Cargo handling – Designing the International Information system – system modules – Distribution and Transportation-

Unit-IV: Supply chain: Definition – scope and importance of supply chain – supply chain drivers and metrics – Global supply chain strategies- Supply Chain Strategy -efficient and responsive supply chain - Designing supply chain network: Distribution network – Factor influencing distribution - Transportation decision in supply chain management.

Unit-V: Forecasting and planning in supply chain management – Risks Management in global supply chain -Supply Chain Planning in Networks- Issues in global supply chain-Pricing in supply chain management- Role of IT in supply chain management - co-ordination in supply chain management.

Reference Books:

1. Donald J Bowersox Davi J Class” Logistics Management, Tata Mc.Graw Hill,New Delhi.
2. David Stewart ,”International Supply chain Management”, Cengage publications,2008.
3. Reji Ismail,“Logistics Management” Excel Books, 2008.
4. Chopra S and P Meindl “Supply chain management: Strategy, planning and operations” David P, “International Logistics” Biztantra, New Delhi , 2006.

BUS 4.5M (R22): RURAL & AGRICULTURAL MARKETING

Course Outcomes

On successful completion of the course the learner will be able to:

- To acquaint the students with the appropriate concepts and techniques in the area of rural marketing.
- Apply adaptations to the rural marketing mix (4 A's) to meet the needs of rural consumers.
- Understand the concept and methodology for conducting the research in rural market.

Unit-1: Overview of Rural Markets and Rural Marketing: Rural economy — size and nature, Rural marketing — definition and scope, Characteristics of Rural markets – Changing patterns, Attractiveness of Rural markets, problems and constraints in rural marketing. Classification of

Unit-II: Rural consumers, Rural consumer behavior — decision process, brand loyalty, Innovation Adoption, Factors influencing rural consumer behavior, consumer buying process — opinion leadership process — rural shopping habits, growing consumerism.

Unit-III: Marketing Information Systems: Concepts and significance – Internal Reporting Systems, Marketing Intelligence Systems, Rural Marketing Research, Rural Market Survey. Concepts and process, Segmentation– Bases, Targeting, Positioning.

Unit-IV: Agricultural Marketing: Trends in Agricultural Marketing, Agricultural products, Agro processing sector in India — State and characteristics, Food processing sector — Size, scope and future prospects, Defects in Agricultural Marketing. Classification of markets,

Unit-V: Role of Government Agencies: Government intervention in Marketing System- Regulated markets — role and problems- State Trading-Cooperative Marketing-Overview of NAFED-NCDC-PDS-FCI-National Institute of Agricultural Marketing

Reference Text Books:

1. Krishnamacharyulu And Lalitha Ramakrishnan; Rural Marketing; Pearson Education India
2. Habeeb-Ur-Rahman KS, Rural Marketing in India, Himalaya 2010
3. Kashyap, Pradeep And Raut, Siddartha; Rural Marketing; Biztantra
4. U.C. Mathur, Rural Marketing, Excel Books
5. Velayudhan, Sanal Kumar; Rural Marketing; Sage
6. Ruchika Ramakrishnan; Rural Marketing; New Century
7. Ramkishen ,Y, Rural & Agriculturtal marketing, Jaico Publishing house

Marketing Specialization

BUS 4.6M (R22): SOCIAL MEDIA & DIGITAL MARKETING

Course Outcomes:

On successful completion of the course the learner will be able to:

1. To understand the digital marketing, advertisement and marketing theories and opportunities and threads.
2. To acquaint the students with the general social media marketing in promotion mix.
3. To enable the students to know the inbound and out bound markets.
4. To know the e-payments and securities in digital marketing.

Unit - I: Digital marketing –overview – significance of digital marketing – Marketing strategies for Digital marketing - Opportunities and risks – Digital advertising strategies –latest practices in digital marketing- Digital advertising strategies- Trends in digital marketing.

Unit - II: Social media marketing –Types and forms of social media – Types of Electronic media :role of social media marketing in the promoting the product – Social Media campaigns – Social Consumers: Segmentation and Targeting for Social Media Marketing – Motives and attitudes influencing Social Media activities. Social Media Marketing channels latest trends in social media advertising.

Unit - III: Social and Search Engine advertising – Social listening - Planning, Targeting and Budgeting – generate leads and aggregate audience on social media – trends in mobile social media - search engine optimization.

Unit - IV: Content marketing: In bound and Content marketing acquiring and engaging users through digital channels – inbound Vs Digital Vs outbound marketing - content marketing in the digital era –Relationship between content and brand – Role of Marketing analytical tools in digital marketing E- mail marketing – types – tools for e-mail marketing – measures- Segmenting, targeting and positioning, in digital marketing.

Unit - V: E- payment: Role of E- payments in digital marketing – E- payment technologies -E- payments and security – E-payment system – E-payment modes or methods in digital marketing – protocols – micro payments system – pay per click - internet and network security – ethical and legal issues.

Reference Books:

1. Stephen Dahl (2014), “Social Media Marketing: Theories and Applications” Sage Publications.
2. Tracy L. Tuten and Michael R. Solomon (2015) “Social Media Marketing” 2nd Edition, Sage Publications
3. John Williams (2016), “Social Media:Marketing strategy for rapid growth using: Facebook,Twitter,
4. Jan Zimmerman and Deborah Hg (2017), “Social Media Marketing All – in –one for Dummies” Wiley publications.

Finance Specialization

BUS 4.4F (R22): FINANCIAL DERIVATIVES

Course Learning Outcomes (Clos)

- i. Apply their knowledge of derivatives in solving problems involving financial risks including foreign exchange risk, interest rate risk, credit risk and portfolio risks.
- ii. Make informed judgments on the use of derivative instruments.
- iii. Identify and assess the impact of seminal developments in the literature on derivatives.
- iv. Evaluate, synthesize and communicate the ethical implications of financial risk management policies and practices to an intended audience.

UNIT-I Introduction: Financial Derivatives – Products and Participants in Derivative Markets – Forward Contracts – Forward Contracts Vs. Future Contracts - Types of Futures - Other Financial Derivatives - Derivatives Trading in India.

UNIT – II Options Contracts: Call and Put Options - Determinants of Option Price – Stock and Index Option Properties and Mechanics – Options Trading in India - Warrants and Convertible Securities.

UNIT-III Option Trading Strategies: Basic of Option Positions - Strategies involving Options – Covered Call, Protective Put, Spread, Combinations and Other Strategies.

UNIT-IV Options Valuation: Binomial Options Pricing Model - The Black-Scholes Options Pricing Model – Log-normal Property of Stock Prices - Volatility - Causes of Volatility.

UNIT – V Financial Swaps: Currency Swaps – The Structure of Swaps - Interest Rate Swaps - Equity Swaps – Valuation of Financial Swaps - Credit Derivatives – Caps and Floors.

References Text Books:

1. Bhalla, V.K. Financial Derivatives, Sultan Chand, New Delhi.
2. Bishnu Priya Mishra, Financial Derivatives, Excel Books, New Delhi.
3. Don M. Chance & Robert Brooks, Derivatives and Risk Management Basics, Cengage, New Delhi.
4. John C. Hull: Options, Futures and Other Derivatives, Pearson, New Delhi.
5. Franklin Edwards and Cindy Ma: Futures and Options, Tata McGraw Hill, New Delhi.
6. Gupta S L., Financial Derivatives: Theory, Concepts and Problems, Prentice Hall of India, New Delhi.
7. Sundaram Janakiraman, Derivatives and Risk Management, Pearson, New Delhi.
8. Redhead: Financial Derivatives: An Introduction to Futures, Forwards, Options, Prentice Hall of India, New Delhi.
9. Rene M. Stulz., Risk Management & Derivatives, Cengage, New Delhi.
10. Satyanarayana Chary T., Financial Derivatives, Excel Books, New Delhi.
11. Siddaiah Thummuluri Siddaish International Financial Management, Pearson, New Delhi.

FINANCE SPECILIZATION

BUS 4.5F (R22): MANAGEMENT OF FINANCIAL SERVICES

Course Outcomes:

- Identify legal issues that impact financial and other risks affecting business.
- Analyze relevant case law for the purpose of finding legal precedents that will be used to persuade a judge or jury.
- Interpret statutory law for purposes of risk avoidance, and to establish control mechanisms.

Unit – I: Financial Services: An Overview – Meaning and Concepts – Scope and Features – Classification – Growth and Problems of Financial Services Sector – Distinctiveness of Financial Services – Role of Financial Services in Economic Development.

Unit – II: Merchant Banking: Meaning – Origin – Functions – Services – Problems – Code of Conduct – SEBI Guidelines – Credit Rating: Objectives – Types – Rating Methodology – Credit Rating Agencies – SEBI Guidelines.

Unit –III: Mutual Funds: Concept – Significance – Classification – Merits and Problems – Performance Evaluation – SEBI Guidelines; Factoring: Meaning – Types – Functions, Factoring Vs. Forfeiting – Securitization.

Unit –IV: Venture Capital: Origin and Concept – Features – Scope – Significance – Venture Capital Institutions in India – SEBI Guidelines.

Unit – V: Lease Financing: Meaning – Features – Types – Merits and Demerits – Lease or Buy Decision – Hire Purchasing: Concepts – Salient Features – Leasing Vs. Hire Purchasing – Tax aspects of Hire Purchasing (Problems & Case).

Practical Component

A combination of lectures, guest lecturers, group discussions, videos, webcasts, in-class exercises, and demonstrations will be used in this course

Suggested Text Books:

1. Khan M.Y., *Financial Services*, Tata McGraw Hill Education Private Limited, New Delhi.
2. Vasant Desai, *Financial Markets and Financial Services*, H. Publishing House, Mumabi.
3. Siddiah, T., *Financial Services*, Pearson
4. Tripaty Nalini Prava, *Financial Services*, Prentice Hall of India, New Delhi.
5. Guruswamy.S, *Financial Services*, Tata McGraw Hill Education Pvt. Ltd., New Delhi.
6. V. Avadhani, *Financial Services in India*, Himalaya Publishing House, Mumbai, 2009.
7. Rajesh Kothari, *“Financial Services in India”*, SAGE.
8. Ennew, *Financial Services marketing*, Elsevier

Finance Specialization

BUS 4.6F (R22): CORPORATE TAXATION

Course Learning Outcomes (Clos)

- Students who complete this course will be able identify the difference between tax evasion and tax planning.
- By the end of the course students will able to describe how the provisions in the corporate tax laws can be used for tax planning.
- Students of the course will able to explain different types of incomes and their taxability and expenses and their deductibility.
- Students who complete this course will be able to outline the corporate tax laws. Students of the course will able to state the use of deductions of expenses to reduce the taxable income

Unit-1: Definitions of various terms used in Income Tax Act, 1961. – Residential status and incidence of tax of company Assessee -Incomes exempt under section 10

Unit -2: Computation of income of a company under Income from House Properties, Profits and Gains of Business or Profession, Capital Gains, and Income from Other Sources

Unit -3: Set-off and set-off and carry forward of losses, Deductions from Gross Total Income of a Company, Computation of Total Income of a Company Assessee.

Unit -4: Assessment of Company Assessee – submission of return of income - payment of tax Assessment Procedure – Penalties and Prosecution - Interest.

Unit -5: Tax planning with reference to (a) Setting-up of new business (b) Financial decisions (c) Specific managerial decisions (own or lease, make or buy, shut down or continue) (d) Amalgamation, Merger or Business restructuring.

Practical Component

A combination of lectures, guest lecturers, group discussions, videos, webcasts, in-class exercises, and demonstrations will be used in this course

Reference Text Books:

1. Vinod K. Singhania & Kapil Singhania, Direct Taxes Law and Practice, Taxmann Publications, New Delhi.
2. Hariharan N, Income Tax Law & Practice, McGraw Hill Education (India), Pvt. Ltd, New Delhi.
3. Girish Ahuja & Ravi Gupta, Direct Taxes Law & Practice, Bharat Law House Pvt. Ltd., New Delhi.
4. BB Lal, Income Tax, Pearson Education, New Delhi.
5. Gaur. V.P. DB Narang, P Guar., Income Tax Law and Practice, Kalyani Publishers, Ludhiyana.
6. Mahrotra & Goyal, Direct Taxes Law and Practice, Sahitya Bhawan Publication, New Delhi.

HRM Specialization

BUS 4.4HR (R22): INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Outcomes:

- Obtain, through elective courses, an in-depth knowledge of specific IHRM-related theories, skills and practices
- Appreciate the implications of increasing globalization for the management of human resources, with particular reference to IHRM in multinational corporations
- Develop and ability to undertake qualitative and quantitative research and apply this knowledge in the context of an independently constructed work (i.e. dissertation)

Unit-I: Human Resource Management: Evolution – Objectives – Significance – HR Planning – Recruitment – Selection – Training & Development – Performance Evaluation – Career Planning and Succession.

Unit-II: IHRM: Planning - International recruitment and selection - Training and development of expatriates - International compensation: components, objectives and methods of compensation - Taxation decisions - Changing trends in International employment-M & A – Integration of acquired employees in newer cultures, Global Mobility and HR-International postings

Unit-III: IHRM Challenges and Opportunities: Domestic and MNCs Perspectives – Managing Expatriation – IHRM in Host Country Context – New mandate for IHRM in the Changing Environment – Women Expatriates – Risk Factors Associated with Expatriation –Repatriation - Process of repatriation, job related adjustments, organisational development

Unit-IV: Employer-Employee Relation in MNCs – Contemporary Issues and New Directions of Industrial Relation – Changing Dynamics of Employees Union in MNCs Management – Relevance and retunes of Labour Laws – Grievances Handling in MNCs

Unit-V: Cross Cultural Management:–Cross Cultural Management- Structure of Cross Cultural Management-Formal Structures – Functions- Models of Cross Cultural Management: Family Companies-The Anglo Model-Environment, Culture and Management- Strategy of Cross Cultural Management-Designing and Implementing

Reference Books:

1. Tony Edwards, Chrisrees: International Human Resource Management, Pearson, latest edition.
2. P.Subbarao: International Human Resource Management, HPH, latest edition
3. Peter J. Dowling & Denise E. Welch (2009)International Human Resource Management, Cengage Learning
4. Aswathappa k; SadhnaDash(2009) International Human Resource Management; Tata McGrawHill, New Delhi

HRM Specialization

BUS 4.5HR (R22) --TALENT MANAGEMENT

Course Outcomes:

On successful completion of the course the learner will be able to:

- To learn Talent Management Process
- To illustrate Application of Talent Management
- To understand the Performance & Talent Management.
- To learn some of the implications for Current Trends in Talent Management

UNIT-I: Talent Management – Introduction- Benefits of Talent Management- - Financial Benefits - Principles - Talent Management Process - Talent Management Consulting - Talent Management – Challenges -

UNIT –II: Talent Management System - - People Problem in Talent Management - Talent Management as a Profession - Employee Value Proposition- Talent Management Strategy - Integrated Talent Management Strategy- Talent management practices- digital talent management

UNIT –III : Application of Talent Management - Recruitment and Retention - ROI for Talent Management - Talent Management for New Generation - War for Talent in Global Economy- Talent Marketplace - Talent Management & Poaching Talent - Succession Planning - Achieving Competitive Advantage

UNIT – IV: Performance & Talent Management - The War for Talent and Its Implications - Talent Acquisition and Management - Nurturing, Enabling, and Empowering Talent at the Workplace- The War for Talent: How the Best and Brightest are being wooed across Indian Campuses

UNIT –V: Talent management in HR - Talent management strategies in action - It's all in the numbers - Current Trends in Talent Management - Talent Management Myths - What does the future hold for talent management?

Suggested Reading Books:

1. Lance BergerHard: The Talent Management Handbook, Third Edition: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People, McGraw-Hill Education; 3rd edition (14 January 2018)
2. Sorin Dumitrascu : Talent Management: A Practical Guide (Optimise Book 10) Kindle Edition 4 October 2021
3. Misra R N: Talent Management , Discovery Publishing Pvt.Ltd (1 April 2013)

BUS 4.6HR (R22) --COMPENSATION MANAGEMENT

Course Outcomes:

On successful completion of the course the learner will be able to:

- To learn basic compensation concepts and the context of compensation practice
- To illustrate different ways to strengthen the pay-for-performance link.
- To learn the concepts of Payment and employee benefits issues for contingent workers.
- To understand the Legally required employee benefits.
- To learn some of the implications for strategic compensation and possible employer approaches to managing legally required benefits

UNIT-1: Introduction to Performance Management , Performance Analysis , PMS and Appraisal Practices In India, PMS in select organizations- Potential Appraisal.

UNIT-2: Introduction to Compensation Management-Foundation of Compensation anagement, Need , Significance, Theories of Compensation Management , Job Analysis and Job evaluation , Compensation and Job evaluation.

UNIT-3: Performance Linked Compensation, Managing Performance, Rewarding Performance. Incentive Schemes/Payment-By-Result , Wage-Design, Wage-Fixation, Wage - Differentials.

UNIT-4: Wages and Salary Administration at Macro(National Level), Industry's Compensation Policy(Micro level) Voluntary Retirement Scheme , International Compensation Management.

UNIT-5: Compensation Administration, Executive Compensation –Nature of Executive Compensation, Managing executive compensation, Compensation management - Strategic perspective.

Reference Books:

1. Tapomoy Deb-Compensation Management, Text and cases ,Excel Books
2. Mousumi S.Bhattacharya, Nilanjan Sen Gupta, Compensation Management-Excel Books
3. Bhattacharya DK, Compensation Management, Oxford 2009
- 4.Soni Shyam Singh-Compensation Management-Excel Books
5. B.D. Singh, Compensation and Reward Management-Excel Books.
6. Michael Armstrong, *Employee Reward*, Universities Press.
7. Augunis, Performance Management, 2nd Edition, Pearson Publication
- 8, Michael Armstrong, Employee Reward, University Press

BUS 4.4BA (R22) --ENTERPRISE RESOURCE PLANNING (ERP)

Course Learning Outcomes:

On successful completion of the course the learner will be able to:

- ◆ To awareness about Enterprise Resource Planning;
- ◆ To know about Business Process Re-Engineering;
- ◆ To discuss the process of ERP implementation; and
- ◆ To understand the related issues with ERP.

Unit-I: Enterprise Resource Planning (ERP) - ERP definition - Meaning - Characteristics- Evolution of ERP Functions of the ERP system - Importance of ERP– Benefits& Weaknesses OF ERP - Components of ERP - Types of ERP

Unit –II:ERP Planning System - ERP system- ERP Applications - ERP Solutions Providers - ERP modules - ERP size: ERP options - Types of ERP deployment - ERP integration - The total cost of ERP - - ERP examples in different industries.

Unit –III: - - History of ERP software- benefits of ERP software systems - ERP Implementation Methodology. - Business Process Reengineering (BPR) - Why Companies Undertake ERP - Risk and Governance Issues in an ERP - Managing the implementation process - General Model of ERP Implementation - Guidelines For ERP.

Unit –IV: ERP Software Platforms & tools: ERP Software Platforms - Multiview ERP- Multiview – Genius; ERP Software tools: QT9 ERP -Aquilon ERP –Katana –Aptean - VOGSY ERP-Focus ERP – Wherefor - AMT ERP –.ECOUNT Plexus MIE Trak Pro – ERP -Sage Business Cloud X3 -Oneir – Multi-site S2K Enterprise –MRPeasy – Simple ERP -Minotaur –

Unit-V: ERP technologies:: Databases:- PostgreSQL–MSSQL–ORACLESQL; Frontend Technologies:- Java Script – AngularJS – React - Vue.JS; Programming Technologies:-.NETand ASP.NET–Java–Ruby--Python – PHP; Enterprise Resource Planning Software of 2023: monday.com – Acumatica – Wrike - Hub Planner - Resource Guru – Runn - Microsoft Dynamics 365 - SAP ERP - Deltek ERP - Best ERP & PSA package – Erpag; and the future of ERP

REFERENCE BOOKS:

1. ERP: Making It Happen: The Implementers' Guide to Success with Enterprise Resource Planning by Thomas F. Wallace and Michael H. Kremzar
2. A Guide to ERP Benefits, Implementation and Trends by Prof dr. Lineke Sneller RC
3. Concepts in Enterprise Resource Planning by Ellen Monk and Bret Wagner
4. Enterprise Resource Planning Systems by Daniel E. O'Leary

Business Analytics Specialization

BUS 4.5 BA (R22)- BUSINESS FORECASTING & BUSINESS OPTIMIZATION

Course Outcomes:

On successful completion of the course the learner will be able to:

- i.** Forecasting is valuable to businesses so that they can make informed business decisions.
- ii.** Forecasting approaches include qualitative models and quantitative models.

Unit-I: Business Forecasting: The Basics of Business Forecasting Meaning – Definitions -Need and Significance - Features - Importance - Steps - Techniques - Selection - Technique - Factors Affecting - Need - Kinds of Business Forecasting -Requisites of Sound Business Forecasting -Limitations -Suggestions for Making Forecasting . Criticism of Forecasting

Unit-II: Qualitative techniques of forecasting: Market Research Techniques - Past Performance Technique - Internal Forecast - Deductive Method and others; Quantitative techniques of forecasting: Business Barometers Method - Trend Analysis Method - Extrapolation Method - Regression Analysis Method and others

Unit-III: The causal modeling techniques of forecasting includes- The technological forecasting techniques Some of the other techniques of forecasting are:- 1. Direct Method 2. Indirect Method 3. Joint Opinion Method 4. Scientific Analysis 5. Similarity Events Method 6. Survey Method 7. Sales Person's Opinion.

Unit-IV: Business optimization – Definition- Importance - components -Steps of Business optimization- - Business Process Management (BPM) steps- **B**usiness process optimization techniques-10 steps that can help your business achieve efficient optimization:

Unit-V: Optimization modelling: Linear programming - Constraint programming - IBM Decision Optimization - High-performance mathematical programming solver - Constraint programming solver - Optimization Programming Language (OPL)

SUGGESTED READINGS:

1. Business Analysis - Revised Edition, by Debra Paul, James Cadle
2. Business Analysis Techniques - Revised Edition, by Paul Turner, James Cadle, Debra Paul
3. Business Analyst: Careers in Business Analysis, by Adrian Reed
4. Brainy Glue: Making Change Stick by Ian Richards and Filip Hendrickx
5. The Business Analysis Handbook: Techniques and Questions to Deliver Better Business Outcomes, by Helen Winte

Business Analytics Specialization

BUS 4.6 BA (R22) - MACHINE LEARNING & DATA MINING

Course Outcomes:

On successful completion of the course the learner will be able to:

- To equip students with skill sets in applying Machine Learning basics
- To study Most Popular Data Mining Tools and Applications
- To apply Machine Learning and Data Mining Methods in Diabetes Research

Unit-I: What is Machine Learning? Machine Learning basics - Unsupervised Machine Learning-Supervised Machine Learning - Learning of Decision Trees - Learning of Decision Rules - Learning of Association Rules - Learning of Regression Trees - Examples of Machine Learning

Unit-II: What is Data Mining? Statistics in data mining - Data mining in statistics - Statistical Data Mining - Data Mining vs. Statistics vs. Machine Learning - Data Mining vs Machine Learning- Data Mining, Machine Learning Vs Deep Learning - Data Mining, Machine Learning Vs Data science -

Unit-III: What is Artificial Intelligence? Artificial Intelligence and Data Mining - Artificial Intelligence and Machine Learning – Data Science vs Machine Learning vs AI vs Deep Learning vs Data Mining: Know the Differences

Unit-IV: Most Popular Data Mining Tools and Applications: Integrate.io - Rapid Miner - Orange - Weka - KNIME - Sisense - SSDT (SQL Server Data Tools) - Apache Mahout - Oracle Data Mining - Rattle - DataMelt, - IBM Cognos - IBM SPSS Modeler - SAS Data Mining - Teradata Board- Dundas BI

Unit-V: Machine Learning and Data Mining Methods in Diabetes Research: Introduction - . Machine Learning and Knowledge Discovery - Diabetes Mellitus - Methods - DM Through Machine Learning and Data Mining - Discussion - Conclusions

Suggested Readings:

1. Jules J. Berman : Principles and Practice of Big Data, Second Edition • 2018
2. . Xin-She Yang: Introduction to Algorithms for Data Mining and Machine Learning, 2019
3. Hands-on ML with Scikit-Learn, Keras & TensorFlow Aurélien Géron- Second Edition Publisher – O'Reilly Media, Inc.