



**CBIT- SCHOOL OF MANAGEMENT STUDIES (A)
Nurturing Leadership Capabilities**

**MBA PROGRAMME
Syllabus for I Semester and II Semester
(With effect from 2019-2020)**

CHAITANYA BHARATHI INSTITUTE OF TECHNOLOGY (A)
Chaitanya Bharathi (P.O), Kokapet (V), Gandipet (M),
Hyderabad - 500 075, Telangana, India
Phone: 040 2419 3276
www.cbit.ac.in



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VISION

To Establish an Institutional Culture for Education, Research and Innovation to achieve Sustainable Impact on Society

MISSION

- Impart Quality Management Education through Innovation in Teaching and Learning.
- Promote Research and Development and Consultancy in different areas of Specialization.
- To develop a strong Moral Compass for Ethical Conduct that enables Value based Management Education.
- Equip the Management Students with Skills related to Leadership, Social, Communication, Analytical and Decision making.
- Collaborate with Global and Indian, Industry and Eminent Institutions.

Dear Students and Parents,

CBIT-School of Management Studies, with an Objective to Professionally orient the Students to address the Industry 4.0 Challenges that are disrupting the Business Ecosystem, has redesigned the Curriculum to perfect the “Doing and Being Skills” with Competencies required to convert the Opportunities during the course of their Professional Career, Entrepreneurship, Pursuing Higher Studies, Research and Advisory.

In an increasingly interconnected Global Economy and Society, Our Objective starts from a belief in a future filled with Opportunities - a future where the right Education and Skills provide the new routes to growth, built on Human Capital. Utilizing the existing Resources more effectively, we have strengthened the performance of the Education System by designing with a focus on results at every level, learning from the best results driven Systems in Education and across Sectors. We have moved Innovation in Teaching and Learning to the Centre of the Education Structure by providing opportunities to debate on Case Studies and Internship with Industry to experience the Hands-on-Industry Operations, thus moving beyond the ‘Chalk and Talk’ method to make Students experience the Academic Lessons.

The Industry-oriented-Curriculum to be implemented from 2019-20 onwards will focus just not on facilitating a Job but to help the Management Graduates face Challenging situations through Industry Collaboration in the current World. The extensive Library with Books from across the World and E-Journals that can be downloaded by the Students would go a long way in the Self-learning by the Students for the Academic Sessions and also while undertaking their Project Works.

CBIT School of Management Studies with its committed endeavor to Education would like to have a Page in the History of Management Education and the Students as one of the Stakeholders will have a great role in upholding the Banner of the Institute. We Wish the Students - A Memorable Time during their Studentship with the Institute and hope to see them rise in the Corporate Ladder.

–CBIT-SMS



SCHEME OF INSTRUCTION AND EXAMINATION MBA PROGRAMME

ORIENTATION PROGRAMME

Orientation Program is designed For Freshers at the Commencement of the MBA Programme, navigating them through the Campus Environment, Academic Scope, Learning Resources, Activities that they can engage themselves; Social, Co and Extra Curricular and other Personality Development Schedules to enable them to efficiently utilize the Opportunities and equip themselves with needed Skills in every Area of Management to address the Challenges that they would be facing in their Careers.

The Orientation encompasses but not limited to the following:

S.No.	Activities during the Orientation Program
1.	Autonomous system - Academic Rules, Curriculum, Code of conduct
2.	Learning Resources
3.	Extension Activities
4.	Managerial Skills for Effectiveness
5.	Co-Curricular and Extra-Curricular
6.	Business Games
7.	Mentoring, Human Values and Professional Ethics

I-SEMESTER

S.No	Course Code	Title of the Course	Scheme of Instruction		Scheme of Examination			Credits
			Hours per week		Duration of SEE in Hours	Maximum Marks		
			L/T	P		CIE	SEE	
1.	19MB C101	Management and Organization Behaviour	4	-	3	30	70	4
2.	19MB C102	Managerial Economics	4	-	3	30	70	4
3.	19MB C103	Financial Accounting for Management	4	-	3	30	70	4
4.	19MB C104	Marketing Management	4	-	3	30	70	4
5.	19MB C105	Statistics for Management	4	-	3	30	70	4
6.	19MB C106	Digital Technology	3	-	3	30	70	3
7.	19MB C107	Business Communication Lab	-	4	3	25	50	2
8.	19MB C108	Statistics Lab	-	2	2	15	35	1
9.		Open Elective	4	-	3	30	70	4
	19MB O101	Business Environment						
	19MB O102	Corporate Social Responsibility						
	19MB O103	Business Law and Ethics						
			27	6	-	250	575	30

L: Lecture T:Tutorial P:Practical CIE: Continuous Internal Evaluation
SEE: Semester End Examination

CORE COURSES**19MB C101****MANAGEMENT AND ORGANIZATION BEHAVIOUR**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation:	
Mid Session Examination	20 Marks
Case Study/Assignment/Book Review/ Group Activity/Class Participation	10 Marks
Credits	4

Course Objectives: The Objectives of this Course are:

1. To familiarize with the Fundamental principles of Management practice with emphasis on the roles and functions of Managers and to focus on the critical and challenging areas of Organizational Planning and Organizing.
2. To describe Motivation, Leadership, Communication and Controlling and to provide knowledge of Organization Behaviour concepts to understand and analyze how Organizations and the People within them work.
3. To understand the Nature of Power, Politics, Conflict, and the Negotiation process.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Practice the process of Management's functions and understand how Management Evolution affects future Managers.
2. Analyze the need of Planning and Decision Making and also assess the elements of Organizational structure and evaluate their impact on Employees.
3. Evaluate Motivational strategies, Leadership styles, Communication and Controlling processes used in a variety of Organizational settings.
4. Apply Organization Behaviour Concepts to real-world problems faced by Managers.
5. Evaluate how the Power and Politics help an organization, Sources of Conflict in an Organizational setting and execute the Negotiation process to manage Conflicts and resolve disputes.

UNIT-I Introduction to Management

Management- Definition, Nature, Purpose, Evolution of Management Thought- Scientific Management, Administrative Theory, Human Relations Approach, Hawthorne experiments, Theory X, Theory Y and Theory Z, Behavioural Approach, Systems Theory. Managerial Roles, Managerial Levels, Managerial Skills, Functions of Management, Administration vs. Management, Contemporary Management Issues and Challenges.

UNIT-II Planning and Organizing

Planning – Nature, Purpose, Process, Types of Plans, Management by Objectives (MBO). Decision Making – Types of Decisions, Decision Making Process, Decision Making under Certainty, Uncertainty and Risk.

Organizing – Formal and Informal Organization, Process, Types of Organization structures, Line and Staff concepts, Span of Management – Factors, Delegation of Authority, Decentralization.

UNIT-III Leading and Controlling

Motivation- Early and Contemporary Theories of Motivation. Leadership - Leadership Behaviour and Styles. Communication - Purpose, Process, Barriers in Communication, Overcoming barriers to communication.

Controlling- Basic Control Process, Critical Control Points, Standards, and Benchmarking, Control as a Feedback System, Requirements for effective controls.

UNIT-IV Organization Behaviour

Organization Behaviour – Nature, Levels, Challenges. Individuals in Organizations- Personality and Ability. Personality- Determinants, Personality and Situation, Big Five Model of Personality, Other Organizationally Relevant Personality Traits. Ability - Cognitive Ability, Physical Ability, Emotional Intelligence. Nature. Perception - Nature, Characteristics of Perceiver, Target and Situation, Biases and Problems in Person Perception. Group Dynamics and Teams- Types of Work Groups, Group Development, Characteristics of Work Groups, Effective Work Groups and Teams.

UNIT-V Conflict and Negotiations

Nature of Power and Politics, Sources of Individual Power, Functional and Divisional Power. Organizational Politics – The use of Power. Organizational Conflict – Sources, Pondy’s Model of Organizational Conflict, Negotiation: Resolving Conflict – Individual level conflict, Group level conflict and promoting Compromise.

Essential Readings:

1. Harold Koontz and Hein Wehrich, “Essentials of Management”, 6th Ed., Tata McGraw Hill, 2006.
2. Jennifer George and Gareth Jones “Understanding and Managing Organizational Behavior”, 6th Ed., Pearson Education Inc., 2012.
3. Andrew J. Dubrin, “Essentials of Management”, 9th Ed., Thomson Southwestern, 2012.
4. Stephen A Robbins, David A. Decenzo and Mary Coulter, “Fundamentals of Management”, 7th Edition, Pearson Education, 2011.
5. Jon L Pierce and Donald G. Gardner, “Management and Organizational behavior”, Cengage Learning India (P) Limited, 2001.
6. Richard Pettinger, “Organizational Behaviour”, Routledge, 2013.

19MB C102**MANAGERIAL ECONOMICS**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation:	
Mid Session Examination	20 Marks
Case Study/Assignment/Book Review/ Group Activity/Class Participation	10 Marks
Credits	4

Course Objectives: The Objectives of the Course are:

1. To enable the Students to understand and apply the basic Economic concepts, Demand and Supply functions in Decision- making.
2. To understand various Production and Cost functions and choose the Optimal combination of Input factors.
3. To understand Price Output determination under different Market situations.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Apply the basic Concepts and Economic principles in Decision-making.
2. Calculate Demand Elasticity from Demand Equations.
3. Select the Least Cost combination of inputs through Production Function.
4. Compare different Cost concepts and predict Breakeven point.
5. Apply Pricing decisions across Industries characterized by Market Structure.

Unit-I Introduction

Nature and Scope of Managerial Economics, Definition, Relation with other Disciplines, Fundamental Concepts of Managerial Economics - Opportunity Cost, Discounting Principle, Time Perspective, Incremental Cost/Reasoning, Equi-Marginal Concept. Objectives of Firm - Profit Maximization Theory, Profit Maximization by Total Revenue and Total Cost Approach, Baumol's Sales Revenue Maximization, Simon's Model of Satisfying Behaviour, Berle-Means-Galbraith Model of Corporate Power Structure, Penrose's Theory of Firm, Optimization Techniques.

Unit-II Demand and Supply Analysis

Theory of Demand, Demand Function, Law of Demand, Elasticity of Demand, Types and Significance of Elasticity of Demand, Demand Estimation - Market

Research Approaches, Need for Forecasting and Forecasting Techniques, Supply Function, Law of Supply, Elasticity of Supply.

Unit-III Production Analysis

Production Function- Law of Variable Proportions, Isoquants, Returns to Scale, Cobb Douglas and CES Production Function, MRTS, Iso-Costs, Optimal Combination of input factors, Economies and Diseconomies of Scale.

Unit-IV Cost Analysis

Concepts of Costs, Determinants of Cost functions, Cost- Output Relationship in the Short and Long run, Recent Developments in Cost Theory. Estimation of Cost Function-The Cubic Cost Function, Engineering and Survival Techniques, Breakeven Analysis.

Unit-V Market Structure and Pricing Practices

Types of Market Structure – Price-Output Determination in Perfect Competition, Monopoly. Monopolistic Competition and Oligopoly in short and long run. Pricing Methods in Practice: Price discrimination, Product Line Pricing, Skimming Pricing, Penetrating Pricing, Loss Leader Pricing, Pricing of Multiple Products, Peak load Pricing, Pricing of Innovative Products.

Essential Readings:

1. Dominik Salvatore, “Managerial Economics”, 8th edition, Oxford University Press, Noida, 2014
2. P.L.Mehta., “Managerial Economics-Analysis, Problems and Cases”, Sultan Chand and Sons, New Delhi, 2014.
3. V.L.Mote, S.Paul and G.S.Gupta, “Managerial Economics Concepts and Cases”, 11th Edition, Tata Mc Graw Hill Pvt. Ltd., New Delhi, 49th Reprint 2010.
4. Geethika, Piyoli Ghosh, and P.R. Chaudhary “Managerial Economics”, Tata McGraw Hill, New Delhi, 2015.
5. R.L.Varshney and K.L.Maheswari, “Managerial Economics”, 22nd Edition, Sultan Chand and Sons, New Delhi, 2014.
6. Barry Keating and J.Holten Wilson, “Managerial Economics”, 2nd Edition, Bizmantra, New Delhi, 2009.

19MB C103**FINANCIAL ACCOUNTING FOR MANAGEMENT**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation:	
Mid Session Examination	20 Marks
Case Study/Assignment/Book Review/ Group Activity/Class Participation	10 Marks
Credits	4

Course Objectives: The Objectives of the Course are:

1. To understand the basic Accounting Concepts and practice Final Account applications in Business.
2. To acquaint the Students with Depreciation, Valuation of Assets and critical evaluation of Financial Statements through Ratio Analysis and Cash Flow Statements.
3. To provide knowledge on basic Principles underlying the provisions of Direct and Indirect Tax laws and develop a broad understanding of the Tax laws and Accepted tax practices.

Course Outcomes: After Completion of the Course, Student will be able to:

1. Gain knowledge on principles of Accounting and maintain Books of Accounts.
2. Prepare, analyze and interpret Financial Statements and understand Accounting Standards.
3. Familiarize on the practical aspects of Depreciation Accounting and Valuation of Assets.
4. Analyze and interpret Financial Statements through Ratio Analysis and Cash Flow Statements
5. Handle Real life situations involving Taxation and equip themselves with techniques for taking Tax-Sensitive Decisions.

Unit-I Introduction

Financial Accounting: Objectives, Accounting as a Business Information System; Parties interested in Accounting Information; Accounting Principles, Concepts and Conventions, Introduction to Book Keeping and Recording, Double Entry System, Books of Prime Entry, Subsidiary Books - Classification of Accounts-Accounting Cycle - Journal Proper, Ledger Posting, Preparation of Trial Balance, Suspense Account.

Unit- II Preparation of Final Accounts

Distinction between Capital and Revenue Expenditure - Preparation of Financial Statements -Trading, Profit and Loss account, Balance Sheet with Adjustments. Accounting Standards: Objectives, Scope, Applicability and Implementation of Accounting Standards -IAS- USGAAP International Financial Reporting Standards (IFRS).

Unit- III Valuation of Assets

Depreciation Accounting: Methods of providing Depreciation, Accounting Standards Depreciation Accounting (AS 6), Accounting for Fixed Asset-Application of AS 10.

Valuation: Basic Principles and Techniques of Valuation: DCF, Multiple Methods and Accounting Based Valuation. Asset Valuation: Earning Valuation, Cash flow Valuation. Valuation of Brands, Intangible Assets and Intellectual Property.

Unit –IV Financial Statement Analysis

Financial Statement Analysis: Ratio analysis, Rationale, Uses, Calculation and interpretation of Ratios- Liquidity Ratios- Profitability Ratios- Solvency Ratios- Leverage and Turnover ratios. Cash Flow Statement: Cash From Operations, Investment and Financing activities, Preparation of Cash Flow statement. Accounting Standards Cash Flow Statement (AS 3), Accounting Fraud and Governance.

Unit-V Corporate Taxation

Taxation: Types of Taxes: Direct Tax - Income Tax Act and Rules. Indirect Taxes - Central Excise and CENVAT - Customs Duty, Service Tax, Central Sales Tax and VAT - Primer on GST. Double Taxation Avoidance.

Essential Readings:

1. Jawaharlal and Seema Srivastava, “Financial Accounting Principles and Practices”, 2nd Edition, S.Chand Publishing, 2014.
2. Aswath Damodaran, Investment Valuation: Tools and Techniques for Determining the Value of any Asset (Wiley Finance) 3rd Edition, 2012.
3. Vinod K. Singhania, Monica Singhania, Taxmann’s, Student Guide to Income Tax – including Service Tax/VAT.
4. Earl K Stice and James. D. Stice, “Financial Accounting - Reporting and Analysis”, Cengage Learning, 2015.
5. Marco Vulpiani, “Special Cases of Business Valuation”, 1st Edition Mc Graw Hill, 2014.
6. V.S. Datey (Taxmann’s), Indirect Taxes Law and Practice, 42nd Edition, 2019.

19MB C104**MARKETING MANAGEMENT**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation:	
Mid-Session Examination	20 Marks
Case Study/Assignment/Book Review/ Group Activity/Class Participation	10 Marks
Credits	4

Course Objectives: The Objectives of the Course are:

1. To provide knowledge on Marketing Concepts and Principles in Theory and Practice.
2. To focus on how a Marketer can effectively utilize Segmentation, Targeting and Positioning; and the Marketing Mix elements to attract and retain the Customer.
3. To create awareness on principal factors that influence Consumers as individuals and Decision makers with an application to the Buying Decision process and focus on Contemporary issues of Marketing.

Course Outcomes: After Completion of the Course, Students should be able to:

1. Know the various Philosophies of Marketing, and apply them in different Business Scenarios.
2. Understand various Segmentation, Targeting and Positioning strategies to make their Products as Market leaders.
3. Effectively design the Marketing Mix effectively in order to achieve the Organizational goals and objectives.
4. Analyze the challenges that might influence the formulation of effective Marketing Strategies from a Consumer Behaviour perspective.
5. To understand the Contemporary issues and develop Marketing Strategies to sustain in this Competitive World.

Unit –I Introduction

Marketing, Market, Core Marketing Concepts, Marketing Management, Marketing Management Philosophies, Marketing vs. Selling, Marketing Mix, Expanded Marketing Mix, Marketing Program and Marketing Strategy, Managing Marketing effort, Marketing Environment - Micro and Macro environment, Environment scanning, Interface with other Functional areas, Models of B2B, B2C, B2G, G2C.

Unit –II Customer-Driven Strategy

Market Segmentation – Segmenting Consumer Markets, Business Markets, International Markets, requirements for effective Segmentation. Market Targeting - Evaluating Market Segments, Selecting Target Market Segments, Socially Responsible Target Marketing. Differentiation and Positioning - Positioning Maps, Choosing Differentiation and Positioning Strategy, Communicating and delivering chosen Position.

Unit-III Marketing Mix

Products, Services, Brands, New Product Development, Product Life cycle, Pricing – Factors and Strategies, Costing vs Pricing, Discounts, CAPEX vs OPEX Models. Marketing Channels, Promotion – Advertising, Public Relations, Personal Selling, Sales Promotion, Direct and Online Marketing, Digital marketing.

Unit-IV Consumer Markets

Model of Consumer Behaviour, Seven Os Structure, Factors Affecting Consumer Behaviour, Stages in the Adoption Process, Industrial Markets- Characteristic, Industrial Buyer Behaviour, Services Markets – Characteristics and Strategies.

Unit-V Extending Marketing

Creating Competitive Advantage – Competitor Analysis, Competitive Strategies, Balancing Customer and Competitor Orientations. Global Marketplace. Corporate Social Responsibility (CSR) in Marketing, Sustainable Marketing – Social Criticisms of Marketing, Consumer Actions to promote Sustainable Marketing, Business Action toward Sustainable Marketing, Contemporary Issues in Marketing.

Essential Readings:

1. Kotler, P., Armstrong, G., Agnihotri, P. K., and Haque, E., Principles of Marketing: A South Asian Perspective, 17th Edition, Pearson Education Prentice Hall of India, 2018.
2. Lamb, C., Hair, J., Sharma, D., and Mc Daniel, C., Marketing - A South-Asian Perspective, 1st Edition, Cengage Learning, 2016.
3. Ramaswamy V.S. Namakumari S, Marketing Management: The Global Perspective - Indian Context, 5th Edition, Macmillan India Ltd., 2013.
4. Kurtz and Boone, Principles of Marketing, 15th Edition, Cengage Publications, 2013.
5. Best, Roger, Market-Based Management, 6th Edition, PHI Learning Pvt. Ltd., 2013.
6. Saxena, R, Marketing Management, 4th Edition, Tata McGraw-Hill Education, 2009.

19MB C105**STATISTICS FOR MANAGEMENT**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation:	
Mid Session Examination	20 Marks
Case Study/Assignment/Book Review/ Group Activity/Class Participation	10 Marks
Credits	4

Course Objectives: The Objectives of the Course are:

1. To provide an insight into Descriptive Statistics and Probability.
2. To enable the Students to decide the appropriate Sampling techniques and facilitate formulation of Hypotheses and applying the Parametric Statistical tools to test the same and also interpret the results.
3. To enable the students to apply different Forecasting techniques namely, Correlation, Regression and Time Series analysis.

Course Outcomes: After Completion of the Course, the Students will be able to:

1. Calculate Measures of Central tendency and Measures of Dispersion.
2. Apply principles of Probability and different types of Probability Distribution.
3. Articulate the appropriateness of different types of Sampling Techniques.
4. Formulate Hypotheses and test the same using appropriate Parametric tools, Chi-Square test and interpret the results.
5. Apply Forecasting techniques like Correlation, Regression or Time Series analysis and analyze the results.

Unit-I Descriptive Statistics

Statistics - An Overview, Its Applications - Descriptive Statistics: Measures of Central Tendency: Mean, Median, Mode, Measurement of Dispersion: Range and Quartile Deviation, Mean Deviation, Standard Deviation, Karl-Pearson's coefficient of Skewness and Kurtosis.

Unit-II Probability

- i) Definitions and Rules of Probability. Additive and Multiplicative Law of Probability.

- ii) Probability Distributions: Binomial Distribution, Poisson Distribution and Normal Distribution.

Unit-III Sampling and Estimation

Sampling theory: Sampling Procedures - Random and Non-Random Methods, Standard Error, Sampling Error. Statistical Estimations: Point and Interval Estimation, Properties of Good Estimator, Confidence Interval.

Unit-IV Inferential Statistics

- i) Testing of Hypothesis: Type I and Type II Errors, Statistical Significance. Large Sample Tests- Test for One and Two Proportions, Test for One and Two Means, Test for Two Standard Deviations.
- ii) Small sample tests: t- distribution- Properties and Applications, Testing for One and Two Means, Paired t- test.
- iii) Analysis of Variance -One way and Two-way ANOVA (with and without interaction).
- iv) Chi-square distribution: Test for goodness of fit, Test for independence of attributes.

Unit-V Correlation, Regression and Time Series

- i) Correlation Analysis - Karl Pearson's Coefficient of Correlation- Spearman's Rank Correlation.
- ii) Regression Analysis - Concept - Two lines of Regression - Properties of Regression Coefficients.
- iii) Time Series Analysis - Trend Analysis - Free Hand Curve method - Method of Semi Averages - Method of Moving Averages - Least Squares Method.

Essential Readings:

1. S. C. Gupta, "Fundamental of Statistics", Himalaya, 2016.
2. J. K. Sharma, "Business Statistics", Pearson, 2015.
3. Levin R.I., Rubin S. David, "Statistics for Management", Pearson, 2014.
4. P. N. Arora, Sumeet Arora, S. Arora, "Comprehensive Statistical Methods", S. Chand Co., 2015.
5. Beri, G.C, "Business Statistics", McGraw-Hill, 2015.
6. S. P. Gupta, "Statistical Methods", Sultan Chand and Sons, 2014.

19MB C106**DIGITAL TECHNOLOGY**

Instruction	3 Hour per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course objectives: The Objectives of the Course are:

1. To improve the Students Skills in Digital Enterprise and learn the process of drafting various Business Correspondence.
2. To understand the development of Digital Enterprise Transformation.
3. To enable the Students to understand the importance of Digital Enterprise and it's functioning.

Course Outcomes: After Completion of the Course, Student will be able to:

1. Enhance competence in various Verticals of Business with Digital Enterprise.
2. Understand effective Business application in various Sectors.
3. Demonstrate the ability to effectively understand the Digital Enterprise from Company Leader's Perspective.
4. Familiarize with the Autonomous functioning of IT systems.
5. Familiarize with the Overview of Enterprise IOT.

UNIT-I Digital Enterprise Introduction

Building Digital Capabilities - Digital Mastery, Creating compelling Customer experience, exploiting the power of Core Operations, Reinventing Business Models. Domains of Digital Transformation: Customers, Competition, Data, Innovation and Value.

Case: How did Starbucks disrupt with their Mobile Order and Pay Service?

UNIT-II Digital Enterprise Transformation

Building Leadership Capabilities, Crafting your Digital Vision, Engaging the Organization at Scale, Governing the Transformation, Building Technology Leadership Capabilities. Business benefits of Reference Architectures, Design Patterns and Structures. Role of Context awareness in Interactive Digital experiences, Key Architectural considerations, Conceptual Model for Context-Aware Experiences.

Case: Context-aware Digital Employee Experience.

UNIT-III Leadership Perspective

A Leader's playbook for Digital Transformation: Framing the Digital challenge, Focusing Investment, Mobilizing the Organization, Sustaining the Digital Transformation. Build Platforms not just Products.

Case: How does Netflix Automation Platform help grow its Subscribers rapidly?

UNIT-IV Autonomous Systems

Autonomous IT Systems: Introduction, Reference Architecture, Maturity Model for Autonomous IT System, Design Patterns. Turn Data into Assets, Innovate by Rapid Experimentation.

Case: Autonomous Operation of a Customer, Partner, Employee Web Platform in an Enterprise.

UNIT-V Enterprise IoT

Enterprise IoT: Overview, Phenomenon of Internet connectivity, Phases of IoT evolution, Approach to Enterprise IoT, Reference Architecture for Enterprise IoT, Maturity Model for Enterprise IoT.

1. Case: Connected Mines
2. Case: Enterprise IoT Asset Management

Essential Readings:

1. Srikanth Narasimhan, Jagadish Chundury, "Enterprise Digitization Patterns Designing, Building and Deploying Enterprise Digital Solutions", Notion Press, 2018.
2. George Westerman, Didier Bonnet, Andrew McAfee "Leading Digital Turning Technology into Business Transformation", Harvard Business Review, 2014.
3. David L. Rogers, "The Digital Transformation Playbook Rethink your business for the Digital Age", Columbia Business School, 2016.
4. Amitabh P. Mishra, Ashish Ranjan, "A Modern Play book of Digital Transformation", Sage Publishers, 2019 Edition.
5. Lindsay Herbet, "Digital Transformation Build your Organization's Future for the Innovation Age", Bloomsbury Publishers, 2017 Edition.
6. Peter Weill, Stephanie L. Woerner, "What's your Digital Business Model?", Harvard Business Review, 2018.

19MB C107**BUSINESS COMMUNICATION LAB**

Instruction	4 Hour per week
Duration of Semester End Examination	3 Hours
Semester End Examination	50 Marks
Continuous Internal Evaluation	25 Marks
Credits	2

Course objectives: The Objectives of the Course are:

1. To improve the skills in Listening Comprehensions and learn the process of drafting various Business Correspondence.
2. To develop the Professional way of Presentation in different Business Situations.
3. To enable the Students to understand the importance of Social and Professional Etiquettes.

Course Outcomes: After Completion of the Course, Student will be able to:

1. Enhance Competence in various Business Communication patterns.
2. Construct effective Written messages in various Formats to Audience.
3. Demonstrate the Ability to effectively deliver Formal presentations before a variety of Audiences.
4. Communicate competently in Groups and Organizations and demonstrate Appropriate and Professional Ethical behaviour.
5. Build Strong Relationships and promote positive Atmosphere at Workplace.

Unit 1 Listening and Feedback

Listening Comprehensions - Situational Awareness and Active Listening related exercises.

Unit 2 Writing Skills

Managerial Writing - Writing Emails, WhatsApp and SMS to communicate internally and externally, Business Letters, Internal Communication through-Notices, Circulars, Memos, Agenda and Minutes. Report Writing.

Unit 3 Speaking and Presentation Skills

Types of Managerial Speeches - Speech of Introduction, Speech of Thanks, Occasional Speech, Theme Speech. Presentation for Business, Sales and Training with the aid of Verbal and Multimedia, Handling day to day meetings, Effective

ways of Presenting, Participating, Leading and making Decisions – in less Critical to Critical Meetings.

Unit 4 Non Verbal Communication

Techniques to Improve Non Verbal Communication through Role plays and Management Games with focus on Gestures, Para linguistics, Proxemics, Kinesics and Artifacts.

Unit 5 Social and Professional Etiquette

Telephone Etiquette - E-mail Etiquette - Meeting Etiquettes, Cubicle Manners - Table Manners - Dress Code - Greetings.

Essential Readings:

1. Rani. D. Sudha, “A Manual for English Language Laboratories”, Pearson Education, 2014.
2. E. Suresh Kumar, “A Handbook for English Language Laboratories”, Foundation Books, 2009.
3. Julian Dakin, “The Language Laboratory and Language learning”, Addison-Wesley-Longman Ltd, UK, 1973.
4. Lesikar R V et al., “Business Communication: Connecting in a Digital World”, McGraw Hill Education, 2015.
5. Penrose, Rasberry and Myers, “Business Communication for Managers”, Cengage Learning, 2007.
6. U S Rai and S M Rai, “Business Communication”, Himalaya Publications, 2014.

19MB C108**STATISTICS LAB**

Instruction	2 Hour per week
Duration of Semester Examination	2 Hours
Semester End Examination	35 Marks
Continuous Internal Evaluation	15 Marks
Credits	1

Course Objectives: The Objectives of the Course are:

1. To provide the Students with the knowledge to use Excel to solve a range of Statistical Problems.
2. To educate on various Parametric Tests.
3. To understand the relationship between two or more variables by using Appropriate Statistical Analysis Techniques.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Apply Statistical Techniques to Data Sets, and correctly interpret the Results.
2. To Foster the Practical understanding of Parametric tests and to reveal the right inferences about a given population.
3. Perform ANOVA and interpret the Results.
4. Apply the Concept of Correlation, Simple Regression and interpret the Outcomes.
5. Apply Statistical methods to analyze Time Series Data and extract meaningful insights about the Data.

Unit-I Introduction to Descriptive Statistics

Measures of Central Tendency - Mean, Median, and Mode; Measures of Dispersion - Range, Quartile deviation, Standard Deviation and Variance, Coefficient of Variation, Population Confidence Intervals.

Unit-II Parametric Tests and Analysis of Variance

One Sample Z and T test for the Population Mean, Two samples Z and T test for the Population Mean. Chi Square Tests - Independence of Attributes. Single-Factor Experiments: One-way ANOVA.

Unit -III Correlation, Simple Regression and Time Series Analysis

Correlation Analysis: Scatter Plot, Covariance and Pearson's Correlation coefficient, r . Simple Regression analysis, Time Series analysis: Fitting a Straight Line using simple data, Forecasting methods: Moving average.

Essential Readings:

1. Glyn Davis and Branko Pecar “Business Statistics Using Excel”, Oxford University Press, 2012.
2. D P Apte, “Statistical Tools for Managers using MS Excel”, Excel Publications, 2012.
3. David M Levine, David. F. Stephan and Kathryn A. Szabat , “Statistics for Managers – Using MS Excel”, PHI, 2015
4. Bruce Bowerman , “Business Statistics in Practice”, 5th Ed., TMH, 2015.
5. Rao and Tyagi, “Research Methodology with SPSS”, Shree Niwas Publications, 2009.
6. Ajai. S. Gaur, Sanjaya S. Gaur, “Statistical Methods for Practice and Research Response”, 2009.

OPEN ELECTIVE**19MB O101****BUSINESS ENVIRONMENT**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation:	
Mid Session Examination	20 Marks
Case Study/Assignment/Book Review/ Group Activity/Class Participation	10 Marks
Credits	4

Course Objectives: The Objectives of the Course are:

1. To familiarize Students with various aspects of Business Environment factors along with detailed discussion on Planning and Industrial policies, mechanism of Fiscal Policy and Monetary Policy.
2. To provide an understanding about the changes in the Growth of National Income, Concept of Inflation in India.
3. To understand the Concept of WTO Agreements and its Implications, EXIM Policies, FEMA on various MNCs activities.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Analyze the Macro environmental factors that influence the Business activities, role of Planning Commission and NITI Aayog in building Indian Economy.
2. Understand the issues related to the Industrial Policy and Regulation and their Amendments.
3. Analyze the Union Budget, Fiscal Policy, Monetary Policy and Banking system and its impact on Business Operations.
4. Understand the changes in various Economic Growth factors including National Income, Poverty measurement, Unemployment and Inflation and its influence on Indian Economy.
5. Apply Trade, EXIM Policies and FEMA Act for Organization Stability and Sustainability.

Unit-I Introduction

Colonialism and development of the Indian Economy - Digital Economy : Business Environment - Meaning, Importance, Environmental Factors, Planning in India- Planning Commission- NITI Aayog - Liberalization and Planning, Industrial

Policy and Regulatory Structure - Industrial Policy - Industrial Licensing Policy, Made in India.

Unit-II Economic Development

Five Year Planning- Industrial Policy 1991, New Industrial Policy, Startups, MSME, Small Scale Industries (SSI) - Industrial Finance - Foreign Direct Investment (FDI) - Modes - India's Inflow and Outflow.

Unit-III Economic Policies

Fiscal Policy- Latest Union Budget - Reforms Undertaken - Role of Government. Monetary Policy - Basic Concepts, Monetary Policy in the 21st Century - Banking Sector Reforms. Role of Regulatory Institutions in Indian Financial system - RBI and SEBI, Capital Market Institutions - Stock Indices- Derivatives Market - Global and Indian Scenario.

Unit-IV Economic Growth

National Income - Concepts, Foreign Trade and Balance of Payment, Poverty in India, Unemployment in India, Inflation, Human Development Index, Rural Development - Schemes, Problems of Economic Growth.

Unit-V Domestic and International Trade Policy

Evolution of International Financial System, Global Recession and Developing Economies: Policy Changes and Issues - Sector wise Trade Policies: Recent Developments GATT - WTO - Agreements and Implications. EXIM Policies and FEMA: India's New EXIM Policy - Legal Framework - Initiatives, FEMA - Indian Multinational Companies - Role in World Economy.

Essential Readings:

1. Justin Paul, "Business Environment: Text and Cases", 3rd Ed, TMH, 2012.
2. Gaurav Datt and Ashwani Mahajan, "Indian Economy", 7^{2nd} Ed, S.Chand, 2016.
3. V.K Puri and S.K Misra "Indian Economy" Himalaya Publishing House, 2014.
4. Amory Lovins, L. Hunter Lovins, Paul Hawken, Forest Reinhardt, Robert Shapiro, Joan Magretta, Harvard Business Review on Business Environment, Harvard Business School press, 2000.
5. Francis Cherunilam "Business Environment: Text and Cases", HPH, 2012.
6. K.Ashwathappa "Essentials of Business Environment: Text, Cases and Exercises" HPH, 2011.

19MB O102**CORPORATE SOCIAL RESPONSIBILITY**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation:	
Mid-Session Examination	20 Marks
Case Study/Assignment/Book Review/ Group Activity/Class Participation	10 Marks
Credits	4

Course Objectives: The Objectives of this Course are to:

1. Understand the importance of Historical evidence in exploring the Concept of CSR and analyze the different dimensions of CSR.
2. Understand the various Forms, Models and Theories of CSR and the role of the major Institutions in CSR.
3. Understand the efforts to measure Sustainability and how CSR will evolve in the future.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Demonstrate knowledge of the role and importance of CSR in Organisations.
2. Apply Models and Theories to suggest the organizations the required CSR initiatives.
3. Comprehend the different ways to measure how Corporations affect Society and the Environment.
4. Examine the extent to which Business can meet the Challenges of Sustainable Development.
5. Evaluate how CSR is being practiced in various Organisations.

UNIT-I Introduction

Concept of CSR, Corporate Philanthropy, Corporate Citizenship, Evolution and Development of CSR, CSR Strategy, Arguments in Favour and Against CSR, Drivers of CSR, Dimensions and Importance of CSR, Corporate Governance and Corporate Social Responsibility.

UNIT-II CSR Models and Theories

Forms of CSR - Economic Responsibility, Legal Responsibility, Ethical Responsibility, Philanthropic Responsibility. Models of CSR - Philanthropic model, Ethical model, Statist model, Liberal model, Stakeholder model. Theories

of CSR - Fiduciary Capitalism Theory, Stakeholder Theory, Social Contract Theory, Feminist Theory.

UNIT-III CSR Framework

Role of various Institutions in CSR – Role of Government, Educational Institutions, Media. Creating CSR Framework, Framework for rating CSR, International framework for Corporate Social Responsibility. CSR Legislation in India and the World.

UNIT-IV CSR and Development

Business and Inclusive growth, Standards and Indices for CSR, Sustainability and its Challenges, Strategies Business tool for Sustainable Development, Global CSR- CSR and development in Developing countries, CSR practice in India: A study with a Global contrast. Ethical Management and CSR.

UNIT-V CSR Trends and Opportunities

Current trends and opportunities in CSR, Environment Protection and CSR, CSR Case Studies with reference to India - Failures and Success, Future for CSR, Contemporary Issues in CSR.

Essential Readings:

1. Madhumita Chatterji, “Corporate Social Responsibility”, Oxford University Press, 2015.
2. S.S.Khanka, “Business Ethics and Corporate Social Responsibility”, S.Chand, 2014.
3. William B, Werther, Strategic Corporate Social Responsibility: Stakeholders in a Global Environment , Sage Publications, 2010.
4. Andrew Crane, Dirk Matten, Laura Spence, “Corporate Social Responsibility: Readings and Cases in a Global Context, 2007.
5. Subhasis Ray, S. Siva Raju, “Implementing Corporate Social Responsibility: Indian Perspectives”, Springer, 2014.
6. K.S.Ravichandran, Corporate Social Responsibility-Emerging Opportunities and Challenges In India, Lexis Nexis, 2016.

19MB O103**BUSINESS LAW AND ETHICS**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation:	
Mid Session Examination	20 Marks
Case Study/Assignment/Book Review/ Group Activity/Class Participation	10 Marks
Credits	4

Course Objectives: The Objectives of this Course are:

1. To give an Overview of Legal issues that they deal within their Professional and Personal life and to provide knowledge on General Contracts, Special Contracts and Negotiable Instruments.
2. To discuss the formation of Company, Process, and Dissolution and to educate on the rights of consumers and Redressal mechanism.
3. To provide understanding the significance of Ethical conduct for Business and Community.

Course Outcomes: After Completion of the Course, the Students will be able to:

1. Understand the Legal principles of Business Law; apply such principles of Law to Problems associated with Businesses and Business transactions.
2. Understand Special Contracts and reflect on Current Legal issues; and how to use various Negotiable Instruments for various Business transactions.
3. Understand the various provisions of Companies Act.
4. Claim the rights as a Consumer and know the Redressal Mechanism.
5. Enhance the Skills to recognize and resolve Ethical issues in Business.

Unit- I Introduction

Definition, Contract and Agreement, Essential Elements of a Valid Contract, Classification of Contracts. Offer and Acceptance - Legal Rules, Communication of Offer, Acceptance and Revocation. Consideration - Need, Legal Rules, Stranger to a Contract, Contract without Consideration. Capacity to Contract. Free consent - Coercion, Undue Influence, Misrepresentation, Fraud, Mistake. Performance of Contract. Remedies for Breach of Contract - Quasi Contracts - Kinds, Quantum Meruit.

Unit – II Special Contracts

Special Contracts: Indemnity and Guarantee - Contract of Indemnity, Contract of Guarantee, Distinction between Contract of Indemnity and Guarantee, Bailment and Pledge - Classification of Bailment, Duties and Rights of Bailor and Bailee, Termination of Bailment, Pledge, Bailment vs. Pledge, Rights and Duties of Pawnee and Pawnor, Pledge by Non-Owners. Contract of Agency - Creation of Agency, Classification of Agents, Relations of Principal and Agent, Principal with Third Party, Delegation of Authority, Termination of Agency. Sale of Goods Act - Distinction between Sale and Agreement to Sell. Conditions and Warranties- Express and Implied, Caveat Emptor. Negotiable Instruments Act: Characteristics, Types, Essential elements and distinctions between Promissory Note, Bill of Exchange, and Cheques - Types of Crossing.

Unit-III Companies Act

Definition of Company - Characteristics - Classification of Companies - Formation of Company - Memorandum and Articles of Association - Prospectus - Shareholders Meetings - Board Meetings - Law relating to Meetings and Proceedings - Company Management - Qualifications, Appointment, Powers, and Legal position of Directors - Board - M.D and Chairman - their powers, Prevention of Oppression and Mismanagement, Winding-up of a Company.

Unit-IV Consumer Protection Act

Consumer Protection Law: Introduction to Consumer Protection Law in India, Rights of Consumers, Consumer Councils - Central and State Councils, Redressal Machinery - National Commission, State Commission, District Forum.

Unit-V Business Ethics

Ethical and Value Based Considerations – Need and Justification – Business Ethics and Efficiency – Social Responsibility of Business – Fair and Just cooperation among Owners, Managers, Workers and Customers – Fair Market Wages – Integrity and Ethical consideration in Business Operations – Indian Value system and its relevance in Management.

Essential Readings:

1. N.D. Kapoor, “Elements of Mercantile Law”, Sultan Chand and Co., 2018.
2. K.R. Bulchandani, “Business Law for Management”, 6th Ed, HPH, 2014.
3. Richard T DeGeorge, Business Ethics, 7th Ed., Pearson, 2014.
4. PPS Gogna, “A Text Book of Company Law”, 6th Ed., S. Chand, 2014.
5. Satish B. Mathur, “Business Law”, Tata Mc Graw Hill, 2010.
6. Akhileshwar Pathak, “Legal Aspects of Business”, 6th Ed., Tata McGraw Hill. 2014.

SCHEME OF INSTRUCTION AND EXAMINATION MBA PROGRAMME

II SEMESTER

S.No.	COURSE CORE	Title of the Course	Scheme of Instruction		Scheme of Examination			Credits
			Hours per week		Duration of SEE in Hours	Maximum Marks		
			L/T	P		CIE	SEE	
1.	19MB C109	Human Resource Management	4	-	3	30	70	4
2.	19MB C110	Financial Management	4	-	3	30	70	4
3.	19MB C111	Business Research Methods	4	-	3	30	70	4
4.	19MB C112	Operations Research	4	-	3	30	70	4
5.	19MB C113	Operations Management	4	-	3	30	70	4
6.	19MB C114	Business Analytics	3	-	3	30	70	3
7.	19MB C115	Logistics and Supply Chain Management	3	-	3	30	70	3
8.	19MB C116	Comprehensive Viva	-	-	-	-	50	1
9.		Open Elective	4	-	3	30	70	4
	19MB O104	E-Business						
	19MB O105	Banking Management						
	19MB O106	Customer Relationship Management						
SKILL DEVELOPMENT COURSES (Compulsory)								
10.	19MB SD101	Personality Development	-	2	2	15	35	1
			30	2	-	255	645	32

CORE COURSES**19MB C109****HUMAN RESOURCE MANAGEMENT**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation:	
Mid Session Examination	20 Marks
Case Study/Assignment/Book Review/ Group Activity/Class Participation	10 Marks
Credits	4

Course objectives: The Objectives of this Course are to:

1. Provide the basic Concepts of Human Resource Management.
2. Enable the Students to understand the process of Recruitment and Selection and the Concept of Performance Management system in an Organization.
3. Understand the basics of Industrial Relations and knowledge of Labour laws and acquaint the Students with the Contemporary issues in Human Resource Management.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand and apply the knowledge of basic Concepts of Human Resource Management in Practical settings of an Organization.
2. Follow innovative practices in Recruitment and Selection.
3. Implement systematic Performance Management System in an Organisation.
4. Implement harmonious Industrial Relations and apply latest amended Labour Acts in an organization.
5. Learn new trends in Human Resource Management practices.

Unit-I Introduction

HRM - Definition, Evolution, Organization of HR department, Objectives, Scope and Functions of HRM - Role and Responsibilities of HR Manager - HR Policies and Procedures - Competitive Challenges of HRM - Competency Framework for HR Professionals - Stakeholders and Integrated Models of HRM.

Unit-II Human Resource Planning

Job Analysis- Meaning and Importance, Process, Methods of collecting Job Data, Writing Job Description and Job Specification - Job Design - Meaning,

Factors, Approaches - Job Evaluation - Meaning and Methods- HR Planning - Gallagher HR Estimator - Recruitment- Yield-Ratio Analysis - Process of Selection - Types of Interview - Placement and Orientation - HRD Training Methods - Kirkpatrick and Pecuniary Utility Models of Training.

Unit-III Performance Appraisal

Performance Appraisal – Meaning, Importance and Methods - Potential Appraisal - Capacity building - Basic components of Compensation Management - Towers Perrin Model of Total Reward - Career planning - Greenhouse Career Development Model - Psychological Contract- Functions and Types.

Unit-IV Industrial Relations

Industrial Relations - Definition, Importance, Basics of Industrial Acts - Employee State Insurance Act 1948, Employee Provident Fund and Miscellaneous Act 1952, Industrial Disputes Act 1947, The Payment of Gratuity Act 1972 - Dunlop’s IR Model – Quality of Work Life - Grievance Management - Collective Bargaining – Negotiations and Assertiveness Skills – Worker’s Participation in Management – Absence Management – Brad factor.

Unit-V Contemporary Issues in Human Resources Management

Introduction to Change Management - HR Outsourcing, Work Life Integration - Introduction to International HRM, Strategic HRM in a Changing Environment - HRIS: Three Levels - Diversity Management - Succession Planning - Inter-personal Relations in the Workplace - Expanding Professional and Personal Networks - HR Research.

Essential Readings:

1. Gary Dessler, “Human Resources Management”, Pearson, 2015.
2. Decenzo, “Human Resources Management”, Wiley, 2015.
3. Michael Armstrong, “Human Resource Management”, Kogan Page, 2015.
4. David Lepak, Mary Gower, “Human Resource Management”, Pearson, 2015.
5. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj, “Industrial Relations and Labour Laws”, McGraw-hill, 2015.
6. John P. Kotter, “Leading Change”, Harvard Business School Press, 2015.

19MB C110**FINANCIAL MANAGEMENT**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation:	
Mid Sessional Examination	20 Marks
Case Study/Assignment/Book Review/ Group Activity/Class Participation	10 Marks
Credits	4

Course Objectives: The Objectives of the Course are:

1. To develop a broad understanding of the Concept of Finance functions and Time value of money, significance of Capital Budgeting techniques for the feasibility of Projects.
2. To gain knowledge about Theories of Capital Structure, Concept of Cost of Capital, and Dividend decisions.
3. To give insights about the importance of Working Capital Management and the tools to manage it.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand the Concept of Finance function and judge the Time Value of money in terms Annuity and Present Values.
2. Assess the feasibility of Projects using Capital Budgeting Techniques.
3. Apply the Capital Structure Theories to construct the best Capital mix for better Market Value of the Firm.
4. Implement the Dividend decisions in the interest of the Stakeholders.
5. Assess Working Capital requirements and apply the Tools to manage it.

Unit-I Finance Function

Nature and Scope of Financial Management: Finance function, Goals of Finance - Profit Maximizing vs Wealth Maximization. Risk- Return trade off. Time Value of Money - Future value, Present Value: Single Cash flows, Annuity, Multi period Compounding (simple problems).

Unit-II Investment Decision

Capital Budgeting: Nature, Significance, Investment Decision process. Evaluation Techniques: Traditional - Payback method, Improvement in Traditional Payback, ARR and DCF Techniques - NPV, IRR, Profitability Index. Capital budgeting

under Risk and Uncertainty: Risk adjusted Discount Rate, Certainty Equivalents, Probability Tree Approach. (Problems and cases), Projection Selection under Capital Rationing (theory).

Unit-III Financing Decision

Sources of Finance: Concept of Leverage - Operating Leverage, Financial Leverage, Combined Leverage. EBIT - EPS Analysis.

Capital Structure Theories: Net Income approach, Net Operating Income approach, Traditional view and MM hypothesis.

Cost of Capital: Concept and Importance, Measurement of important Costs: Cost of Debt, Cost of Preference Capital, Cost of Equity Capital, Cost of External Equity, Cost of Retained Earnings, Weighted Average Cost of Capital. (Problems and Cases).

Unit-IV Dividend Decisions

Forms of Dividend, Dividend Theories: Relevance theory of Dividend: Walter's Model- Gordon's Model, Irrelevance Theory of Dividend: MM Hypothesis. Dividend policies of Indian Companies (Problems and Cases).

Unit-V Working Capital Management

Concept of Working Capital, Determinants of Working Capital, Estimation of Working Capital requirements, Working Capital Policy. Management of Current Assets: Cash Management, Receivables Management and Inventory Management (Problems and Cases).

Essential Readings:

1. I. M. Pandey, "Financial Management", 11th Ed. Vikas Publishing House, New Delhi 2015.
2. Khan, M. Y. and Jain P. K "Financial Management: Text, Problems and Cases", 6th Edition, Tata McGraw Hill Pub. Co. Ltd New Delhi, 2011.
3. Brigham, E. F. and Ehrhardt. M. C., "Financial Management Theory and Practice", 15th Ed., Cengage Learning, USA, 2015.
4. Jonathan Berk, Peter DeMarzo, Ashok Thampy, "Financial Management", 3rd Ed. Pearson Education Limited, UK, 2010.
5. Vishwanath S.R., "Corporate Finance: Theory and Practice", 2nd Ed. Response books, Sage Publications Ltd, New Delhi, 2007.
6. Prasanna Chandra, "Financial Management Theory and Practice" 9th Edition, Mc Graw Hill, New Delhi, 2015.

19MB C111**BUSINESS RESEARCH METHODS**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	20 Marks
Case Study/Assignment/Book Review/ Group Activity/Class Participation	10 Marks
Credits	4

Course Objectives: The Objectives of this Course are:

1. To provide understanding of the Concepts of Business Research Process, Ethics in Business Research and relevance of Research Designs used in Business Research.
2. To identify and select various Sources of Data, Sampling Methods and Methods of Qualitative and Quantitative Data Analysis and also to introduce Non-Parametric Tests.
3. To provide Students with a working knowledge of the basic Concepts underlying the most important Multivariate Techniques and guidance on how to prepare a Research Proposal and write a Quality Research Report.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Gain knowledge on the Concepts of the Business Research and able to do critical Review of Literature and understand the importance of Ethics in Research.
2. Critically think, compare and contrast various Research Designs.
3. Analyze the similarities and differences between various Sampling Designs and Measurement Scales and make a Decision about how best to use them.
4. Apply and interpret the Quantitative and Qualitative data and different types of Non-Parametric Statistical Techniques.
5. Classify and select Multivariate Techniques so as render appropriate solutions to the Business problems and attain the Organizational Goals and effectively draft a Research Proposal and communicate Research findings by preparing a Quality Research Report.

UNIT-I Introduction

Business Research - Meaning and Importance. Research Process - Overview. Review of Literature - Identifying, Accessing and Managing sources of Information and scholarly Literature. Research Gaps. Research Design - Introduction and Types - Exploratory, Descriptive and Causal Designs. Ethics in Business Research.

UNIT-II Data Collection and Sampling

Data Collection Methods - Primary and Secondary Sources. Design of Questionnaire. Sampling Procedure - Characteristics of a Good sample - Types of Sampling Designs and Sample size determination. Concept of Measurement and Scaling – Nominal, Ordinal, Interval and Ratio

Scales, Rating scales -Thurston's, Likert's, Guttman's, Semantic differential. The characteristics of Good Measures - Validity, Reliability and Practicality. Selecting a Measurement Scale

UNIT-III Data Processing and Analysis

Introduction to the analysis of Quantitative and Qualitative Data - Nature and Types of Data Analysis Methods. Non-parametric Statistics in Research - McNemar, Sign Test - One and Two samples, Run test, Wilcoxon Matched pairs test, Mann-Whitney test, Kolmogorov - Simronov D test, Kruskal –Wallis tests. Data Representation: Tabulation and Graphical presentation of Data.

UNIT-IV Multi -Variate Analysis

Structural and Functional Methods- Factor Analysis, Cluster Analysis, Discriminate Analysis, Conjoint Analysis, Multi-Dimensional Scaling. Structural Equation Modelling (SEM) - Overview. Multiple Regression (Numerical with two Independent Variables).

UNIT-V Research Proposal and Report Writing

Research Proposal - Purpose, Nature and Evaluation - Content and Format. Report Writing and Presentation - Introduction - Types of Research Report. Format and Evaluation of the Research Report. Academic Writing and Referencing - Plagiarism.

Essential Readings:

1. Donald R Cooper, Pamela S Schindler and J. K Sharma “Business Research Methods”, 11 Ed., TMH, 2017.
2. J. K. Sharma, “Business Statistics - Problems and Solutions”, 2nd Ed., Pearson Education, 2011.
3. Deepak Chawla and Neena Sondhi “Research Methodology - Concepts and Cases”, Vikas Publications, 2018.
4. William G Zikmund et al., “Business Research Methods”, Cengage Learning, 2012.
5. Alan Bryman and Emma Bell, “Business Research Methods”, OUP Oxford, 2015.
6. Saunders Mark, Philip Lewis and Adrian Thornhill, ”Research Methods for Business Students”, 7th Ed., Pearson, 2015.

19MB O112**OPERATIONS RESEARCH**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation:	
Mid Session Examination	20 Marks
Case Study/Assignment/Book Review/ Group Activity/Class Participation	10 Marks
Credits	4

Course Objectives: The Objectives of this Course are:

1. To familiarize Students with the basic Concepts, Models and Statements of the Operations Research Theory.
2. To use Quantitative Methods and Techniques for effective Decision - Making; Model Formulation and applications used in solving Business Decision Problems.
3. To solve Linear Programming Problems using appropriate Optimization Techniques, interpret the results obtained and translate Solutions into directives for Decision Making.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Analyze any real life system with limited constraints and depict it in a model form and convert the Problem into a Mathematical Model.
2. Solve the Transportation and Assignment Problems.
3. Select the best Strategy using Decision Making Methods under Risk and Uncertainty and Game Theory.
4. Use CPM and PERT Techniques, to Plan, Schedule, and Control Project activities.
5. Understand different Queuing situations and find the Optimal solutions using Models for different situations and evaluate the Simulation Models.

Unit-I Introduction

Operation Research, Definitions, Evolution, Scope and Applications in Business. Linear Programming: Models, Assumptions of LPP, Formulation, Graphical Method, Simplex Method, Big-M Method. Formulation of Dual to Primal.

Unit-II Transportation and Assignment

Transportation Problem, Initial Solution Methods, North-West Corner Method, Least Cost Method (LSM) and Vogel's Approximation Method, Degeneracy,

Unbalanced TP. Optimality Test - Stepping Stone Method and MODI Method. Assignment Problem, Hungarian Method, Unbalanced problems, Restricted AP. The Travelling - Salesman problem.

Unit-III Statistical Decision Theory and Game Theory

Decision Theory, Criteria for Decision Making under Risk and Uncertain Environments, Concept of Utility, Expected Monetary Value, EVPI Utility as a Concept of Decision Making. Game theory, Zero Sum Game, Saddle point, Pure strategies, Mixed strategies, Dominance, Graphical Method for (mx2) and (2xn) games.

Unit-IV Project Management by Network Analysis

Network fundamentals - Scheduling the Activities - PERT Vs CPM - Three Time estimates - beta Distribution - Identifying Critical Path - Probability of completing the Project within Scheduled time, Critical Path Method – Optimization of Project parameters - Crashing.

Unit-V Queuing Theory and Simulation

Queuing Theory - Concepts of Queue/Waiting Line - General structure of a Queuing system - Operating characteristics of Queues, Probabilistic Queuing model - Single Channel Queuing model - Poisson arrival and Exponential service times with infinite Population. Simulation: Process of Simulation, Applications of Simulation to different Management Problems.

Essential Readings:

1. Richard .I. Levin, David. S. Rubin “Quantitative Approaches to Management”, Mc Graw Hill International Book Co., 1992.
2. Barry Render, Ralph M. Stair, Jr., Michael E. Hanna “Quantitative Analysis for Management”, Pearson Education, 2017.
3. J. K.Sharma, “Business Statistics - Problems and Solutions” Pearson, 2011.
4. S. D. Sharma, “Operations Research”, Kedar Nath Ram Nath and Co., 2010
5. Kanthi Swarup, Gupta Pk, Man Mohan, Sultan Chand and Sons, 2014.
6. Gupta Prem Kumar, Operations Research, S Chand, 7th ed., 2014.

19MB O113**OPERATIONS MANAGEMENT**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation:	
Mid Session Examination	20 Marks
Case Study/Assignment/Book Review/ Group Activity/Class Participation	10 Marks
Credits	4

Course Objectives: The Objectives of this Course are:

1. To provide an understanding on the Process Planning, Design, Process Layout, Types of Production systems and to comprehend the different ways of measuring Productivity.
2. To develop Skills necessary to understand Work study and know the Techniques to Manage Inventory.
3. To provide knowledge on managing Quality and ways Total Quality Management facilitates Organizational effectiveness.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Apply knowledge of basic Concepts of Operations Management for developing processes and improving Operational Performance.
2. Apply Scheduling and Sequencing techniques to minimize total Elapsed Time.
3. Identify key activities and develop methods of doing a Work or Job and set Standard Time to finish the same.
4. Apply Quantitative techniques to manage Materials or Inventory
5. Gain knowledge on Total Quality Management and to effectively implement the conventional Quality techniques in an Organisation.

Unit-I Introduction

Introduction to Operations Management - The Historical evolution of Operations Management - Scope of Operations Management - Interface between the Operation Systems and Systems of other Functional areas. Process Planning and Process Design, Ergonomic Considerations, Production Planning and Control: Basic functions of Production Planning and Control, Production Cycle. Types of Production Systems - Project, Job Shop, Assembly, Batch and Continuous flow. Productivity- Measuring Productivity - Ways of improving Productivity. Recent Trends in Operations.

Unit-II Scheduling and Control of Production Operations

Aggregate Planning, Master Production Schedule (MPS), Operations Scheduling, Product Sequencing: Sequencing of Products in Multi- Product Multi - Stage

situations by using Johnson Rule and CDS method. Capacity Planning - Determinants of Plant Capacity, Capacity Planning Strategies and Line Balancing. Plant Location and Layout: Factors influencing Location, Different types of Layouts. Maintenance Management: Objectives, Preventive and Breakdown Maintenance, Failure Concept, Reliability, Replacement Policies. Information System for Maintenance Management.

Unit-III Work Study

Work Study - Method Study and Work Measurement - Objectives of Work Study - Relationship of Time and Motion Study to Work Study - Basic Work Study procedure - Various techniques in Method Study for identifying the most appropriate method. Work measurement - its uses and different methods, computation of allowance and Standard Time.

Unit-IV Materials and Inventory Management

Objectives of Materials Management - Materials Requirement Planning [MRP-I], Manufacturing Resource Planning [MRP-II] - Sources of Supply of Materials - Selection, Evaluation and Performance of Suppliers. Vendor Rating, Make or Buy decisions. Value Analysis: Aims, Procedure, Advantages and Application areas. Inventory Control - Need for Inventory, EOQ Model, and Economic Production Quantity Model.

Unit-V Quality Management

Quality - Need for Quality, Quality Gurus, Quality Awards, Bureau of Indian Standards, International Organization for Standardization. Quality Dimensions - Product and Service. Concept of TQM, Evolution of TQM - TQM Framework - Conventional vs. Total Quality Management. Quality Costs.

Essential Readings:

1. Stevenson J. William, "Operations Management", 11th Ed., Tata McGraw-Hill, 2012.
2. Panneerselvam K, "Production and Operations Management", 3rd Ed., Prentice Hall India Learning Private Limited, 2012.
3. Dale H. Besterfield, Carol Besterfield - Michna, Glen H Besterfield and Mary Besterfield - Sacre, "Total Quality Management", 3rd Ed., PHI, 2006.
4. Robert S. Russel, Bernard W III Taylor, "Operations Management", 7th Ed., Hoboken, Wiley, 2011.
5. Lee J., Krajewski, "Operations Management", 9th Edition, PHI, 2009.
6. Everett. Adam, Jr. and Ronald J. Elbert, "Production and Operations Management Concepts", 5th Ed, Prentice-Hall, 2006.

19MB O114**BUSINESS ANALYTICS**

Instruction	3 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation:	
Mid Session Examination	20 Marks
Case Study/Assignment/Book Review/ Group Activity/Class Participation	10 Marks
Credits	3

Course Objectives: The Objectives of this Course are:

1. To provide in-depth knowledge of handling Data and Business Analytics tools that can be used for Decision-making in an Organization.
2. To familiarize Students on Data Warehousing Concepts, Data Mining Techniques and understand relationships between the underlying Business Processes of an Organization.
3. To provide knowledge on Prescriptive Analytics and its Models and to understand the various applications of Business Analytics on different Domains.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Have a clear idea about the basic Concepts of Business Analytics in an Organization.
2. Analyze the role of Business Analytics in Decision Making.
3. Gaining knowledge on Data Warehousing and Data Mining Concepts.
4. Distinguish between Descriptive, Predictive and Prescriptive Analytics.
5. Understand the usefulness of Business Analytics in various Functional areas of an Organization.

Unit-I Introduction

Introduction to Analytics, Data Science, Big Data. Applications of Analytics in different Domains. Business Analytics - Challenges from Outside and Within, BASP (Business Analytics Success Pillars) framework, Analyst's Role in the BA Model - Three Requirements the Analyst Must Meet.

Unit-II Descriptive Analytics

Data Warehousing - Introduction, Characteristics, Data Marts, Meta Data, Data Warehouse Architecture, Data Extraction, Transformation and Load Processes in a Data Warehouse Business Reporting and Business Performance Measurement and Visual Analytics.

Unit-III Predictive Analytics

Data Mining - Introduction, Characteristics, and Data Mining Process. Text Mining - Introduction, Text Analytics, Applications and Sentiment Analytics and Applications. Web Mining - Introduction, Web Analytics.

Unit-IV Prescriptive Analytics

Prescriptive Analytics - Introduction, Prescriptive Models - Simulation, Heuristic, Automated Decision Systems and Expert Systems, Knowledge Management.

Unit-V Future of Big Data

Big Data: Definition. Big Data Technologies - Hadoop, R, Python, Machine Learning and Artificial Intelligence. Data Scientist, Applications of Analytics in different Domains. Fundamentals of Marketing Analytics, Finance Analytics, HR - Analytics and Supply Chain Analytics.

Essential Readings:

1. Ramesh Sharada, Dursun Delen, Efraim Turban, "Business Intelligence and Analytics", 10th Ed., Pearson, 2014.
2. Jean Paul Isson, Jesse S.Harriot, "Win with Advanced Business Analytics" 1st Ed., Wiley, 2012.
3. Gert H.N. Laursen, Jesper Thorlund, "Business Analytics for Managers" John Wiley and Sons, Inc.2010.
4. R N Prasad, Seema Acharya, "Fundamentals of Business Analytics", Wiley, 2011.
5. Sahil Raj, "Business Analytics", Cengage Learning, 2015.
6. U.Dinesh Kumar, "Business Analytics", Wiley, 2017.

19MB C115**LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

Instruction	3 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation:	
Mid Session Examination	20 Marks
Case Study/Assignment/Book Review/ Group Activity/Class Participation	10 Marks
Credits	3

Course Objectives: The Objectives of the Course are:

1. To facilitate the Students to plan a Career in Business to get benefited from a clear understanding of the field of Logistics and Supply Chain Management.
2. To focus on the role of Logistics in the success of Supply Chain of an Organization.
3. To elucidate how Warehousing and Transportation contribute for the success of any Supply Chain, also to expound the role of other Functional areas for an effective Supply Chain.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Equip with the Concepts of Supply Chain Management to set their Business successfully.
2. Learn the Strategic importance of good Supply Chain Design, Planning and Operation and also able to understand how Supply Chain can be a Competitive Advantage of a Firm.
3. Understand how to manage the Logistics for the success of an Organization.
4. Relate the importance of managing Warehousing and Transportation in a good Supply Chain. Also to make Strategic Decision through Alliances, Collaborations and Benchmarking practices.
5. Integrate various Functional areas in order to have an effective Supply Chain.

Unit-I Introduction

Introduction to Supply Chain Management (SCM) - Concept, Evolution, Objectives, Importance and Function of SCM, Conceptual Framework of SCM, Process view of Supply Chain, Supply Chain Strategies, Drivers and Metrics of Supply Chain. Strategic Fit, Achieving Strategic Fit and Obstacles.

Unit-II Logistics Management

Logistics Management, Inbound, Internal and Outbound Logistics in SCM, Logistics Organization, Development of Integrated Logistics Strategy, 3PL, 4PL, Reverse Logistics. Role and Importance of Inventory in SC, JIT, VMI, Outsourcing. SEZ in India, Dry Ports in India, Custom House Agent (CHA) ICDS.

Unit-III Transportation and Warehousing

Transportation in Supply Chain, Transportation Formats, Modes of Transportation, Transportation Performance factors, Modes of Transport, Fleet Management, Multi model transport, Containerization, Vehicle Scheduling and Routing, Milk run and Cross docking. Warehousing- Types of Warehouses, Warehousing Operations, Warehouse Management systems, RFID/CRM.

Unit-IV Strategic Issues in Supply Chain

Strategic Partnerships, Alliances and Collaborative advantage, Strategic relationships in-logistics, Bullwhip effect, Benchmarking - Issues and Problems, Types, Methods, Process, Lean Manufacturing, Agile Manufacturing. Laws related to Transport in India.

Unit-V Supply Chain Interface

SC Network Design, Distribution Network in Supply Chain, Factors influencing Design, Models in Distribution Network, Supply Chain Integration - Internal and External, Role of IT and HR in SCM, Retailing and SCM, Green Supply Chain Management

Essential Readings:

1. Chandrasekaran. N, "Supply Chain Management Process, System and Practice", Oxford, second Impression, 2012.
2. B. Rajashekar and G.V.R.K. Acharyulu, "Logistics and Supply chain Management", Excel Books, 2009.
3. K. Shridhara Bhat, "Logistics and Supply Chain Management", 1st Ed. Himalaya Publishing House, 2016.
4. Sunil Chopra, Peter Meindl and D.V.Karla, "Supply Chain Management, Strategy, Planning and Operations", 5th Ed., Pearson, 2013.
5. Shah, J, "Supply Chain Management, Text and Cases", 2nd Ed., Pearson, 2011.
6. Crandall, Richard E and others, "Principles of Supply Chain Management", CRC Press, 2010.

19MB O104**E-BUSINESS**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation:	
Mid Sessional Examination	20 Marks
Case Study/Assignment/Book Review/ Group Activity/Class Participation	10 Marks
Credits	4

Course Objectives: The Objectives of the Course are:

1. To provide the basics of Electronic Commerce and understand Mobile Commerce Market.
2. To educate on the Current and emerging Business Models.
3. To focus on the need for security in e-commerce and to know various types of e-services.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Gain a Comprehensive understanding of the E-Commerce landscape and Mobile Commerce.
2. Gain an understanding on how innovative use of the E-Commerce can help developing Competitive Advantage.
3. Develop an understanding on the various types of Online Payment Systems.
4. Understand the Concepts of e-business Payments and Security.
5. Gain knowledge on types of e-services and to discuss Legal issues.

Unit I Introduction

Electronic Commerce and Physical Commerce, The Digital phenomenon, Different types of e-commerce Electronic Commerce Framework, Advantage and Disadvantages of e-commerce, Growth of the Internet, Emergence of the World Wide Web, Transition to e-commerce in India, e-commerce Opportunities for Industries. Mobile Commerce - Overview of the Market and Leveraging Applications.

Unit II Consumer and Business-Oriented e-commerce

Consumer-Oriented e-commerce: Traditional retailing, e-retailing, benefits and features of e-retailing, Key success factors, Models of e-retailing. Developing

a Consumer-oriented e-commerce system: The emergent Business Model as the basis of e-commerce system development. Process-oriented e-commerce Development approach. Steps in the Development methodology. The PASS Model. Business-oriented e-commerce - Features of B2B e-commerce, Business Models.

Unit III Electronic Payment Systems

Introduction to Payment Systems, Electronic Cash: Blind signature, Payment by e-cash over the Internet. Smart Cards and Electronic Payment Systems, e-check: Deposit-and-Clear, Cash-and-Transfer, Lockbox, Direct fund transfer. Risks associated in Electronic Payment Systems. Designing electronic Payment systems.

Unit IV Network Security and Firewalls

Client-Server Network Security, Emerging Client-server Security threats, Firewalls and Network Security, Data and Message security, Encrypted documents and Electronic mail. Digital Signatures, Security Protocols for Web Commerce.

Unit V E-Services and Legal and Privacy Issues

Categories of E-services, Web-enabled services, E-banking, E-stock trading, E-investing, E-education. Match making services: Travel services, E-employment, E-jobs. Information selling on the Web, E-entertainment. Auctions and other specialized services: C2C auction sites and B2B auctions.

Legal, Ethics and Privacy issues- Protection needs and methodology- Consumer protection, Cyber laws, Contracts and Warranties, Taxation and Encryption policies.

Essential Readings:

1. Henry Chan, Raymond Lee, Tharam Dillon, Elizabeth Chang, "E-Commerce: Fundamentals and Applications", Wiley; 1st edition 2007.
2. Ravi Kalakota, Andrew B. Whinston, "Frontiers of Electronic Commerce", Pearson, 2011.
3. P.T. Joseph, S.J. "E-Commerce: An Indian Perspective", PHI Learning, 5th edition, 2015.
4. Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-business and e-commerce for managers, Pearson, 2011.
5. Bharat Bhasker, Electronic Commerce - Framework, Technologies and Applications, 4th edition McGraw Hill Education, 2017.
6. Sanjay Mohapatra, "E-Commerce Strategy- Text and Cases", 1st edition, Springer US, 2013.

19MB O105**BANKING MANAGEMENT**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation:	
Mid Session Examination	20 Marks
Case Study/Assignment/Book Review/ Group Activity/Class Participation	10 Marks
Credits	4

Course Objectives: The Objectives of the Course are:

1. To provide Conceptual and Practical understanding of Banking Industry and Monetary Policy implications.
2. To make Students proficient in Management of various Lending functions and educate them in Credit Delivery and Monitoring and Managing.
3. To equip the Students with latest trends, Regulations and Innovations in Banking arena.

Course Outcomes: After Completion of the Course, Student will be able to:

1. Understand Banking system and get insight on overview of Banking.
2. Enrich Knowledge on Banks Monetary Policy - Implication and analyze Financial Statements.
3. Develop a clear understanding and knowledge about the Lending functions of Banks.
4. Understand the importance of Credit Delivery and monitoring as well as how a Bank manages Credit Risk.
5. Comprehend on Banking Regulatory framework increase learning on new Innovations in Banking Products and Services.

Unit -I Introduction

Banking: Evolution of Banking in India – Origin, Nationalization, Reforms of Banking sector. Types of Banking: Universal Banking, Wholesale Banking, Private Banking, Retail Banking; Role of Banks in the development of Economy, RBI: Origin and Growth – Functions. Monetary Policy: Central Bank tools to regulate Money Supply- Policy rates, Monetary Ratios, Application of Monetary policy tools in India. Banks Financial statements: Basic Concepts - Bank Liabilities, Assets and Income statement. Analysing Banks Financial Statements, CAMELS, Ratings, Key Performance indicators.

Unit -II Sources and Uses of Bank Funds

Sources of Bank Funds, Deposits, Deposit Insurance in India, Pricing, Deposit Services, Need, Approaches to Deposit Pricing, Bank Liabilities - Non Deposit

sources. Features of Bank Credit, Types of lending, Steps in assessment of Credit Worthiness of a Prospective borrower, Credit process and Financial appraisal for Credit Decisions, Different types of Loans and their features, Loan Pricing- The Basic Model, Pricing Fixed and Floating Rate Loans, Hedging, Matched funding, and Price leadership model, Cost-Benefit Loan Pricing, Customer Profitability Analysis.

Unit - III Credit Delivery and Monitoring

Modes of Credit Delivery - Cash Credit, Working Capital Demand Loan, Overdrafts, Bills finance and Pricing of Loans. Legal aspects of Lending - Secured and Unsecured Loans and Types of Securities. Credit Monitoring - Need for Credit Review, Triggers of Financial Distress - Models of Financial Distress - The Altman's Z score and other Models. Rehabilitation Process.

Unit - IV Managing Credit Risk

Basic Concepts - Expected and Unexpected Loss, Elements of Credit Risk, Credit Risk of Portfolio. Credit Risk Models - Basic Model and Modelling Credit Risk. Managing Credit Risk-Estimating PD, EAD and LGD, Need for the Credit Risk Models - Best Practice Industry Model Credit Migration Approaches- Credit Migration Approach used by Credit Metrics, Calculation of Portfolio Risk and Credit Migration Approach Used by Credit Portfolio View. Option pricing Approach - KMV Model.

Unit - V Regulation and Innovations in Banking System

Regulation of Bank Capital: Need to regulate, Concept of Economic Capital, Regulatory Capital, Basel Accords I, II and III - Implementation, Criticism. NPA's:- Gross and Net concept of NPA's, Causes, Implications and Recovery of NPA's. Banking Innovations: Need, Core Banking solutions, Retail Banking- Products and Services - Nature, Scope, Future and Strategies, Plastic Money and E-Money, National Electronic Funds Transfer, RTGS, ATM, Mobile Phone Banking, Net Banking and Security Issues in E-Banking. Cyber Security and Frauds. Mergers and Acquisitions in Banks.

Essential Readings:

1. Padmalatha Suresh and Justin Paul, "Management of Banking and Financial Services", 3rd Edition, Pearson Education, 2016.
2. Peter. S. Rose and Sylvia. C. Hudgins, "Bank Management and Financial Services", 8th Edition, Tata McGraw Hill, 2014.
3. K. Sriharsha Reddy and R.Nageswar Rao, "Banking and Insurance, 1st Edition, Paramount Publishing House, 2013.
4. Vasant Desai, "Banks and Institutional Management", 2nd Edition, Himalaya Publishing House, 2010.
5. "Bank Financial Management", IIBF, Macmillan 2010.
6. Vijayaragavan Iyengar, "Introduction to Banking", Excel Books, 2009.

19MB O106**CUSTOMER RELATIONSHIP MANAGEMENT**

Instruction	4 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	20 Marks
Case Study/Assignment/Book Review/ Group Activity/Class Participation	10 Marks
Credits	4

Course Objectives: The Objectives of this Course are:

1. To understand the Concepts and Principles of CRM and its Changing role.
2. To educate Students on the Strategic, Operational and Analytical Customer Relationship Management.
3. To enable Students to understand how to manage Customer Relationship.

Course Outcomes: After Completion of the Course, the Students will be able to:

1. Analyze the Relationship theory from the perspective of the Customer and the Organization.
2. Develop and evaluate Strategic CRM decisions.
3. Formulate Operational CRM Decisions.
4. Develop and Assess Analytical CRM Decisions.
5. Evaluate CRM Implementation Strategies.

Unit-I Introduction

Definition, CRM Constituencies, Commercial and not-for-profit contexts of CRM, Models of CRM, Understanding Relationships – Relationship, Relationship quality, Relationships with Customers and Suppliers, Customer Lifetime value, Customers Satisfaction, Loyalty and Business Performance, Relationship Management Theories, Managing the Customer Lifecycle - Customer Acquisition, Managing the Customer Lifecycle- Customer Retention and Development.

Unit-II Strategic CRM

Customer Portfolio Management (CPM) - Portfolio, Customer, Basic Disciplines of CPM, CRM in the Business-to-Business context, Customer Portfolio Models, Additional Customer Portfolio Management Tools, Strategically significant Customers, Seven Core Customer Management Strategies. Delivering Customer Experienced Value - Understanding Value, Customers Experience Value, Modelling

Customer - Perceived Value, Sources of Customer Value, Customization, Value through Marketing Mix. Managing Customer Experience - Concepts, Customer Experience Management vs. Customer Relationship Management.

Unit-III Operational CRM

Sales Force Automation (SFA) - Meaning, SFA eco-system, SFA adoption, SFA and Sales Performance. Marketing Automation - Benefits. Service Automation - Customer Service, Modelling Service Quality, Customer Service Excellence certification, Service Automation, benefits from Service Automation.

Unit-IV Analytical CRM

Developing and Managing Customer related databases - Corporate Customer - Related data, Structured and Unstructured Data, Customer - Related Database, Data Integration, Data Warehousing, Data Marts, Knowledge Management. Using Customer - Related Data - Analytics for CRM Strategy and Tactics, Analytics throughout the Customer Lifecycle, Analytics for Structured and Unstructured data, Big Data Analytics, Analytics for Structured Data.

Unit-V CRM Implementation

Develop the CRM Strategy, Build CRM Project foundations, Needs Specification and Partner selection, Project Implementation, Performance Evaluation.

Essential Readings:

1. Francis Buttle and Stan Maklan, "CRM: Concepts and Technologies", 3rd Ed., Routledge, 2015.
2. Alok Kumar Rai, "Customer Relationship Management: Concepts and Cases", 2nd Ed., PHI, 2013.
3. Jagdish N. Sheth, Atul Parvatiyar and G.Shainesh, "Customer Relationship Management", "Emerging Concepts, Tools and Application", 1st Ed., Tata Mc Graw Hill, 2017 .
4. Dilip Soman and Sara N- Marandi, "Managing Customer Value: One Stage at a Time" 1st Edition, World Scientific Publishing, 2009.
5. Ken Burnett, "The Handbook of Key "Customer Relationship Management", Pearson Education, 2005.
6. Mukesh Chaturvedi, AbinavChaturvedi, "Customer Relationship Management - An Indian Perspective", 2nd Edition, Excel Books, 2008.

19MB SD101**PERSONALITY DEVELOPMENT**

Instruction	2 Hour per week
Duration of Semester End Examination	2 Hours
Semester End Examination	35 Marks
Continuous Internal Evaluation	15 Marks
Credits	1

Course Objectives: The Objectives of this Course are:

1. To develop Inter-Personal Skills and be an effective Goal-oriented team player.
2. To develop Professionals with Idealistic, Practical and Moral Values along with Communication and Problem Solving Skills.
3. To re-engineer attitude and understand its influence on behavior.

Course Outcomes: After Completion of the Course, the Students will be able to:

1. Enhance Holistic development and improve their Employability Skills.
2. Conduct themselves in a Professional manner while interacting with the people.
3. Balance Emotions to get Success.
4. Work under Stress and in tough Business Environments.
5. Measure individuals' Mental Capabilities and Behavioural style.

Exercise-1 Self Analysis and Creativity

SWOT Analysis, Who am I, Attributes, Importance of Self Confidence, Self Esteem.

Out of box thinking, Lateral Thinking.

Exercise-2 Attitude and Habits

Factors influencing Attitude, Challenges and Lessons from Attitude, Etiquette. Forming Good Habits, Grooming Men and Grooming Women.

Exercise-3 Motivation and Attitude Building

Factors of Motivation, Self talk, Intrinsic and Extrinsic Motivators.

Emotional, Informational, Behavioral factors that determine our Attitude, Types of Attitude, Steps for building Positive Attitude, Assertiveness, Factors of Motivation, Self-talk, Intrinsic and Extrinsic Motivators.

Exercise-4 Goal Setting

Wish List, SMART Goals, Blue print for Success, Short Term, Long Term, Life Time Goals. Time Management. Value of Time, Diagnosing Time Management, Weekly Planner to do list, Prioritizing work. Extempore.

Exercise-5 Psychometric Analysis

Types, How to measure, Preparation

Essential Readings:

1. OG Mandino, University of Success, A Bantam Book I August 1982.
2. Napoleon Hill, "Law of Success" Tribeca Books, 1928 and 2018.
3. Carnegie Dale, "How to Win Friends and Influence People", New York: Simon and Schuster, 1998.
4. Stephen R. Covey "The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change", 25th Edition, Turtleback books, 2013.
5. Thomas A Harris, "I am ok, You are ok", New York-Harper and Row, 1972.
6. Napoleon Hill, Think and Grow Rich: The Original, Official Publication of The Napoleon Hill Foundation.