



MASTER OF BUSINESS ADMINISTRATION
(For the batches admitted from the academic year 2021-22)

Vision

- To be a centre of learning in management education with social commitment.

Mission

- Impart quality teaching - learning practices in management education.
- Involve the faculty and students in acquiring current developments.
- Inculcate innovative ideas and implement research activities in management discipline with social commitment.

Institutional Objectives

- To create a conducive and competitive environment for students through curricular and extra-curricular activities.
- Promote the culture of research among the faculty.
- To promote synergetic alliances with premier Institutions, Industry, CSIR laboratories and various Government organizations for Collaborative Research Projects.
- To promote economic and social enrichment of the society through Skill Development programmes, Entrepreneurship, and extension activities.
- To introduce demand driven new UG & PG academic programmes.
- To ensure a high degree of quality in terms of providing infrastructure, research ambience, faculty and staff development.

Core Values

- **Thirst for Quality Education:** The stake holders of the institute particularly management, employees and students of the institution have a consistent thirst for quality improvement of the processes and services in the institution.
- **Lifelong Learning:** In the fast-changing technological world, acquiring a special skill at one point of time will not be enough for ever long survival. Hence to flourish in the work place and to bring in innovations in the ways of doing, employee, student as well as alumni must be continuous learners and tech savvy.



- **Diversity and Participation:** PBRVITS promotes the involvement of faculty, staff and students from all social, economic, ethics, cultural and religious backgrounds to get the synergy of combining the diversified agents. The focus is on involving students to exhibit their talent in various curricular and co-curricular activities and strengthening alumni link to share their experiences to the students.
- **Academic Integrity and Accountability:** Management induces accountability in the employees for the career of the students and the academic leadership establishes a mentoring mechanism for realization of responsibilities of students towards their parents and in turn to the society.

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(For the batches admitted from the academic year 2021-22)

Semester I (First Year)

S. No	Category	Course Code	Course Title	Hours per Week			Credits	CIE	Sem End Exam	Total Marks
				L	T	P/D				
1	PC	21E000401	Management & Organizational Behavior	4	-	-	4	40	60	100
2	PC	21E000402	Business Environment & Law	4	-	-	4	40	60	100
3	PC	21E000403	Managerial Economics	4	-	-	4	40	60	100
4	PC	21E000404	Financial Accounting for Managers	4	-	-	4	40	60	100
5	PC	21E000405	Statistics for Managers	4	-	-	4	40	60	100
6	PC	21E000406	Business Communication	2	-	-	2	40	60	100
7	PC	21E000407	Information Technology for Managers	2	-	-	2	40	60	100
8	PC	21E000408	Business Communication Lab	-	-	3	2	40	60	100
9	PC	21E000409	Information Technology for Managers Lab	-	-	3	2	40	60	100
Total							28	360	540	900



Semester II (First Year)

S. No	Category	Course Code	Course Title	Hours per Week			Credits	CIE	Sem End Exam	Total Marks
				L	T	P/D				
1	PC	21E000410	Human Resource Management	4	-	-	4	40	60	100
2	PC	21E000411	Marketing Management	4	-	-	4	40	60	100
3	PC	21E000412	Business Research Methods	4	-	-	4	40	60	100
4	PC	21E000413	Financial Management	4	-	-	4	40	60	100
5	PC	21E000414	Operations Research	4	-	-	4	40	60	100
6	PC	21E000415	Operations Management	4	-	-	4	40	60	100
7	PC	21E000416	Management Information Systems	2	-	-	2	40	60	100
8	PC	21E000417	Management Information Systems Lab	-	-	3	2	40	60	100
9	PC	21E000418	Communication Lab	-	-	3	2	40	60	100
Total							30	360	540	900



Semester III (Second Year)

S. No	Category	Course Code	Course Title	Hours per Week			Credits	CIE	Sem End Exam	Total Marks
				L	T	P/D				
1	PC	21E000419	Business Ethics & Corporate Governance	4	-	-	4	40	60	100
2	PC	21E000420	Strategic Management	4	-	-	4	40	60	100
3	PC	21E000421	Entrepreneurship Development	4	-	-	4	40	60	100
4	PE-I	21E000501	Cost and Management Accounting	4	-	-	4	40	60	100
		21E000502	Product and Brand Management							
		21E000503	Human Resource Development							
		21E000504	Mobile Commerce							
5	PE-II	21E000505	Financial Institutions, Markets and Services	4	-	-	4	40	60	100
		21E000506	Consumer Behavior							
		21E000507	Labor laws and Legislation							
		21E000508	Supply Chain Management							
6	PE-III	21E000509	Investment and Portfolio Management	4	-	-	4	40	60	100
		21E000510	Sales and Distribution Management							
		21E000511	Training And Development							
		21E000512	Enterprise Resource Planning							
7	PE-IV	21E000513	Auditing and Taxation	4	-	-	4	40	60	100
		21E000514	Advertising and Sales Promotion Management							
		21E000515	Performance Management							
		21E000516	Data warehousing and Mining							
8	PC	21E000422	Business Simulation Lab	-	-	3	2	40	60	100
9	PC	21E000423	Human Values and Professional Ethics	-	-	-	-	-	-	-
Total							30	320	480	800



Semester IV (Second Year)

S. No	Category	Course Code	Course Title	Hours per Week			Credits	CIE	Sem End Exam	Total Marks
				L	T	P/D				
1	PC	21E000424	International Business Management	4	-	-	4	40	60	100
2	PC	21E000425	E-Business	4	-	-	4	40	60	100
3	PE-V	21E000517	Financial Derivatives	4	-	-	4	40	60	100
		21E000518	Services Marketing							
		21E000519	Organization Development							
		21E000520	Data Communication and Network Analysis							
4	PE-VI	21E000521	International Financial Management	4	-	-	4	40	60	100
		21E000522	International Marketing							
		21E000523	Global Human Resource Management							
		21E000524	Corporate Information Management							
5	PC	21E000426	Seminar (Contemporary Issues on Business)		-	3	2	50	-	50
6	PC	21E000427	Project Work			12	10	80	120	200
Total							28	290	360	650

TOTAL CREDITS: 116



Course Code	MANAGEMENT & ORGANIZATIONAL BEHAVIOR	L	T	P	C
21E000401		4	0	0	4
Pre-requisite	NIL	Semester	I		

COURSE OBJECTIVES:

- To give a basic perspective of Management theories and Practices. This will form foundation to study other functional areas of management and to provide the students with the conceptual framework and the theories underlying Organisational Behaviour.

UNIT- I (12 Hrs)

Role of Management – Concept – Significance – Functions – Principles of Management - Patterns of Management: Scientific – Behavioural – Systems – Contingency.

UNIT- II (12 Hrs)

Decision Making & Controlling – Process – Techniques. Planning – Process – Problems - Making It Effective. Controlling - System of Controlling – Controlling Techniques – Making Controlling Effective

UNIT- III (12 Hrs)

Individual Behaviour & Motivation –Understanding Individual Behaviour – Perception – Learning – Personality Types – Johari window- Transactional Analysis- Motivation– Concept of Motivation - Motivational Theories of Maslow, Herzberg, David Mc Clelland, and Porter and Lawler

UNIT- IV (12 Hrs)

Group Behavior & Leadership: Benefits of Groups – Types of Groups – Group Formation and Development. Leadership and Organizational Culture and Climate: Leadership – Traits Theory – Managerial Grid – Transactional Vs Transformational Leadership – Qualities of good leader- Women Leadership in India.

UNIT- V (12 Hrs)

Organisational Behaviour–Organizing Process – Departmentation Types – Making Organizing Effective –Organisational culture- Types of culture – Organisational Culture Vs Organisational climate - Conflict management -Change Management.



TEXT BOOKS:

1. “Organisational Behaviour”, Stephen P. Robbins, Pearson Education
2. “Management and Organisational Behaviour”, Subbarao P, Himalaya Publishing House
3. “Principles of Management”, Koonz, Wehrich and Aryasri, Tata McGraw Hill.

REFERENCE BOOKS:

1. “Organisational Behaviour”, S.S.Khanka, S.Chand
2. “Organisational Behaviour”, Mishra.M. N, Vikas
3. “Management and Organisational behavior”, Pierce Gordner, Cengage.
4. “Behaviour in Organizations”, Hiriyappa.B., New Age Publications
5. “Organisational Behaviour”, Sarma, Jaico Publications.
6. “Principles of Management”, Murugesan, Laxmi Publications



Course Code	BUSINESS ENVIRONMENT AND LAW	L	T	P	C
21E000402		4	0	0	4
Pre-requisite	NIL	Semester	I		

COURSE OBJECTIVES:

- The objective of the course is to provide the student with a background of various environment factors that have major repercussions on business and sharpen their mind to watch and update the changes that occur constantly in this sphere.

UNIT- I (12 Hrs)

Introduction to Business Environment: - Meaning, Components of Business Environment. - Industrial policy of 1991, Liberalization, Privatization and Globalization.

UNIT- II (12 Hrs)

Monetary, Fiscal and Trade Policy: Monetary & Fiscal Policy –, EXIM Policy, Role of EXIM Bank. Balance of Payments: **WTO:** Role and functions of WTO in promoting world trade – TRIPS, TRIMS and GATS, - Dumping and Anti-dumping measures.

UNIT- III (12 Hrs)

Law-Definition -Need, classification and sources of Business Law, Law of Contract -1872 (Part-I): Nature of Contract and essential elements of a valid Contract, Offer and Acceptance. Law of Contract – 1872 (part-II): Consideration, Capacity to Contract and free consent, Legality of the object.

UNIT- IV (12 Hrs)

Companies Act, 1956 (Part-I): Kinds of Companies, Formulation of Companies, Incorporation, Company Documents. **Company Act, 1956 (Part-II):** Company Management, Directors, Company meetings, Resolutions, Auditors, Modes of Winding-up of a company.

UNIT- V (12 Hrs)

Information Technology Act, 2000: Scope and Application of IT Act, 2000-Digital signature e-governance, penalties and adjudication, cyber regulations appellate, tribunals, duties of subscribers- Right to Information Act, 2005 –GST Act 2017.



TEXT BOOKS:

1. “Essentials of Business Environment”, K.Aswathappa, Himalaya publishers.
2. “Mercantile Law”, N.D.Kapoor, Sultan Chand & Sons.
3. “Mechantile Law”, Garg, Sareen, Sharma, Chawla, Kalyani publishers.

REFERENCE BOOKS:

1. “Indian Economy”, Dutt and Sundaram, S. Chand, New Delhi.
2. “Business Environment – Text and Cases”, Justin Paul, TMH.
3. “Indian Economy”, Misra and Puri, Himalaya.
4. “Business Environment”, Suresh Bedi, Excel.
5. “Mercantile Law”, S.S. Gulshan, 3/e, Excel Books,
6. “Legal Aspects of Business”, Ravinder Kumar, Cengage.
7. “A Manual of Business Laws”, S.N.Maheshwari & Maheshwari, Himalaya.
8. “Business law for management”, K.R.Bulchandani-Himalaya Publishing.
9. “Business law”, R.S. N Pillai, Bhagavathi, S.Chand



Course Code	MANAGERIAL ECONOMICS	L	T	P	C
21E000403		4	0	0	4
Pre-requisite	NIL	Semester	I		

COURSE OBJECTIVES:

- Objective of this course is to understand the relevance of economics in business management. This will enable the students to study functional areas of management such as Marketing, Production and Costing from a broader perspective.

UNIT- I (12 Hrs)

Introduction to Managerial Economics: Definition, Nature and Scope, Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations research - The role of managerial economist. Objectives of the firm: Managerial theories of firm, Behavioural theories of firm, optimization techniques, New management tools of optimization.

UNIT- II (12 Hrs)

Theory of Demand: Demand Analysis – Law of Demand - Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques.

UNIT- III (12 Hrs)

Production Analysis: Production function, Isoquants and Isocosts, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Returns to Factors, Economies of scale- Cost concepts - cost-output relationship in the short run and long run, Average cost curves - Break Even Analysis.

UNIT- IV (12 Hrs)

Market Structure and Pricing practices: Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly. Pricing philosophy – Pricing methods in practice: Price discrimination, product line pricing. Pricing strategies: skimming pricing, penetration pricing, Loss Leader pricing. Pricing of multiple products.

UNIT- V (12 Hrs)

Inflation and Business Cycles: -Definition and meaning-characteristics of Inflation- types of inflation - effects of inflation- Anti-Inflationary methods - Definition and characteristics of business cycles-phases of business cycle - steps to avoid business cycle



TEXT BOOKS:

1. “Managerial Economics -Analysis”, Problems, Cases, Mehta, P.L., Sultan Chand & Sons.
2. “Managerial Economics”, Gupta, TMH

REFERENCE BOOKS:

1. “Managerial Economics”, D.N.Dwivedi, Eighth Edition, Vikas Publications
2. “Managerial Economics”, Pearson Education, James L.Pappas and Engene F.Brigham
3. “Managerial Economics”, Suma Damodaran, Oxford.
4. “Macro Economics”, MN Jhingan-Oxford
5. “Managerial Economics”, Dr.DM.Mithani-Himalaya Publishers
6. “Managerial Economics”, Dr.H.L Ahuja-S.Chand and Com pvt ltd, NewDelhi
7. “Managerial Economics”, Dominick Salvatore, Ravikesh Srivastava- Oxford University press.
8. “Managerial Economics”, Hirschey- Cengage Learning



Course Code	FINANCIAL ACCOUNTING FOR MANAGERS		L	T	P	C
21E000404			4	0	0	4
Pre-requisite	NIL	Semester	I			

COURSE OBJECTIVES:

- The Objective of the course is to provide the basic knowledge of book keeping and accounting and enable the students to understand the Financial Statements and make analysis financial accounts of a company.

***Standard discounting and statistical tables to be allowed in the examinations.**

UNIT- I (12 Hrs)

Introduction to Accounting: Definition, Importance, Objectives, uses of accounting and book keeping Vs Accounting, Single entry and Double entry systems, classification of accounts – rules of debit & credit, Accounting principles- concepts & conventions.

UNIT- II (12 Hrs)

The Accounting Process: Overview, Books of Original Record; Journal and Subsidiary books, ledger, Trial Balance, Final accounts: Trading accounts- Profit & loss accounts- Balance sheets with adjustments.

UNIT- III (12 Hrs)

Valuation of Assets: Introduction to Depreciation- Methods (Simple problems from Straight line method, Diminishing balance method and Annuity method). Inventory Valuation: Methods of inventory valuation (Simple problems from LIFO, FIFO, Valuation of goodwill - Methods of valuation of goodwill.

UNIT- IV (12 Hrs)

Financial Analysis -I Analysis and interpretation of financial statements from investor and company point of view, Liquidity, leverage, solvency and profitability ratios – Du Pont Chart -A Case study on Ratio Analysis.

UNIT- V (12 Hrs)

Financial Analysis-II: Objectives of fund flow statement - Steps in preparation of fund flow statement, Objectives of Cash flow statement- Preparation of Cash flow statement - Funds flow statement Vs Cash flow statement.



TEXT BOOKS:

1. “Financial Accounting”, Dr.S.N. Maheshwari and Dr.S.K. Maheshwari, Vikas Publishing House Pvt. Ltd.,
2. “Accountancy”, M P Gupta & Agarwal , S.Chand

REFERENCE BOOKS:

1. “Financial Accounting”, P.C.Tulisan, S.Chand
2. “Financial Accounting for Business Managers”, Asish K. Bhattacharyya, PHI
3. “Financial Accounting Management An Analytical Perspective”, Ambrish Gupta, Pearson Education
4. “Accounting and Financial Management”, Thukaram Rao, New Age Internationals.
5. “Financial Accounting Reporting & Analysis”, Stice & Stice, Thomson
6. “Accounting for Management”, Vijaya Kumar, TMH
7. “Accounting for Managers”, Made Gowda, Himalaya
8. “Accounting for Management”, N.P.Srinivasan, & M.Shakthivel Murugan, S.Chand



Course Code	STATISTICS FOR MANAGERS	L	T	P	C
21E000405		4	0	0	4
Pre-requisite	NIL	Semester	I		

COURSE OBJECTIVES:

- The objective of this course is to familiarize the students with the statistical techniques popularly used in managerial decision making. It also aims at developing the computational skill of the students relevant for statistical analysis.

UNIT- I (12 Hrs)

Introduction of statistics – Nature & Significance of Statistics to Business, , Measures of Central Tendency- Arithmetic – Weighted mean – Median, Mode – Geometric mean and Harmonic mean – Measures of Dispersion, range, quartile deviation, mean deviation, standard deviation, coefficient of variation – Application of measures of central tendency and dispersion for business decision making.

UNIT- II (12 Hrs)

Correlation: Introduction, Significance and types of correlation – Measures of correlation – Co-efficient of correlation. Regression analysis – Meaning and utility of regression analysis – Comparison between correlation and regression – Properties of regression coefficients-Rank Correlation.

UNIT-III (12 Hrs)

Probability – Meaning and definition of probability – Significance of probability in business application – Theory of probability –Addition and multiplication – Conditional laws of probability – Binominal – Poisson – Uniform – Normal and exponential distributions.

UNIT- IV (12 Hrs)

Testing of Hypothesis- Hypothesis testing: One sample and Two sample tests for means and proportions of large samples (z-test), One sample and Two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way.

UNIT- V (12 Hrs)

Non-Parametric Methods: Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes - Sign test for paired data.



TEXT BOOKS:

1. “Statistical Methods”, Gupta S.P., S. Chand Publications

REFERENCE BOOKS:

1. “Statistics for Management”, Richard I Levin, David S.Rubin, Pearson,
2. “Business Statistics”, J.K.Sharma, Vikas house publications house Pvt Ltd
3. “Complete Business Statistics”, Amir D. Aezel, Jayavel, TMH,
4. “Statistics for Management”, P.N.Arora, S.Arora, S.Chand
5. “Statistics for Management”, Lerin, Pearson Company, New Delhi.
6. “Business Statistics for Contemporary decision making”, Black Ken, New age Publishers.
7. “Business Statistics”, Gupta S.C & Indra Gupta, Himalaya Publishing House, Mumbai



Course Code	BUSINESS COMMUNICATION	L	T	P	C
21E000406		2	0	0	2
Pre-requisite	NIL	Semester	I		

COURSE OBJECTIVES:

- The objective of this Course is to understand the communication concepts and to develop the students' competence in communication at an advanced level. Assuming that the students are fairly proficient in the basic communication skills of listening, speaking, reading and writing in English the course aims to train them in communicating efficiently in the workplace and professional contexts.

UNIT- I (6 Hrs)

Concept of Communication – Significance, Scope – Communication Process – Essentials of good communication – Channels of Communication – Formal, Informal Communication – Upward, Downward, Horizontal Communication.

UNIT- II (6 Hrs)

Types of communication: Verbal – Oral Communication: Advantages and Limitations of Oral Communication, Written Communication – Characteristics, Advantages & Limitations **Nonverbal Communication:** Sign language – Body language – Kinesics – Proxemics – Time language and Haptics: Touch language

UNIT-III (6 Hrs)

Interpersonal Communication: Communication Styles, Managing Motivation to Influence Interpersonal Communication – Role of emotion in Inter personal Communication.

UNIT- IV (6 Hrs)

Barriers of Communication: Types of barriers – Technological – Socio-Psychological barriers – Overcoming barriers, Types of listening.

UNIT- V (6 Hrs)

Report writing – Formal reports – Writing effective letters – Different types of business letters - Interview techniques – Communication etiquettes

TEXT BOOKS:

1. "Business Communication", C.S.Rayudu , HPH.
2. "Business Communication", Meenakshi Raman, Oxford University Press.



REFERENCE BOOKS:

1. "Business communication", Shalini Varma, Vikas.
2. "Business Communication", Raymond V.Lesikar, Neeraja Pandit et al.,TMH
3. "English for Business Communication", Dr.T.M Farhatulla, Prism books Pvt. Ltd.
4. "Business Communications", Hudson, Jaico Publications
5. "Business communication for managers", Penrose, Raspbery, Myers, Cengage
6. "The Skills of Communication", Bills Scot, Gower publishing company Limited, London.
7. "Effective Communication", Harward Business School, Harward Business Review No.1214.
8. "Essentials of Business Communication", Rajendra Pal, JS.Korlahhi , S.Chand



Course Code	INFORMATION TECHNOLOGY FOR MANAGERS	L	T	P	C
21E000407		2	0	0	2
Pre-requisite	NIL	Semester	I		

COURSE OBJECTIVES:

- The main objective of this course is to make the student familiarize in information technology and their applications to business processes.

UNIT- I (6 Hrs)

Fundamentals of IT: - Components of a system- Meaning and nature – Role of IT in various sectors- Information technology management- Strategies for gaining IT advantage.

UNIT- II (6 Hrs)

Database Management Systems: Introduction to DBMS- Applications to data base-concepts, data access methods –Types of data processing-data base languages

UNIT- III (6 Hrs)

Understanding MS-Office: - MS-Word- MS-Excel-Formulae, Graphs, Basis Statistical Formulae, MS-Access, MS-PowerPoint- Creating Effectiveness presentations.

UNIT- IV (6 Hrs)

Data Communication and Networks: Concepts of Data Communication, Types of Data-Communication Networks, Communications Media, Concepts of Computer Networks, the Internet, Intranet and Extranets: Operation of the Internet, Services provided by Internet, World Wide Web.

UNIT- V (6 Hrs)

Emerging Trends in IT: Introduction to SAP, IP addresses, IP protocol, various ERP packages, Implementation of ERP-Introduction to big data-cloud computing

TEXT BOOKS:

1. “Fundamentals of Information Technology”, Alexis Leon, & Mathews Leon , Vikas.

REFERENCE BOOKS:

1. “Basics of Computer Sciences”, Behrouz Forouzan, Firoz Mosharraf, Cengage.
2. “Information Technology for Management”, Ramesh Behi, Mc Graw Hill.



3. "Introduction to Computers and Communications", Peter Norton-Sixth Edition-Tata McGraw Hill.
4. "Introduction to Information Technology", V.Rajaraman, Prentice Hall India.
5. "Information Technology and theory", Aksoy, Cengage Learnings.
6. "Foundations of IT", Dhiraj Sharma, Excel Books.
7. "MS Office 2000 for every one", Sanjay Saxena, Vikas

PBR VISVODAYA



Course Code	BUSINESS COMMUNICATION LAB	L	T	P	C
21E000408		0	0	3	2
Pre-requisite	NIL	Semester	I		

COURSE OBJECTIVES:

- To understand how to write business letters and improve Written Communication At the end of the course, students will be enabled with English language skills for effective written business communication and will be able to understand how to write project report.

UNIT- I (9 Hrs)

Business Writing: Introduction, Importance of Written Business Communication, Direct and Indirect Approach to Business Messages, Five Main Stages of Writing Business Messages. Practice Exercises.

UNIT- II (9 Hrs)

Business Correspondence: Introduction, Business Letter Writing, Effective Business Correspondence, Components of Business Letters, Kinds of Business Letters, Writing Effective Memos. Practice Exercises.

UNIT- III (9 Hrs)

Instructions: Introduction, Written Instructions, General Warning, Caution and Danger, Oral Instructions. Practice Exercises.

UNIT- IV (9 Hrs)

Business Reports and Proposals: Meaning of Reports, Parts of a Report, Steps in writing an effective Business Report

UNIT- V (9 Hrs)

Careers and Resumes: Introduction, Career Building, Electronic and Video Resumes and Write your resume to market yourself.

TEXT BOOKS:

1. “Business Communication”, Meenakshi Raman and Prakash Singh, Oxford.
2. “Basic Business Communication”, Lesikar, TMH.

REFERENCE BOOKS:

1. “Academic Writing for International Students of Business”, Stephen Bailey, Routledge.
2. “Effective Business Communications”, David Irwin, Viva-Thorogood.



3. “Essentials of Business Communication”, Rajendra Pal, J S KorlahaHi, Sultan Chand & Sons,
4. “Business and Managerial Communications”, Sailesh Sengupta, PHI.

PBR VISVODAYA



Course Code	INFORMATION TECHNOLOGY FOR MANAGERS LAB	L	T	P	C
21E000409		0	0	3	2
Pre-requisite	NIL	Semester	I		

COURSE OBJECTIVES:

- To provide basic understanding of applications of information technology and hands on experience to students in using computers for data organization and addressing business needs

UNIT-I (9 Hrs)

MS-Word-Creation of Document- Format Document-Text editing and saving- Organising information with tables and outlines-Mail Merge-Publishing documents on Web. **MS Power Point**-Creation of slides-Use of templates and slide designs for creating power point slides- use of drawings and graphics. Developing a Professional presentation on Business Plans, Institutions, Products, People etc

UNIT-II (9 Hrs)

MS Excel-Creating and editing worksheets-Cell Formatting-Creating and using formulas and functions-Use of Macros –Sorting and querying data-Working with graphs and charts

UNIT-III (9 Hrs)

Sample test for means-T-test, Z-test, ANOVA, one way, two way.

UNIT-IV (9 Hrs)

Correlation-Significance and application, Pearson & Spearman Correlation

UNIT-V (9 Hrs)

Regression-Simple linear regression, multiple regressions

REFERENCES BOOKS:

1. “Microsoft Office System Step-by- Step” , Cox et all- 2007, First Edition, PHI.
2. “Business Data Analysis Using Excel”, David Whigam-, First Edition, Oxford University Press.
3. “Enterprise resource planning”, Alexisleon, TMH, 2008,.
4. “The Oxford Hand Book of Internet studies”, William.H.Dulton, Oxford.



Course Code	HUMAN RESOURCE MANAGEMENT	L	T	P	C
21E000410		4	0	0	4
Pre-requisite	NIL	Semester	II		

COURSE OBJECTIVES:

- To provide basic knowledge of functional area of Human Resource Management. This will be the prerequisite for enabling students to take any HRM stream electives offered in third and fourth semesters.

UNIT- I (12 Hrs)

Introduction: - Meaning of HR and HRM, Nature & Scope of HRM, Functions of HRM, Role and Objectives of HRM, Personnel Management, Policies and Strategies of HRM.

UNIT- II (12 Hrs)

Designing and Developing HR systems: - Human Resource Planning, Job Design, Job Analysis, Job Evaluation, Job Enlargement, Job Enrichment, Job Rotation, Recruitment & Selection, Placement, Promotion & Transfer.

UNIT- III (12 Hrs)

Compensation Management: - Introduction, objectives of wages and salaries administration, influencing factors for determining compensation- Monetary and non-monetary benefits.

UNIT- IV (12 Hrs)

Human Resource Development: - Concepts, Development Function, Training and Development, Performance Appraisal & Career Planning and Development.

UNIT- V (12 Hrs)

Recent Trends in HRM: Outsourcing, Work Life Balance, Quality Circles and Total Quality Management.

TEXT BOOKS:

1. "Personnel and Human Resource Management – Text and cases", P.Subbarao, Himalaya.
2. "Human Resource Management", Noe A.Raymond, John Hollenbeck, Barry Gerhart and Patrick Wright, Tata McGraw Hill.



REFERENCES BOOKS

1. "Human Resource Management", Aswathappa, 4th Edition, TMH 2006
2. "Human Resource Mangement", Ian Beardwell & Len Holden-Macmillan India Ltd.
3. "Managing Human Resources Productivity, quality of work life, profits", Wayne F. Cascio, TMH.
4. "Strategies HRM", Rajeev Lochan Dhar, Excel Books.
5. "Human Resource Management, Text and Cases", VSP Rao, Excel Books 2006.



Course Code	MARKETING MANAGEMENT	L	T	P	C
21E000411		4	0	0	4
Pre-requisite	NIL	Semester	II		

COURSE OBJECTIVES:

- To have the basic concepts of Marketing which is one of the important areas of functional management.

UNIT- I (12 Hrs)

Understanding Marketing Management: Concepts of Marketing, Marketing Strategies & Plans, Creating long term loyalty relationships, Marketing mix, PLC, Analyzing Competitors, Conducting Marketing research.

UNIT- II (12 Hrs)

Connecting with Customers & Building Strong Brands: Analyzing Consumer Markets, Analyzing Business Markets, Tapping into global markets, Identifying market segments and targets, Crafting Brand Positioning, Creating Brand Equity- Addressing Competition and driving growth.

UNIT- III (12 Hrs)

Creating & Communicating Value: Setting product strategy, Designing & managing services, Introducing new market offerings. Developing pricing strategies & programmes. Designing & Managing Integrated Marketing Communications, Advertising & Sales Promotions, Events and experiences, Managing digital communication - online, social media & mobile, Personal selling.

UNIT- IV (12 Hrs)

Delivering Value: - Managing retailing, wholesaling and logistics. Designing and Managing Integrated Marketing Channels

UNIT- V (12 Hrs)

Sales Management: Nature & Importance of Sales Management, Skills of sales manager, Sales objectives, Concepts of sales organization, Types of sales organization.

TEXT BOOKS:

1. "Marketing Management", Phillip Kotler, Kevin Lane Keller, 15th edition, Pearson.



REFERENCE BOOKS:

1. "Marketing, A South Asian Prospective, Lamb", Hair, Sharma, Mcdaniel, Cengage.
2. "Marketing", Paul Baines, Chris Fill, Kelly page, Oxford, Asian Edition.
3. "Marketing Management", Arun Kuar, Menakshi, Vikas publishing, 22e.
4. "Marketing in India, Text and Cases", S.Neelamegham, Vikas .
5. "Marketing Management", Rajan Saxena, TMH.
6. "Marketing – The Core", Kerin, Hartley and Rudelius, McGraw Hill, Irwin.
7. "Case Studies in Marketing, The Indian Context", Srinivasan, PHI.
8. "Marketing Management", V.S. Ramaswamy and S. Namakumari, McMillan.
9. "Marketing – concepts and Cases", Etzel, Walker, Stanton, Pandit, TMH.
- 10 "Introduction to Marketing theory and practice", Adrian Palmer, Oxford University Press



Course Code	BUSINESS RESEARCH METHODS	L	T	P	C
21E000412		4	0	0	4
Pre-requisite	NIL	Semester	II		

COURSE OBJECTIVES:

- To understand statistics as applicable to business and its use in areas of management research.
- To understand the methods of research with an emphasis on various stages that are necessary to obtain and process information to enable well informed decision-making.

* **Standard Statistical tables shall be allowed in the examination**

UNIT- I (12 Hrs)

Introduction to Business Research: Definition-Types of Business Research. Scientific Investigation, Technology and Business Research: Information needs of Business - Technologies used in Business Research: The Internet, E-mail, Browsers and Websites. Role of Business Research in Managerial Decisions.

UNIT- II (12 Hrs)

The Research Process: Problem Identification: Broad Problem Area-Preliminary Data Gathering. Literature Survey - Hypothesis Development - Statement of Hypothesis- Procedure for Testing of Hypothesis. The Research Design: Types of Research Designs: Exploratory, Descriptive, Experimental Designs and Case Study -Measurement of Variables- Operational Definitions and Scales-Nominal and Ordinal Scales- Rating Scales- Ranking Scales- Reliability and Validity - Sampling and Methods of sampling

UNIT- III (12 Hrs)

Collection and Analysis of Data Sources of Data-Primary and Secondary Sources of Data - Data Collection Methods- Interviews: Structured Interviews and Unstructured Interviews-Observational Surveys: Questionnaire Construction: Organizing Questions- Structured and Unstructured Questionnaires – Guidelines for Construction of Questionnaires.

UNIT- IV (12 Hrs)

Data Analysis: An overview of Descriptive, Associational and Inferential- Statistical Measures.

UNIT - V (12 Hrs)

The Research Report: Research Reports-Components-The Title Page-Table of Contents-The Executive Summary-The Introductory Section-The Body of the Report-The Final Part of the



Report- Acknowledgements – References-Appendix - Guidelines for Preparing a Good Research report - Oral Presentation

TEXT BOOKS:

1. “Research Methodology – methods & Techniques”, C.R. Kothari, Vishwa prakashan.
2. “Research Methods for Business–A Skill Building Approach”, Uma Sekaran, John Wiley & Sons (Asia) Pte. Ltd, Singapore.
3. “Research Methodology (Concepts and cases)” , Deepak Chawla ,Neena Sondhi ,Vikas publishing
4. “Business Research Methods”, Zikmund, Babin Carr, Adhikari, Griffin ,Cengage learning, 8e

REFERENCE BOOKS:

1. “Business Research Methods”, Donald R Cooper and Pamela S Schindler, Tata McGraw-Hill Publishing Company Limited, 9/e.
2. “Methodology and Techniques of Social Science Research”, Wilkinson & Bhandarkar, Himalaya Publishing House.
3. “An Introduction to Management for Business Analysis”, Speegal, M.R., McGraw Hill
4. “Research Methodology in Management”, Michael, V.P., Himalaya Publishing House.
5. “Research Methodology”, Dipak Kumar. Bhattacharya, Excel Books.
6. “Research Methodology (Concepts and cases)”, Deepak Chawla , Neena Sondhi , Vikas publishing.
7. “Business Research Methods”, Alan Broman, Emma Bell , Oxford university , 3e.



Course Code	FINANCIAL MANAGEMENT	L	T	P	C
21E000413		4	0	0	4
Pre-requisite	NIL	Semester	II		

COURSE OBJECTIVES:

- To provide the necessary basic tools for the students so as to manage the finance function. And to understand the management of the financing of working capital needs and the long-term capital needs of the business organization

* **Standard Discounting Table and Annuity tables shall be allowed in the examination**

UNIT- I (12 Hrs)

The Finance function: Nature and Scope. Importance of Finance function – The role in the contemporary scenario – Goals of Finance function; Profit Vs Wealth maximization.

UNIT- II (12 Hrs)

The Investment Decision: Investment decision process – Project generation, Project evaluation, Project selection and Project implementation. Capital Budgeting methods– Traditional and DCF methods. The NPV Vs IRR Debate.

UNIT- III (12 Hrs)

The Financing Decision: Sources of Finance – A brief survey of financial instruments. The Capital Structure Decision in practice: EBIT-EPS analysis. Cost of Capital: The concept, Measurement of cost of capital – Component Costs and Weighted Average Cost. The Dividend Decision: Major forms of Dividends

UNIT- IV (12 Hrs)

Introduction to Working Capital: Concepts and Characteristics of Working Capital, Factors determining the Working Capital, Working Capital Cycle-Management of Current Assets – Cash, Receivables and Inventory, Financing Current Assets

UNIT- V (12 Hrs)

Corporate Restructures: Corporate Mergers and Acquisitions and Take-overs-Types of Mergers, Motives for mergers, Principles of Corporate Governance.

TEXT BOOKS:

1. “Financial management”, V.K. Bhalla, S. Chand
2. “Financial Management”, I.M. Pandey, Vikas Publishers.
3. “Financial Management Text and Problems”, MY Khan and PK Jain, Tata McGraw- Hill



REFERENCE BOOKS

1. “Financial Management”, Dr. V. R. Palanivelu, S. Chand
2. “Principles of Corporate Finance”, Richard A Brealey et.al., Tata McGraw Hill.
3. “Fundamentals of Financial Management”, Chandra Bose D, PHI
4. “Financial Management”, William R. Lasheir, Cengage.
5. “Financial Management – Text and cases”, Bringham & Ehrhardt, Cengage.
6. “Case Studies in Finance”, Bruner, R.F, Tata McGraw Hill, New Delhi.
7. “Financial management”, Dr. M. K. Rastogi ,Laxmi Publications



Course Code	OPERATIONS RESEARCH	L	T	P	C
21E000414		4	0	0	4
Pre-requisite	NIL	Semester	II		

COURSE OBJECTIVES:

- To provide the basic tools of Operations Research in solving the management problems through modelling and using mathematical approach.

UNIT- I (12 Hrs)

Introduction to OR: Meaning, Nature, Scope & Significance of OR - Typical applications of Operations Research.

The Linear Programming Problem – Introduction, Formulation of Linear Programming problem, Limitations of L.P, Graphical solution to L.P.P, Simplex Method, Artificial Variable techniques, Two Phase Method, Variants of the Simplex Method.

UNIT- II (12 Hrs)

Transportation Problem: Introduction, Transportation Model, Finding initial basic feasible solutions, Moving towards optimality, Unbalanced Transportation problems, Transportation problems with maximization, Degeneracy.

Assignment Problem – Introduction, Mathematical formulation of the problem, Solution of an Assignment problem, Hungarian Algorithm, Multiple Solution, Unbalanced Assignment problems, Maximization in Assignment Model.

UNIT- III (12 Hrs)

Sequencing – Job sequencing, Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, n jobs through m machines, Two jobs and m Machines Problems.

UNIT- IV (12 Hrs)

Game Theory: Concepts, Definitions and Terminology, Two Person Zero Sum Games, Pure Strategy Games (with Saddle Point), Principal of Dominance, Mixed Strategy Games (Game without Saddle Point), Significance of Game Theory in Managerial Application.

UNIT- V (12 Hrs)

Project Management: Rules for drawing the network diagram, Application of CPM and PERT techniques in Project Planning and Control.



TEXT BOOKS:

1. "Operations Research", S. D. Sharma, Kedarnath

REFERENCE BOOKS:

1. "Introduction to O.R", Hiller & Libermann, (TMH).
2. "Operations Research", A. M. Natarajan, P., Balasubramani, A., Tamilarasi, Pearson Education.
3. "Operations Research, Methods & Problems", Maurice Saseini, Arhur Yaspan & Lawrence Friedma, Pearson.
4. "Quantitative Analysis for Management", Barry Render, Ralph M. Stair, Jr and Michael E. Hanna.
5. "Operations Research", R. Pannerselvam, PHI Publications.
6. "Operations Research", Wagner, PHI Publications.



Course Code	OPERATIONS MANAGEMENT	L	T	P	C
21E000415		4	0	0	4
Pre-requisite	NIL	Semester	II		

COURSE OBJECTIVES:

- To understand the production Planning and Controlling aspects of a typical production and operations organization.
- To study understand the concepts of work study and Quality management.

UNIT- I (12 Hrs)

Introduction: Overview of Production and Operations Management (POM) Function, Historical Development of POM, POM scenario Today. Product and Process Design - Product and Process Development, Manufacturing Process Technology, CAD/CAM analysis

UNIT- II (12 Hrs)

Facilities Management & Aggregate Planning: Location of Facilities, Layout of Facilities, Optimization of Product/Process Layout, Flexible Manufacturing and Group Technology: Aggregate Planning - Preparation of Aggregate Demand Forecast, Specification of Organisational Policies for Smoothing, Capacity Utilization, Determination of feasible Production Alternatives

UNIT- III (12 Hrs)

Scheduling: Scheduling in Job, Shop Type Production, Shop- Loading, Assignment and Sequencing, Scheduling In Mass, Line of Balance, Methods of Production Control, World class production

UNIT- IV (12 Hrs)

Work Study & Quality Management: Method Study, Work measurement, Work Design, Job Design, Work Sampling, Industrial Engineering Techniques. Economics of Quality Assurance Inspection and Quality Control, Acceptance Sampling, Theory of control charts, control charts for variables and control charts for attributes

UNIT- V (12 Hrs)

Materials Management: Introduction, Objectives, Importance of Materials Management-Issues in Materials Management –Functions – Activities –Selection of Materials-Advantages of Materials Management.

TEXT BOOKS:

1. “Production and Operation Management”, Aswathappa K, Himalaya Publishing House



2. "Production and Operations Management" - Dr. K. Sai Kumar, Kalyani Publishers

REFERENCE BOOKS:

1. "Operations Management and control", Biswajit Banerjee-S.Chand.
2. "Production and Operations Management", Dr. K. C. Arora, University Science Press 2nd Edition.
3. "Production and Operations Management", R. Panneerselvam, PHI Learning Private Ltd.
4. "Production Management", Martand T Telsang, S. Chand
5. "Modern Production/Operations Management", Elwood S. Buffa and Rakesh K. Sarin, Wiley.
6. "Production and Operations Management", SN Chary, Tata McGraw Hill, New Delhi.
7. "Operations Management", Mahadevan, Pearson Education, New Delhi.
8. "Production and Operations Management-Text and Cases", Upendra Kachru, Excel Books.



Course Code	MANAGEMENT INFORMATION SYSTEM	L	T	P	C
21E000416		2	0	0	2
Pre-requisite	NIL	Semester	II		

COURSE OBJECTIVES:

- To provide the basic concepts of systems concepts and Management of Information System and utility of the systems for the managerial decisions.

UNIT- I (6 Hrs)

MIS An overview- Introduction, Need for MIS and IT nature and scope of MIS, MIS characteristics, Structure of MIS, role of MIS in global business. Challenges of Managing MIS.

UNIT- II (6 Hrs)

Data resource management- Data base concepts, The traditional approaches, the modern approaches (Data base management approaches) DBMS, Data models, Data ware housing and mining.

UNIT- III (6 Hrs)

Business application of IS-Enterprise systems, ERP, CRM, SCM, DSS, Types of decisions, Decision support techniques, Decision making and Role of MIS, Business intelligence and Knowledge management systems.

UNIT- IV (6 Hrs)

Management of IS-Project planning, SDLC, System development models, Project management, system analysis, system design, Implementation process, Product based MIS evaluation, Cost /Benefit based evaluation, Process based calculation, System maintenance.

UNIT- V (6 Hrs)

Security, Ethical & Social Issues: IS security threats, Protecting IS, IS Security Technologies, The disaster recovery plan, IS Ethical Issues, social issues.

TEXT BOOKS:

1. “Management Information Systems –Managerial Perspective”, D.P.Goyal, Vikas Publications.

REFERENCE BOOKS:

1. “Management Information Systems”, C Laudon and Jane P.Laudon, et al, Pearson Education.
2. “Management Information Systems”, Hossein Bidgoli, Nilanjan Chattopadhyay, Cengage Learning



3. "Management Information Systems Text & Cases", W S Jawadekar, Tata McGraw-Hill.
4. "Introduction to Information Systems", Rainer, Turban, Potter, WILEY-India.
5. "Management Information Systems", James A. Obrein, Tata McGraw-Hill.
6. "Management Information Systems", Dharminder and Sangeetha, 1/e, Excel books.
7. "Cases in MIS", Mahapartra, PHI.
8. "Management Information Systems", Gordon B. Davis & Margrethe H.Olson, Tata McGraw-Hill

PBR VISVODAYA



Course Code	MANAGEMENT INFORMATION SYSTEM LAB	L	T	P	C
21E000417		0	0	3	2
Pre-requisite	NIL	Semester	II		

COURSE OBJECTIVES:

- To make the students apply information systems in business areas.

UNIT- I (9 Hrs)

Accounting- Creation of company, Preparation of Ledger, Posting Trial Balance, Profit and loss account, Balance sheet (Sole Traders).

UNIT- II (9 Hrs)

Finance: - Capital Budgeting decisions, Calculations of NPV, IRR, Profitable Index, preparation of budget, Calculation of cost of capital.

UNIT- III (9 Hrs)

Marketing: - Storing and Retrieving of data of customers, sales, dealers, products and geographical areas (Tables and graphs).

UNIT- IV (9 Hrs)

Human Resource Management: - Employees data base and Salary Administration.

UNIT- V (9 Hrs)

Systems: Understanding Information Systems, Design of MIS, Internet and Internet tools.

Note: The programmes have to be taught to the students using MS Excel, Access, Power Point and Accounting packages. SPSS

REFERENCE BOOKS:

1. Ms Office-Sanjay Saxena
2. Ms Office Excel-Frye, PHI publications
3. Ms Office Access- Step by step, PHI publications
4. Reading material on accounting packages.
5. SPSS User manual



Course Code	COMMUNICATION LAB		L	T	P	C
21E000418			0	0	3	2
Pre-requisite	NIL	Semester	II			

COURSE OBJECTIVES:

- To prepare themselves for their careers which may require them to listen, to read, speak and write in English both for their professionals and interpersonal communication in the globalised context.

UNIT- I (9 Hrs)

Understanding the need of Communication Skills for Managers and the importance of effective communication, role play activities and case study analysis

UNIT- II (9 Hrs)

Phonetics – Introduction to sounds of speech, vowels and consonants, phonetic transcription, orthographic transcription, syllabification, word stress, Innovation, Accent, Rhythm and Situational Dialogues

UNIT-III (9 Hrs)

Listening exercises - listening with a focus on pronunciation (ear training): segmental sounds, stress, weak forms, intonation - listening for meaning (oral comprehension) : listening to talks, lectures, conversations, discussions, jokes, riddles etc.

UNIT- IV (9 Hrs)

Speaking Skills –Expressing opinions, Telephone conversations, PPT Presentations, Poster Presentations, Welcome Address (Inviting Dignitaries to department workshops, symposiums and university functions), proposing vote of thanks and Mock Interviews.

UNIT- V (9 Hrs)

Writing and Reading exercises: Reading and writing comprehensions, Note making after reading a text, showing the main idea and supporting ideas and the relationships between them -Practice in writing paragraphs, short essays and summaries etc.

- Note:** 1) K-Van Solutions-Advanced communication Lab
2) Sky pronunciation for Phonetics.



REFERENCE BOOKS:

1. “Basic Business Communication Skills for empowering the internet generation”, Lesikar Flately, Tata McGraw Hill.
2. “Business Communication for Managers”, Penrose, Rasberry and Myers, Cengage.
3. “A Text Book of English Phonetics for Indian Students”, T. Balasubramanian, McMillan.
4. “Oxford Advanced Learner’s Dictionary”.
5. “BCOM”, Mala Sinha, Cengage
6. “Business Communication”, Bovee, Pearson.
7. “Business Communication”, Locker, Kaczmarek, Tata McGraw Hill.
8. “Speaking and Writing for Effective Business Communication”, Francis, MacMillan India Ltd.
9. “Business Communication, Asha Kaul, PHI.
10. “Speaking about Science, A manual for creating clear presentations”, Scott Morgan and Barret Whitner, CUP.
11. “The Ace of Soft Skills”, Gopal Ramesh and Mahadevan Ramesh, Pearson Education.
12. “From Campus to Corporate”, Ramachandran KK and Kartheik KK, MacMillan India Ltd.
13. “Body Language – Your success mantra”, Dr. Shalini Varma, S Chand



Course Code	BUSINESS ETHICS AND CORPORATE GOVERNANCE	L	T	P	C
21E000419		4	0	0	4
Pre-requisite	NIL	Semester	III		

COURSE OBJECTIVES:

- To create awareness of ethical and moral issues concerning business both in Indian and International context and develop sensitivity of students for right ethical practices in conduct of business, to understand the principles of corporate governance, to know the social responsibility of the corporate.

UNIT- I (12 Hrs)

Business Ethics and Corporate Ethics – Meaning, Importance, Functions, Unethical Practices and Ethical dilemma, Ethical theories and Approaches, Modern Decision making - Ethical Models for Decision Making, Indian Ethos, Ethics for Managers, Ethics in Business Competition.

UNIT- II (12 Hrs)

Ethical Aspects in Organisation – I: Marketing ethics and Consumer ethics – Ethical issues in Advertising, Criticisms in Marketing ethics, Ethics in HRM: Selection, Training and Development – Ethics at work place – Ethics in Performance Appraisal.

UNIT- III (12 Hrs)

Ethical Aspects in Organisation – II: Ethics in Finance: Insider trading - Ethical investment - Combating Frauds. Ethical issues in Information Technology: Information Security and Threats – Intellectual Property Rights – Cybercrime.

UNIT- IV (12 Hrs)

Corporate Governance: Purpose – Theories and Philosophies of Corporate Governance

UNIT- V (12 Hrs)

Corporate Governance Structures: Directors, Committees, Institutional investors – Auditors. Corporate Social Responsibility: Stakeholders – Environment – social Development.

TEXT BOOK:

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



REFERENCE BOOKS:

1. "Perspectives in Business Ethics", Laura P Hartman, Tata McGraw Hill.
2. Ethics in management and Indian Ethos", Biswanath Ghosh, Vikas
3. "Corporate Governance", Bob Tricker, Oxford.
4. "Corporate Governance and Social responsibility", Balachandran, Chandrasekharan, PHI
5. "Business Ethics -Concepts and Cases", Weiss, Cengage.
6. "Business Ethics", Himalaya, C.S.V.Murthy.
7. "Ethical Management", Satish Modh, Mcmillan



Course Code	STRATEGIC MANAGEMENT	L	T	P	C
21E000420		4	0	0	4
Pre-requisite	NIL	Semester	III		

COURSE OBJECTIVES:

- To enable students have a grasp of various business strategies in general and functional management areas. It will provide a strategic orientation in conduct of the business

UNIT- I (12 Hrs)

Introduction- Concepts in Strategic Management, Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company’s strategy – Environmental Scanning -Concepts of Core Competence, Crafting a strategy for competitive advantage.

UNIT- II (12 Hrs)

Strategic Analysis and Choice: Tools and techniques- Porter's Five Force Model, BCG Matrix, GE Model, SWOT Analysis and TOWS Matrix, Market Life Cycle Model - and Organisational Learning, and the Experience Curve.

UNIT- III (12 Hrs)

Strategy Formulation: Formulation of strategy at corporate, business and functional levels. Strategy Alternatives: - Stability Strategy, Growth Strategy, Retrenchment Strategy, and Combination Strategy.

UNIT- IV (12 Hrs)

Strategy Implementation: Types of Strategies: Offensive strategy, Defensive strategy, vertical integration, horizontal strategy; Tailoring strategy to fit specific industry and company situations, Strategy and Leadership, Resource Allocation as a vital part of strategy – Planning systems for implementation.

UNIT- V (12 Hrs)

Strategy Evaluation and control – Establishing strategic controls - Role of the strategist - benchmarking to evaluate performance - strategic information systems – Guidelines for proper control- Strategic surveillance -strategic audit - Strategy and Corporate Evaluation and feedback in the Indian and international context.



TEXT BOOKS:

1. “Strategic Management”. J.S.Chandan & Nitish Sen Gupta, Vikas

REFERENCE BOOKS:

1. “Strategic Management Concepts and Cases”, FredR.David, PHI.
2. “Strategic Management”, Hill, Ireland, manikutty, Cengage.
3. “Concepts in Strategic Management and Business Policy”, Wheelen& Hunger, Pearson Education.
4. “Strategic Management – Text and Cases”, V.S.P. Rao, Excel.
5. “Strategic Management”, Ireland, Hoskinsson, Hitt, Cengage.
6. “Strategic Management – Theory and Application”, Habergerg, Rieple, oxford.
7. “Strategic Management”, P. SubbaRao, Himalaya.
8. “Business policy and strategic management”, SukulLomash, P.K.Mishra, Vikas



Course Code			L	T	P	C
21E000421	ENTREPRENEURSHIP DEVELOPMENT		4	0	0	4
Pre-requisite	NIL	Semester	III			

COURSE OBJECTIVES:

- To make students understand the nature of entrepreneurship, and transform energy to students to take unexplored career paths.

UNIT- I (12 Hrs)

Nature and Forms of Entrepreneurship: Features - Entrepreneur's competencies, attitude, qualities, functions. Entrepreneurial scenario in India and Abroad. Small Business, Importance in Indian Economy, Types of ownership, sole trading, partnership, Important features of various types of businesses - corporate entrepreneurship, intrapreneurship - Role of Government in the promotion of Entrepreneur.

UNIT- II (12 Hrs)

Institutions supporting business enterprises: Central level institutions - NBMSME, KVIC, The coir board, NSIC, NSTEDB, NPC, EDI, NRDCI, National entrepreneurship Development Institutes. State level Institutions - State Directorate of Industries & Commerce, DIC, SFC, SIDC, SIADB. Other institutions: NABARD, HUDCO, TCO, SIDBI, Business incubators

UNIT- III (12 Hrs)

Project Planning and Feasibility Studies: The Concept of Project, Project Life Cycle - Project Planning, Feasibility – Project proposal & report preparation.

UNIT- IV (12 Hrs)

MSMEs & New Venture Creation: Concept of MSME, Role & Importance of MSMEs, Growth & development of MSMEs in India, Current schemes for MSMEs, Business opportunities in India, Contents of business plans, presenting a business plan.

UNIT- V (12 Hrs)

Women & Rural Entrepreneurship and EDPs: Scope-Challenges faced by women entrepreneurs, Institutions supporting women entrepreneurs. Successful cases of women entrepreneurs. -Need, Rural Industrialization – Role of NGO's – Organising EDPs – Need, Objectives, Evaluation of Entrepreneurship Development Programmes



TEXT BOOKS:

1. “The Dynamics of Entrepreneurial Development and Management”, Vasanth Desai, Himalaya.
2. “Entrepreneurship Development & Small Business Enterprises” – Second Edition, Poornima M.Charantimath , Pearson

REFERENCE BOOKS:

1. “Entrepreneurial Development”, S. Chand and Company Limited, S.S. Khanka, .
2. “Fundamentals of Entrepreneurship”, H. Nandan, PHI.
3. “Entrepreneurship”, 6/e, Robert D Hisrich, Michael P Peters, Dean A Shepherd, TMH.
4. “Entrepreneurship – New venture Creation”, Holt, PHI.
5. “Entrepreneurship- Successfully Launching New Ventures”, Barringer, Ireland, Pearson.
6. “Entrepreneurship”, Roy, Oxford.



Course Code	COST AND MANAGEMENT ACCOUNTING		L	T	P	C
21E000501			4	0	0	4
Pre-requisite	Financial Accounting for Managers	Semester	III			

COURSE OBJECTIVES:

- To describe the cost concepts, cost behaviors, and cost accounting techniques that are applied to manufacturing and service businesses.
- To provide an understanding of the use of cost information in support of different strategies

UNIT- I (12 Hrs)

Nature and scope of accounting: Cost analysis, concepts and classifications, Cost sheets, preparation of cost sheets, Tenders and Quotations.

UNIT- II (12 Hrs)

Material Purchase control: Levels, aspects, need and essentials of material control. Stores control-stores department, EOQ, Stores records, ABC analysis, VED analysis.

UNIT- III (12 Hrs)

Labor cost: Computation and control, Time Keeping-Methods of wage payment-Time rate and piece rate system-Payroll Procedures-Idle time and overtime-Labor turnover.

UNIT- IV (12 Hrs)

Management Accounting: Meaning, scope, importance and limitations – Management Accounting Vs Cost Accounting - Management Accounting Vs Financial Accounting.

UNIT- V (12 Hrs)

Analysis and Interpretation of Financial Statements: Nature, Objectives, Tools, Methods-Comparative Statements, Common size statements and Trend analysis

TEXT BOOK:

1. A Text book of Cost and Management Accounting – Arora M. N, 11/e, Vikas

REFERENCE BOOKS:

1. “Cost Accounting: Theory and Practice”, Bhabatosh Banerjee, 12/e, PHI.
2. “Financial Statement Analysis and Reporting”, Mohana Rao P, PHI, 2011.
3. “Cost Management: A strategic Approach”, Vaidya S. C, Suveera Gill Macmillan 2010.



4. “Cost Accounting”, Jawaharlal, & Seema Srivastava, 4/e, TMH.
5. “Accounting & Costing for Management”, Sinha P. K, Excel BOOKS, 2010.
6. “A Textbook of Cost Management”, G.V Kesava Rao, D Gopinath, M.G. Krishnamurthy and Anita S. Yadav, Paramount Publishing House

PBR VISVODAYA



Course Code	PRODUCT AND BRAND MANAGEMENT	L	T	P	C
21E000502		4	0	0	4
Pre-requisite	Marketing Management	Semester	III		

COURSE OBJECTIVES:

- To provide students with detailed knowledge of Classification of Products, Product Mix, Product Line, Product Strategies, Product Positioning Strategies, Product Planning and Development for existing products, New Product Development, Brands in New economy – Brand Hierarchy, Brand Personality, Brand Image, Brand Identity,

UNIT- I (12 Hrs)

Product Decisions: - Product Concepts – Product Classification – Consumer Goods and Industrial Goods Classification – Product Line and Product Mix – Product Characteristics – Responsibility of Product Manager – Types of Product Strategies.

UNIT- II (12 Hrs)

Product Management: Product differentiation – Product Strategies – Stages in the New Product Development – Product Positioning Strategies – Packaging Management.

UNIT- III (12 Hrs)

Branding Decisions: Essentials of Good Brand Name – Types of Brands – Advantages of branding – Brand Loyalty – Brand Valuation Methods – Brand Revitalization.

UNIT- IV (12 Hrs)

Creating and Managing Brand Equity: Advantages of Brand Equity – Brand Building Strategies – Brand Extension – New Brand Failures.

UNIT- V (12 Hrs)

Branding in Different Sectors: Branding in Industrial sector, Retail Sector, Service sector, Banking Sector and Insurance Sector.

TEXT BOOKS:

1. Marketing Management –Philip Kotler, Kevin Lane Keller ,15th Edition, Pearson.

REFERENCE BOOKS:

1. “Product & Brand Management – Text & Cases”, Prof.K.Venugopal Rao, Himalaya
2. “Product Management in India”, Ramanuj Majumdar, PHI



3. “Product Management”, C.Nandan, , TMH.
4. “Compendium of Brand Management”, Chunawalla. S.A, Himalaya
5. “Product & Brand Management”, Mathur.U.C , Excel
6. “Brand Positioning”, Subroto Sengupta, TMH.
7. “Marketing and Branding”, S.Ramesh Kumar, Pearson.
8. “What’s in a Brand?”, John Philip Jones, TMH
9. “Brand Management – Text & Cases”, Harsh V Verma , Excel
10. “Become the Brand of Choice”, Jason Hartman, Jaico.



Course Code	HUMAN RESOURCE DEVELOPMENT		L	T	P	C
21E000503			4	0	0	4
Pre-requisite	Human Resource Management	Semester	III			

COURSE OBJECTIVES:

- To provide an understanding of the human resources development framework and focuses on management best practices, tools and models to implement an effective HRD system

UNIT- I (12 Hrs)

Introduction to Human Resource Development: Meaning, significance and objectives of Human Resource Development, Human Resource Management and Human Resource development functions, Human Resource Development challenges.

UNIT- II (12 Hrs)

HRD Need Assessment & Designing of HRD programs: Strategic/ Organizational Analysis- Task Analysis- Person Analysis- prioritizing HRD needs, defining the objectives of HRD Intervention - Selecting the trainer - Selecting the Training methods - Preparing training material Scheduling an HRD program.

UNIT- III (12 Hrs)

Implementation & Evaluation of HRD programs: Training methods - Classroom training Approaches - Computer based Training, Purpose of HRD Evaluation- Kirkpatrick's evaluation frame work - Data collection for HRD Evaluation - Assessing the impact of HRD programs in Monetary Terms.

UNIT- IV (12 Hrs)

Career Management and Development: Introduction to Career management, meaning - Stages of life and Career Development - process of career Development - Issues in career development.

UNIT- V (12 Hrs)

HRD & Diversity: Introduction - Organizational culture - Labor market changes and discrimination adapting to demographic changes.

TEXT BOOKS:

1. "Human Resource development", Jon M Werner, RandyL DeSimone, Thomson/Cengage
2. "Employee Trainee Development", Raymond A Noe, Tata McGraw Hill



REFERENCE BOOKS:

1. "Human Resource Development", John P. Wilson, Kogan Page Business Books
2. "Human Resource Development", Tripathi P.C, Sultan Chand & Sons
3. "Human Resource Development", Uday Kumar Halder, Oxford

PBR VISVODAYA



Course Code	MOBILE COMMERCE	L	T	P	C
21E000504		4	0	0	4
Pre-requisite	NIL	Semester	III		

COURSE OBJECTIVES:

- The objective of the course is to describe M-commerce system concepts, to critically analyze examples and cases of M-commerce systems and to examine some of the applications in M-commerce.

UNIT- I (12 Hrs)

Current Status and Future Trends in Mobile Commerce, Technology Issues in Mobile Commerce, Mobile Commerce Systems, Mobile Ecommerce on Mobile Phones, technologically advanced handheld devices, like Smart phones, PDAs, Laptops, Tablets and Portable gaming consoles etc.

UNIT- II (12 Hrs)

Transactional Database Accesses for M-Commerce Clients, Techniques to facilitate Information Exchange in Mobile Commerce, Information System and Application Issues in Mobile Commerce, The emergence of Location based Mobile Commerce, The need for Mobile based Approaches

UNIT- III (12 Hrs)

Managing the Interactions Between Handheld Devices Mobile Applications and Users, Mobile Commerce and Usability, a Landscape Analysis.

UNIT- IV (12 Hrs)

Mobile marketing, mobile ticketing, mobile computing, mobile payments and mobile banking vis-a-vis latest technologies (wireless and mobile communication technology, digital cellular technology, mobile access technology and 4G and 5G systems.

UNIT- V (12 Hrs)

Configuring M-Commerce Portals for Business Success, Knowledge Management in a Mobile Computing Context, Multimedia Messaging Peer Mobile Financial Services, Mobile Banking – A Strategic Assessment, Service for Mobile Commerce Applications, Quality of Perception in M Commerce

TEXT BOOKS:

1. “Advances in Mobile Commerce Technologies”, EE-Peng Lim, KengSiau, Idea Group of Publishing



REFERENCE BOOKS:

1. "Mobile Commerce Applications", Shi, Nansi, Idea Group of Publishing
2. "Mobile Commerce", Karabi Bandyopadhyay, PHI

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Course Code	FINANCIAL INSTITUTIONS, MARKETS AND SERVICES	L	T	P	C
21E000505		4	0	0	4
Pre-requisite	Financial Management	Semester	III		

COURSE OBJECTIVES:

- The objective of the course is to provide to students an understanding of Financial Markets, the major institutions involved and the services offered within this framework.

UNIT- I (12 Hrs)

Introduction: The structure of financial system, Elements of financial system and economic development, Regulatory and Promotional Institutions - Function and Role of RBI, Monetary Policy and techniques of RBI.

UNIT- II (12 Hrs)

The Banking and Non-banking Institutions: The public and the private sectors – structure and comparative performance, Bank capital and Banking Innovations, Commercial and Co-operative banks. The Non-banking financial Institutions - Mutual Funds, Growth of Indian Mutual funds and its Regulation. The Role of AMFI, Insurance Companies- Role of IRDA.

UNIT- III (12 Hrs)

Financial and securities Markets: Primary and Secondary Markets, Structure and functions of Money Market, -Call call money market, Government Securities Market – T-bills market, Commercial Bills market, Commercial paper and certificate of deposits. Securities markets:- Organization and structure, listing trading and settlement of securities market, The role and functions of SEBI.

UNIT- IV (12 Hrs)

Fund based services - Lease and hire purchase consumer credit and Factoring - Definition, Functions, Advantages, Evaluation, venture capital financing, Housing Finance.

UNIT- V (12 Hrs)

Fee-based services - Stock broking, credit rating, Merchant Banking, portfolio services. Underwriting, Depository services, Challenges faced by investment bankers.



TEXT BOOKS:

1. “Financial Institutions and Markets”, L. M. Bhole, 4/e Tata McGraw Hill.
2. “Financial services”, Gordon & Natarajan, Himalaya publishers.

REFERENCE BOOKS:

1. “Financial Services and markets”, Dr. Punithavathy Pandian, Vikas
2. “Financial Markets and services”, Appannaiah, Reddy and Sharma, HPH
3. “Indian Financial System”, Ramachandra and others, HPH
4. “Investment Institutions and Markets”, Jeff Madura, Cengage, 1st Edition.
5. “Financial services”, Thirpati, PHI.
6. “Financial Markets & Services”, Vasanth Desai, Himalaya.
7. “Financial Institutions and Markets”, Gupta Agarwal, Kalyani publishers.
8. “Management of Financial Services”, C.Rama Gopal, Vikas.



Course Code	CONSUMER BEHAVIOR		L	T	P	C
21E000506			4	0	0	4
Pre-requisite	Marketing Management	Semester	III			

COURSE OBJECTIVES:

- To enable students to understand the perspectives of consumers and their buying behavior. The pre-requisite for the course is Marketing Management.

UNIT- I (12 Hrs)

Introduction to consumer behavior: Understanding consumers and market segments. Consumer behavior and marketing strategy, Psychographic Dimensions-consumer motivation, Perception, personality, Information processing, Attitude formation and attitude change.

UNIT- II (12 Hrs)

Social and Cultural Environment: Economic, Demographic, Cross Cultural and socio-cultural influences, Social Stratification, Reference Groups and family influences, personal influence.

UNIT- III (12 Hrs)

Communication and consumer behavior: Process, designing persuasive communication and diffusion of Innovations. Models of Buyer behavior- Howard –Sheth Model, EKB Model, Webster and Wind Model.

UNIT- IV (12 Hrs)

Consumer decision process: High and Low Involvement, Pre-purchase processes, Purchase, post purchase process, Consumption and Evaluation, Brand Loyalty and Repeat Purchase Behavior.

UNIT- V (12 Hrs)

Consumerism: The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism, and marketer responses to consumer issues. Consumer protection Act 1986, Consumer disputes Redressal agencies and Commission.

TEXT BOOKS:

1. “Consumer Behavior”, Schiff man L.G and Kanuk L, Pearson, 8/e, 2009

REFERENCE BOOKS:

1. “Consumer Behaviour”, Ramesh Kumar (pearson Education)



2. “Consumer Behaviour”, Leon G.Scistman & Leslie Leaserkarmal, PHI
3. “Consumer Behaviour in Indian Perspective”, Suja R.Nair, Himalaya
4. “Consumer Behaviour”, Subash Mehta, Tata McGraw Hill
5. “Consumer Behaviour”, RajjevKumra, Himalaya Publications

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Course Code	LABOR LAWS AND LEGISLATIONS	L	T	P	C
21E000507		4	0	0	4
Pre-requisite	Human Resource Management	Semester	III		

COURSE OBJECTIVES:

- To capture the significant elements of laws to run an industry.
- To understand management fundamentals and basic elements of an Industry

UNIT- I (12 Hrs)

Legal frame work: evolution of labour laws in India – labour legislations – meaning, importance and relevance to HRM

UNIT- II (12 Hrs)

Legislations relating to employment and working conditions: Industrial employment (standing orders) Act, 1946 – Factories Act 1948 - contract labour (Regulation and abolition) Act 1970

UNIT- III (12 Hrs)

Laws relating to remuneration: Payment of wages Act, 1936, Minimum wages Act, 1948 – Payment of Bonus Act, 1965

UNIT- IV (12 Hrs)

Laws relating to industrial Relations: Industrial Disputes Act, 1947 - preventive and settlement machinery – trade unions Act, 1926 – workers participation in management

UNIT- V (12 Hrs)

Laws relating to social security: Work men’s compensation Act, 1923 – ESI Act, 1948- Employees provident fund and miscellaneous provisions Act, 1952 - Maternity benefits Act, - 1961 Payment of gratuity Act, 1972

TEXT BOOKS:

1. “Industrial Relations and labour laws”, Tripathi. P.C- Sultan chand and sons
2. “Mercantile law”, N.D. Kapoor, Sultan chand and sons

REFERENCE BOOKS:

1. “Industrial Relations and labour laws”, Sri Vastva, Vikas publishers
2. “Industrial Relations and laws in India”, Agarwal LL
3. “Industrial Relations and labour laws”, Sinha & sinha, Oxford IBH



4. "Legal aspects of business", Pillai.RSN & Bhagavathi, Sultan Chand and Sons, 2011
5. "Industrial Law", P.L.Malik, Eastern book company

PBR VISVODAYA



Course Code	SUPPLY CHAIN MANAGEMENT	L	T	P	C
21E000508		4	0	0	4
Pre-requisite	NIL	Semester	III		

COURSE OBJECTIVES:

- To gain the knowledge of possibilities of efficient optimization and management of operation in integrated supply chains and also the ability to apply them in the enterprise reality.
- To strengthen the holistic view on supply chain operations, management and strategy and some current research areas in supply chain management.

UNIT- I (12 Hrs)

Role of Distribution in Value discovery: Designing a distribution logistics system – Outsourcing of distribution logistics – Distinction between distribution logistics and supply chain management. Introduction -Supply Chain – Fundamentals –Evolution- Role in Economy -Importance - Decision Phases - Supplier- Manufacturer-Customer chain. - Enablers/Drivers of Supply Chain Performance.

UNIT- II (12 Hrs)

Strategic Sourcing: Outsourcing – Make Vs buy - Identifying core processes -Market Vs Hierarchy - Make Vs buy continuum -Sourcing strategy - Supplier Selection and Contract Negotiation. Creating a world class supply base- Supplier Development - World Wide Sourcing.

UNIT- III (12 Hrs)

Supply Chain Network - Distribution Network Design – Role – Factors Influencing Options, Value Addition – Distribution Strategies - Models for Facility Location and Capacity allocation. Distribution Center Location Models. Supply Chain Network optimization models. Impact of uncertainty on Network Design – Network Design decisions using Decision trees.

UNIT- IV (12 Hrs)

Planning Demand, Inventory and Supply - Managing supply chain cycle inventory. Uncertainty in the supply chain – Analysing impact of supply chain redesign on the inventory - Risk Pooling - Managing inventory for short life – cycle products - multiple item -multiple location inventory management. Pricing and Revenue Management



UNIT- V (12 Hrs)

Current Trends - Supply Chain Integration - Building partnership and trust in SC Value of Information: Bullwhip Effect - Effective forecasting - Coordinating the supply chain. . SC Restructuring - SC Mapping -SC process restructuring, Postpone the point of differentiation.

TEXTBOOKS:

1. “Textbook of Logistics and Supply Chain Management”, D K Agrawal, MacMillan 2003, 1st Edition.
2. “Logistics and Supply Chain Management - Cases and Concepts”. G Raghuram & N Rangaraj, Mac Millan.

REFERENCE BOOKS:

1. “Supply chain Logistics Management”, Bowersox, Closs, Cooper, 2/e, TMH.
2. “Supply chain management concepts and cases”, Rhaul V. Altekar, PHI.
3. “Principles of Supply Chain Management – A balanced approach”, Wisner, Leong, Tan, Cengage.
4. “Exploring Supply Chain – theory and practice”, Upendra Kachru, excel.
5. “Supply Chain Management”, R.P. Mohanty and S.G. Deshmukh, Jaico.



Course Code	INVESTMENT AND PORTFOLIO MANAGEMENT		L	T	P	C
21E000509			4	0	0	4
Pre-requisite	Financial Management	Semester	III			

COURSE OBJECTIVES:

- To provide students an understanding of working of capital markets and management of portfolios of stocks.

* Standard discounting and statistical tables to be allowed in the examinations.

UNIT- I (12 Hrs)

Investment: Introduction to stock markets -objectives, Process of Investment, Investment and speculation.

UNIT- II (12 Hrs)

Fundamental Analysis & Technical Analysis: Framework of Fundamental analysis-Economic analysis, Industry Analysis-Industry Life cycle - Company analysis, Fundamental Analysis Vs Technical Analysis - Dow Theory.

UNIT- III (12 Hrs)

Measurement of Risk and Return: Revenue Return and Capital appreciation, holding period – Calculation of expected return, Risk factors, risk classification – systematic risk – unsystematic risk – standard deviation – variance– Beta.

UNIT- IV (12 Hrs)

Valuation of Securities: Types of Securities - Approaches of valuation – Bond valuation – Preference share Valuation – Common stock Valuation.

UNIT- V (12 Hrs)

Portfolio Management: Process of Portfolio Management, Modern Portfolio – Portfolio models – Markowitz model – Sharpe single index model, Capital Asset Pricing Models.

TEXT BOOKS:

1. “Investment Management”, V. K. Balla, S. Chand Company Ltd
2. “Security Analysis and Portfolio Management”, Punithavathy Pandian, Vikas



REFERENCE BOOKS:

1. "Investment Analysis and portfolio management", Chandra, Tata McGraw Hill.
2. "Security Analysis Portfolio Management", Ranganatham & Madhumathi, Pearson Education.
3. "Security Analysis and Portfolio Management", Sudhindra Bhat, excel.
4. "Security analysis and portfolio management", Avadani, Himalaya publishers.
5. "Investment analysis portfolio management", Frank Reilly & Brown, Cengage.
6. "Investment Management", Preethi Singh, Himalaya Publishing House, Mumbai.
7. "Investments", Bodie, McGraw Hill Book Company.
8. "Investment Management", Hiriappa, New Age Publications



Course Code	SALES AND DISTRIBUTION MANAGEMENT		L	T	P	C
21E000510			4	0	0	4
Pre-requisite	Marketing Management	Semester	III			

COURSE OBJECTIVES:

- To provide students an opportunity of learning the basics and concepts of Sales Management and Distribution Management.

UNIT- I (12 Hrs)

Introduction: Evolution of Sales Management- Nature and importance of Sales Management- Roles, Types and Skills of Sales Managers- Sales Objectives

UNIT- II (12 Hrs)

Management of Sales: Concepts of Sales Organisation- Types of Sales organization structures- Specialization within sales organization- Sizing and Staffing the Sales force.

UNIT- III (12 Hrs)

Distribution Management: Definition- Need for Distribution Management- Need for Distribution Channels – Value addition of Distribution Management- Marketing Channels- Channel Formats- Relationship of flows to service levels – Channel levels – Service Channels

UNIT- IV (12 Hrs)

Designing Channel Systems: Channel Design factor – Channel planning process – Ideal Channel structure – Training, Motivating & Evaluating Channel members- Channel Design Comparison – Implementation

UNIT- V (12 Hrs)

Managing the International Channels of Distribution: Introduction- Differences in customer-expectations across countries-international orientation of companies – model of entry decision – implications of entry modes.

TEXTBOOKS:

1. “Sales and Distribution Management”, Krishna K Havaldar & Vasant M Cavale, TMH.
2. “Sales and Distribution Management”, Tapan K. Panda, Sunil Sahadev, Oxford.



REFERENCE BOOKS:

1. "Sales Management", John F Tanner Jr, Earl D Honeycutt Jr & Robert C Erffmeyer, Pearson Education.
2. "Advertising, Sales and promotion Management", Chunawala, Himalaya.
3. "Sales and distribution Management", S L Gupta, Excel.
4. "Strategic Marketing and Channel Management", Donald J. Bowersox & M. Bixby Cooper, TMH.
5. "Selling and Sales management", Jobber, 7/e Pearson Education.
6. "Successful Sales Promotion", Pran Choudhury, Ricky Elliott & Alan Toop, Orient Longman Limited.



Course Code	TRAINING AND DEVELOPMENT		L	T	P	C
21E000511			4	0	0	4
Pre-requisite	Human Resource Management	Semester	III			

COURSE OBJECTIVES:

- To provide an overview of Training and Development in the organization.

UNIT- I (12 Hrs)

Training concepts: Introduction - Concept - Training Process- Significance- Models of Training- Systematic Model- Transitional Model- Systems approach to training.

UNIT- II (12 Hrs)

Training function: HR and the Training function - Training and corporate strategy - Organization and Management of Training Function

UNIT- III (12 Hrs)

T&D Organizations and policies: Training Centers in organisations- Role of external agency in T&D- Training as consultancy. - Evolving Training Policy- Training budget and schedules/calendar, Training needs assessment: Training Needs Assessment - Definition and purposes - Components of Needs assessment- Advantages- Competency modeling - Organization Analysis - Team Work for Conducting Training Needs Analysis- selection of Trainees.

UNIT- IV (12 Hrs)

Design of training programme: Course content design – Trainer skill development - Facilities design- Trainee design -Resistance in Training- Motivation of Trainee: Goal setting- Pre-training communication –Use of ice breakers to stimulate interest.

UNIT- V (12 Hrs)

Training methods: Indoor training methods: *On-the-job Training* - *Off –the –job methods*- Behavior Modeling- Audio Visual Enhancements to Training- Outdoor *training methods*, E-learning and Evaluation of T & D programme: *E-learning methods*- Computer-Based Training- programmed Instruction- Intelligent Tutoring Systems- Interactive Multimedia- Virtual Reality Monitoring and evaluation of training programme- Conceptual model of training - Effectiveness - Evaluation criteria-Kirkpatrick model.



TEXT BOOKS:

1. “Employee Training and Development”, Raymond A.Noel, TMH .

REFERENCE BOOKS:

1. “Effective Human Resource Training and development Strategy”, B.Rathan Reddy, Himalaya.
2. “Evaluating Training programs”, Donald L. Kirkpatrick and James D.Kirkpatrick, Tata McGraw Hill.
3. “Training for development”, Rolf P.Lynton and Udai Pareek, Sage publications.
4. “Human Resource Development”, Halder,Oxford.
5. “Human Resource Development”, R.Krishnaveni,Excel.
6. “Effective Training”, Beanchand, Thacker, Pearson.
7. “Training- Theory and Practice”, Aparna Raj, Kalyani



Course Code	ENTERPRISE RESOURCE PLANNING	L	T	P	C
21E000512		4	0	0	4
Pre-requisite	NIL	Semester	III		

COURSE OBJECTIVES:

- To provide the basic concepts of Enterprise Resource Planning, ERP Implementation and Maintenance.

UNIT- I (12 Hrs)

Introduction to ERP: Overview of ERP, MRPI, MRPII and Evolution of ERP, Business Modeling, ERP related technologies, Business PROCESS Re-engineering (BPR) – BPR Process, Myths regarding BPR, ERP Architecture.

UNIT- II (12 Hrs)

Business Intelligence Systems-Data Mining, Data Warehousing, On-line Analytical Processing (OLAP), On-line Transaction Processing (OLTP).

UNIT- III (12 Hrs)

ERP Modules: Finance Controlling, Accounting System, Manufacturing and Production Systems. Sales and Distribution Systems, Human Resource Systems. Plant Maintenance System, Material Management System, Quality Management System.

UNIT- IV (12 Hrs)

ERP Implementation: ERP Implementation life cycle, ERP package selection, ERP Implementation process, ERP project teams, ERP operation and Maintenance.

UNIT- V (12 Hrs)

ERP Products: SAP, Oracle, Microsoft Dynamic, People Soft, Baan and their impact on enterprise applications.

TEXTBOOKS:

1. “Enterprise Resource Planning”, Singla, Cengage Learnings.
2. “Enterprise Resource Planning”, Mahadeo Jaiswal & Ganesh Vanapalli, Macmillan

REFERENCE BOOKS:

1. “Enterprise Resource Planning”, Alexis Leon, TMH.



2. "Enterprise Resource Systems", Motiwala, Pearson.
3. "ERP in practice", Jagan Nathan Vaman, TataMc.GrawHill.
4. "Enterprise Resource Planning and MIS", Venugopal Rao, Excel.
5. "ERP concepts & Practice", Vinod Kumar Kard arid NK Venkata Kristean, PHI.
6. "Concepts in ERP", Monk, Thomson, 2/e
7. "Managerial Issues of ERP", David L.Olson , TMH

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Course Code	AUDITING AND TAXATION		L	T	P	C
21E000513			4	0	0	4
Pre-requisite	Financial Accounting for Managers	Semester	III			

COURSE OBJECTIVES:

- To make the students familiar with the basic concepts of Income Tax and computation of income and audit aspects of business accounts.

UNIT- I (12 Hrs)

Introduction to Auditing: Definition, objective of Audit, Advantages and limitation of audit, Types of Audit - Basic Principles of governing audit. Vouching - Meaning and significance.

UNIT- II (12 Hrs)

Company Audit: Meaning and significance of Company Audit - Audit programme- Audit note book - working papers- Commencement of new audit.

UNIT- III (12 Hrs)

Verifications and valuation of Assets & liabilities: Qualifications, disqualifications appointment and removal of company auditor. Duties and rights of a company auditor -Preparation of an audit report.

UNIT- IV (12 Hrs)

Direct and Indirect Taxes: Features and History of Income Tax in India – Definitions and Basic Concepts of Income Tax: Assessee- Assessment Year – Previous Year – Person – Residential Status: Meaning of Residential Status – Conditions applicable to an Individual Assessee – Problems on computation of Total Income of an Individual based on Residential Status.

UNIT- V (12 Hrs)

Introduction to GST Act: Meaning and definition of GST -Objectives of GST-Regulatory framework of GST-Scope of GST- Key features and Benefits of GST- GST rates in India

TEXT BOOK:

1. “A Hand book on Practical Auditing”, B.N. Tondan, S Chand Publishers

REFERENCES:

1. “Income Tax Law and Practice”, V.P. Gaur & D.B Narang, Kalyani Publishers
2. “Income Tax”, B.B. Lal, Pearson Education



3. "Taxation", R.G. Saha, Himalaya Publishing House Pvt. Ltd.
4. "Taxation Law and Practice", Balachandran & Thothadri, PHI Learning

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Course Code	ADVERTISING AND SALES PROMOTION MANAGEMENT		L	T	P	C
21E000514			4	0	0	4
Pre-requisite	Marketing Management	Semester	III			

COURSE OBJECTIVES:

- To provide students with detailed knowledge of some of the marketing mixes such as Sales and Promotion.

UNIT- I (12 Hrs)

Advertising: Meaning, Role of advertising, types of advertisement, industrial, institutional, retail, trade and professional, marketing mix, Advertising department and advertisement manager.

UNIT- II (12 Hrs)

Organizing for Advertising: Objectives and functions - Role and functions of advertisement agencies. Advertising agency and services, client agency relationship. Visual layout, art work, production traffic copy, effective use of words, devices to get greater readership interrelation.

UNIT- III (12 Hrs)

Advertisement budgets and effectiveness: Types, optimal expenditure, decision models, sales response and decay, competitive share, Pre-testing, post testing, experimental designs.

UNIT- IV (12 Hrs)

Sales Promotion: Importance and scope; Need and objectives of sales promotion; Consumer promotion; channel promotion; Timing of sales promotion; Measurement of impact of sales promotion; sales promotion budgeting.

UNIT- V (12 Hrs)

Publicity and public relations: Scope and importance. Methods of publicity, Power of Publicity, advantages and disadvantages of Publicity, Process of Public relations-Marketing public relations functions; Public relations officer- role and functions.

TEXTBOOKS:

1. "Advertising & Promotion", George E. Belch, THM
2. "Advertising and Promotion- An Integrated Marketing Communication approach", Shimp, Cengage



REFERENCE BOOKS:

1. “Integrated Advertising, Promotion and Marketing Communications”, Clow, Baack, Pearson.
2. “Integrated Advertising, Promotion and Marketing Communications”, Kruti shah, Alon D’Souza, TMH.
3. “Advertising & Sales Promotion”, SHHKazmi, Satish Batra, Excel.
4. “Advertising Management with integrated Brand Promotion”, O’Guinn, Allen, Semenik, Cengage.
5. “Advertising Management”, Jethwaney, Jain, Oxford.
6. “Contemporary Advertising”, Arens, TMH.
7. “Advertising, Sales and Promotion Management”, S.A.Chunawalla, Himalaya.
8. Brand Positioning, Strategies for Competitive Advantages”, Sengupta, Subroto: Tata McGraw Hill



Course Code	PERFORMANCE MANAGEMENT		L	T	P	C
21E000515			4	0	0	4
Pre-requisite	Human Resource Management	Semester	III			

COURSE OBJECTIVES:

- To provide an outline of performance management of individuals in the organization.

UNIT- I (12 Hrs)

Introduction to Performance management: Concept - Performance management vs. performance appraisal--Performance management vs. Human resource management- Purposes- Significance.

UNIT- II (12 Hrs)

Mentoring and Monitoring: Concept of mentoring - Benefits of mentoring - Characteristics of mentor- Mentoring Process-Group mentoring -Benefits -Types of Group Mentoring – Pitfalls Monitoring performance.

UNIT- III (12 Hrs)

Coaching and counseling: Coaching for performance improvement -. Concept - Tips for effective coaching Counseling -Functions of counseling- Steps in counseling process.

UNIT- IV (12 Hrs)

Annual Stock taking: Stock taking of performance -Uses –Appraisal system design: Process and approaches - Appraisal methods - MBO and Assessment centre -360-degree appraisal - Balanced score card. Stock taking of potential- Appraisal for reward - Appraisal for recognition.

UNIT- V (12 Hrs)

Learning organisation: Concept of learning organisation- Learning approaches- Learning sources - Importance of learning-. Characteristics of learning organisation- Reward and compensation Management -Concept and types of compensation- Objectives - Competitive compensation design - Fringe benefits- Objectives -Factors influencing fringe benefits - Types of fringe benefits.

TEXT BOOKS:

1. “Performance Management”, A.S.Kohli, T.Deb, Oxford.
2. “Performance Management”, Prem Chadha, McMillan.



REFERENCE BOOKS:

1. "Performance Management", Bagchi, Cengage Learnings.
2. "Performance Appraisal and Management", Sharma, Davinder, HPH
3. "Performance Management", Herman, Aguinis, Pearson Education.
4. "Performance Management and Appraisal Systems", T.V.Rao, Response.
5. "Performance management", Kandula, PHI.
6. "360 Degree Feedback and Assessment and Development Centres", T.V.Rao, Excel.
7. "Performance Management", Dinesh k.Srivatsava, Excel



Course Code	DATA WAREHOUSING AND MINING	L	T	P	C
21E000516		4	0	0	4
Pre-requisite	NIL	Semester	III		

COURSE OBJECTIVES:

- To give an understanding Data Warehousing and Data Mining concepts.

UNIT- I (12 Hrs)

Managing Data: Individual Data Management, Organisational Data Warehousing and Data Management, Components of Organisational Memory, Evaluation of Database Technology.

UNIT- II (12 Hrs)

Database Systems in the Organisation: Data Sharing and Data Bases – Sharing Data Between Functional Units, Sharing Data Between Different Levels of Users, Sharing Data Between Different Locations.

UNIT- III (12 Hrs)

The Data Warehouse Data Base: Context of Data Warehouse Data Base, Data Base Structures – Organizing Relational Data warehouse – Multi-Dimensional Data Structures – Choosing a Structure. Meta Data: Human Meta Data, Computer Based Meta Data for people to use, Computer based Meta Data for the Computer to use.

UNIT- IV (12 Hrs)

Analyzing the Contexts of the Data warehouse: Active Analysis, User Queries – OLAP Constructing a Data warehouse System: Stages of the Project – Developing a Project Plan, Data warehousing Design Approaches – The Architecture Stage.

UNIT- V (12 Hrs)

Getting Data into the Data warehouse – Extraction, Transformation, Cleaning, Loading and Summarization. Data Mining, Creating a Decision Tree, Correlation and Other Statistical Analysis, Neural Networks, Nearest Neighbor Approaches, Putting the Results to Use.

TEXTBOOKS:

1. “Data Mining – Concepts and Techniques”, Jiawei Han & Micheline Kamber, Morgan Kaufmann Publishers, 2nd Edition, 2006.
2. “Data Mining Introductory and advanced topics”, Margaret H Dunham, Pearson education



REFERENCE BOOKS:

1. "Decision Support Systems and Data warehouse Systems", Efram G. Mallach: TMH.
2. "Data Mining Techniques and Tasks", T.H.M.Sivanandam, Thomson.
3. "Data Management, Data Bases and Organizations", Richard T Watson, Wiley.
4. "Modern Data Warehousing, Mining and Visualization Core Concepts", Marakas, Pearson
5. "Data warehousing, Data Mining", OLAP, Berson Smith, TMH



Course Code	BUSINESS SIMULATION LAB	L	T	P	C
21E000422		0	0	3	2
Pre-requisite	NIL	Semester	III		

COURSE OBJECTIVES:

- To practice statistical tools in computer with MS-Excel and SPSS.
- To analyse the data to draw inference for decision making. Understand application of statistical measures of central tendency. Understand application of ANOVA. Analyse trends. Test hypotheses.

UNIT- I (9 Hrs)

EXCEL Lessons: Customizing the Quick Access Toolbar.- Creating and Using Templates.- Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special.- Formatting Data and Using the Right Mouse Click.- Saving, Page Setup, and Printing.- Using Headers and Footers.- Manipulating Data, using Data Names and Ranges, Filters and Sort and Validation Lists.- Data from External Sources.- Using and Formatting Tables.- Basic Formulas and Use of Functions.- Data Analysis Using Charts and Graphs.-Managing, Inserting, and Copying Worksheets.- Securing the Excel Document (Protect Cells and Workbook).

UNIT- II (9 Hrs)

Advanced excel lessons- Advanced Formulas and Functions. -Advanced Worksheet Features. - Advanced Data Analysis using PivotTables and Pivot Charts.

UNIT-III (9 Hrs)

Overview of SPSS, Uses, Data Analysis. Making students/Learn Familiar with Main menu and other features of SPSS Package

UNIT- IV (9 Hrs)

Simulation of frequency distributions: Binomial, poisson, exponential, weibull and Normal Distributions

UNIT- V (9 Hrs)

Statistical tools for execution using excel: Tabulation, bar diagram, Multiple Bar diagram, Pie diagram, Measure of central tendency-mean, median, mode, Measure of dispersion: variance, standard deviation, Coefficient of-variation. Correlation, regression lines. t- test, F-test, ANOVA one way classification, chi square test, independence of attributes.



TEXT BOOKS:

1. “Business Statistics Using Excel”, Glyn Davis & Branko Pecar, Oxford University Press.

REFERENCE BOOK

1. “Business Data Analysis Using Excel”, David Whigham, Oxford University Press.
2. “Excel 2010 Data Analysis and Business Modelling”, Winston, PHI Learning Private Limited.
3. “Business Statistics”, Bajpai, Pearson.
4. “Statistical Tools for Managers Using MS Excel”, D P Apte, Excel Books.
5. “Statistics for Managers – Using MS”, David M Levine, David. F. Stephan & Kathryn A. Szabat
6. “Business Statistics in Practice”, Bruce Bowerman, TMH.
7. “MS Office”, Shelly, Cengage, 2007.



Course Code	HUMAN VALUES AND PROFESSIONAL ETHICS		L	T	P	C
21E000423			2	0	0	0
Pre-requisite	NIL	Semester	III			

COURSE OBJECTIVES:

- To create the importance of ethics and morals in working environment.

UNIT- I (6 Hrs)

Variety of Moral Issues: Understanding the Harmony in the Society (society being an extension of family), Integrity, Work Ethic, Courage, Empathy, Self Confidence, Moral Autonomy, Consensus and Controversy, Professional and Professionalism, Professional Ideas and Virtues.

UNIT- II (6 Hrs)

Principals of Ethics and Morality: Ethics as a Subset of Morality, Ethics and Organizations, Employee Duties and Rights, Discriminatory and Pre-judicial Employee Practices, Understanding Harmony in Nature, Natural Acceptance of Human Values.

UNIT- III (6 Hrs)

Risk Benefit Analysis: Reducing Risk, The Government Regulators Approach to Risk, Handling Ethical Dilemmas at Work, Market Strategy and Ethics, Ethical Practice in Market Place, Ethics in Finance, Ethics in Business and Environment.

UNIT- IV (6 Hrs)

Collegiality and Loyalty: Respect of Authority, Collective Bargaining, Confidentiality, Professional Rights, Intellectual Property Rights, Multinational Corporations, Honesty, Moral Leadership, Sample Code of Conduct, Corporate Responsibility. Social Audit and Ethical Investing, Computer and Ethics, Management Patterns

UNIT- V (6 Hrs)

Competence and Professional Ethics: i) Ability to Utilize the Professional Competence for Augmenting Universal Human Order, ii) Ability to identify the scope and Characteristics of people-friendly and eco-friendly production, iii) Ability to identify and develop appropriate technologies, and Management and pattern for above production system. Strategy for Transition from the Present State to Universal Human Order-i) At the Level of Individual- as Socially and Ecologically Responsible Technologists and Managers, ii) At the Level of Society- as Mutually



Enriching Institutions and Organizations. Case studies of typical holistic technologies and management patterns.

REFERENCES BOOKS

1. "Ethics in Engineering", Mike Martin and Roland Schinzinger, McGrawHill.
2. "Engineering ethics-concepts and cases", Charles E Harris, Michael S Pritchard, Thompson Learning.
3. "Ethics and the conduct of business", John R Boatright, Pearson education.
4. "Ethical Choices in Business", R.C.Sekhar, Response Books.
5. "Business ethics", William Shaw, wordsworth, Publishing company.
6. "Business Ethics-Concepts and cases", Manual G. Valasquea, Pearson Education.
7. "Ethics of international Business", Thomas Donaldson, Oxford university Press.
8. "Business Ethics", Richard T. De George, Mc Millan Publishing.
9. "Business Ethics", John E.Richardson, Annal Edition.
10. "Business Ethics", Milton Suoeyenlas, Robert Almeder and James Humber, Promethens Books.



Course Code	INTERNATIONAL BUSINESS MANAGEMENT	L	T	P	C
21E000424		4	0	0	4
Pre-requisite	NIL	Semester	IV		

COURSE OBJECTIVES:

- The challenges in International Business Management, The blocks and strategies are the focal points of the course. It helps students acquire conceptual frame works knowledge and insight to operate at International Level.

UNIT- I (12 Hrs)

Anatomy of International Business Environment – International Economic, Political, Legal, Social and Cultural – Frame Work.

UNIT- II (12 Hrs)

International Trade Regulatory Frame Work – Trade Barriers – Export Promotion and Import Substitution, Regional Trade Organizations and their Impact on International Business, Role of World Trade Organisation (W.T.O.) and its Impact on International Business.

UNIT- III (12 Hrs)

International Financial Frame Work – Balance of Payment – Foreign Exchange Market Mechanism – Exchange rates and risk management, Role of IMF, IBRD in International Business, Export Financing.

UNIT- IV (12 Hrs)

Organizing For International Business – Strategies and Issues in International Human Resource Management and Development, Staffing policy, managing the Expatriates.

UNIT- V (12 Hrs)

Creation of Global Structure – Developing Global Competitiveness, International marketing strategies in different stages of product life cycle, Economic Zones - Objectives, Foreign Trade Zone, Economic Processing Zone, Free Zone, Special Economic Zone.

TEXT BOOKS:

1. “International Business”, Cherunilam, , PHI , 5/e



REFERENCE BOOKS:

1. “International Business- Environments and operations”, Daniells, Radebangh, Sullivan, Salwan, Pearson, 2009
2. “International Business”, Hill, Jain, TMH, 6/e
3. “Internatinal Business”, Shyam Shukla, Excel, 2008
4. “International Business”, P.Subbarao, Himalaya 2/e
5. “Internatinal Business”, Justin Paul, PHI, 4/e
6. “International Business”, Joshi, Oxford,2009
7. “International Business”, Czinkota, Moffett, Cengage, 7/e



Course Code	E-BUSINESS	L	T	P	C
21E000425		4	0	0	4
Pre-requisite	NIL	Semester	IV		

COURSE OBJECTIVES:

- The course imparts undertaking of the concepts and various application issues of e-business like Internet infrastructure, security over internet, payment systems and various online strategies for e-business.

UNIT- I (12 Hrs)

Introduction to e-business: Electronic business, Electronic commerce, difference between e-business & e-commerce, electronic commerce models, types of electronic commerce, value chains in electronic commerce, E-commerce in India, internet, web based tools for electronic commerce. Electronic data, Interchange, components of electronic data interchange, electronic data interchange process.

UNIT-II (12 Hrs)

Security threats to e- business: Security overview, electronic commerce threats, Encryption, Cryptography, public key and private key Cryptography digital signatures, digital certificates, security protocols over public networks: HTTP, SSL, Firewall as security control, public key infrastructure (PKI) For Security.

UNIT- III (12 Hrs)

Electronic payment system: Concept of money, electronic payment systems, types of electronic payment systems, smart cards and electronic payment systems, infrastructure issues in EPS, Electronic fund transfer.

UNIT- IV (12 Hrs)

E-business applications and strategies: Business models & revenue models over internet, emerging trends in e-business e-governance, digital commerce, mobile commerce, strategies for business over web, internet-based business models.

UNIT- V (12 Hrs)

E –business infrastructure and e- marketing: Hard works system software infrastructure, ISP's, managing e-business applications infrastructure, what is e- marketing, e-marketing planning, tactics, strategies.



TEXTBOOKS:

1. “e-business & e-commerce management” Dave chaffey - Pearson.
2. “e- commerce- e-business “, Dr.C.S.Rayudu, Himalaya.

REFERENCE BOOKS:

1. “e-commerce strategy Technologies and applications”,Whitley, David (2000),.TMH.
2. “Electronic commerce”, Schneider Gary P.and Perry, James T, Thomson Learning.
3. “e- commerce, The cutting edge of business”, Bajaj, Kamlesh K and Nag, Debjani, TMH Publishing company, 1st edition 1999



Course Code			L	T	P	C
21E000517	FINANCIAL DERIVATIVES		4	0	0	4
Pre-requisite	Financial Management	Semester	IV			

COURSE OBJECTIVES:

- To make students efficient in the area of Financial Derivatives, giving them the knowledge of basics in Financial Derivatives, Future Markets, Option Strategies, etc.

*** Standard discounting and statistical tables to be allowed in the examinations**

UNIT- I (12 Hrs)

Introduction to Derivatives: Development and Growth of Derivative Markets, Types of Derivatives, Uses of Derivatives, Financial and Derivative markets -Fundamental linkages between spot & Derivative Markets, The Role of Derivatives Market in India.

UNIT- II (12 Hrs)

Future and Forward Market: structure of forward and Future Markets, Mechanics of future markets, Hedging Strategies, Using futures. Determination of forward and future prices - Interest rate futures, Currency futures and Forwards

UNIT- III (12 Hrs)

Options: Distinguish between Options and Futures, Structure of Options Market, Principles of Option Pricing, Option Pricing Models: The Binomial Model, The Black Scholes Merton Model.

UNIT- IV (12 Hrs)

Basic Option Strategies: Advanced Option Strategies, Trading with Options, Hedging with Options, Currency Options.

UNIT- V (12 Hrs)

Swaps: Concept and Nature of Swaps—Major Types of Financial Swaps –Interest Rate Swaps – Currency Swaps –Commodity Swaps – Credit Risk in Swaps

TEXT BOOKS:

1. “Financial Derivatives”, Gupta, PHI, 1st Edition.
2. “Fundamentals of futures and options market”, John C Hull, Pearson Education.



REFERENCE BOOKS:

1. "Financial Derivatives and Risk Management", OP Agarwal, HPH
2. "Commodities and Financial Derivatives", Kevin, PHI
3. "Fundamentals of Financial Derivatives", Swain.P.K, HPH
4. "Financial Derivatives", Mishra: Excel.
5. "Risk Management & Derivatives", Stulz, Cengage.
6. "Derivatives and Risk Management", Jayanth Rama Varma: TMH.
7. "Risk Management Insurance and Derivatives", G. Koteswar: Himalaya



Course Code	SERVICES MARKETING	L	T	P	C
21E000518		4	0	0	4
Pre-requisite	Marketing Management	Semester	IV		

COURSE OBJECTIVES:

- To make students efficient in the area of Financial Derivatives, giving them the knowledge of basics in Financial Derivatives, Future Markets, Option Strategies, etc.

UNIT- I (12 Hrs)

Understanding services marketing: Introduction, Characteristics of services marketing mix, services in the modern economy, Classification of services, marketing services Vs. Physical services.

UNIT- II (12 Hrs)

Customer Expectations of service: Service expectations, types of expectations, factors that influence customer expectations of service. Issues in involving customers service expectations, Customer defined service standards.

UNIT-III (12 Hrs)

Pricing & Promotion strategies for services: Service pricing, establishing monetary pricing objectives, foundations of pricing, pricing and demand, putting service pricing strategies into practice.

UNIT- IV (12 Hrs)

Service promotion: The role of marketing communication. Implication for communication strategies, marketing communication mix.

UNIT- V (12 Hrs)

Marketing plans for services: The marketing planning process, strategic context, situation review marketing strategy formulation, resource allocations and monitoring marketing planning and services.

TEXTBOOKS:

1. “Services Marketing – Text and Cases”, Rajendra Nargundkar, TMH.
2. “Services Marketing—Integrating Customer Focus Across the Firm”, Valarie A. Zeithaml & Mary Jo-Bitner, TMH.



REFERENCE BOOKS:

1. “Services Marketing People, Technology, Strategy”, Christopher Lovelock, Wirtz, Chatterjee, Pearson.
2. “Services Marketing – Concepts planning and implementation”, Bhattacharjee, excel,2009
3. “Services Marketing”, Srinivasan, PHI.
4. “Services – Marketing, Operations and Management”, Jauhari, Dutta, Oxford.
5. “Marketing of Services”, Hoffman, Bateson, Cengage.
6. “Service sector Management”, C.Bhattacharjee, Jaico.



Course Code	ORGANIZATION DEVELOPMENT	L	T	P	C
21E000519		4	0	0	4
Pre-requisite	Human Resource Management	Semester	IV		

COURSE OBJECTIVES:

- To make students efficient in the area of Financial Derivatives, giving them the knowledge of basics in Financial Derivatives, Future Markets, Option Strategies, etc.

UNIT- I (12 Hrs)

Organization Development –Definition – Characteristics - Contributory Stems, Values, Assumptions, Beliefs in OD - Ethical issues in OD.

UNIT- II (12 Hrs)

Foundations of OD- Systems Outlook- Third Wave Management and Organization Transformation.

UNIT-III (12 Hrs)

Diagnostic Process and Areas of Diagnosis –Action Research- As a Process and Approach- OD

UNIT- IV (12 Hrs)

Interventions classification – Team Interventions – Intergroup Interventions- Third party peace making intervention, Structural Interventions- Comprehensive Interventions and Training Experience, Other Interventions- T- Groups, Behaviour Modelling, Life and Career Planning.

UNIT- V (12 Hrs)

Consultant Issues – System Ramifications – Power politics in OD – Future of OD.

TEXT BOOKS:

1. “Organisation Development and Transformation”, French, Bell & Zawacki, TMH.
2. “Organization Development”, French& Bell, Pearson

REFERENCE BOOKS:

1. “Organisation Change and Development”, Kavita Singh, Excel.
2. “Organization Development”, Daniel Robey & Steven Actman, Macmillan.



3. “Organisation Development Change”, Cummins & Worley, Thomson/Cengage.
4. “Organisation Development Interventions & Strategics”, S. Ramnarayan, T.v Rao & kuldeepsingh, Response.

PBR VISVODAYA



Course Code	DATA COMMUNICATION AND NETWORK ANALYSIS	L	T	P	C
21E000520		4	0	0	4
Pre-requisite	NIL	Semester	IV		

COURSE OBJECTIVES:

- To provide the basic concepts of Data Communication and Network Analysis, network security, privacy and data encryption.

UNIT- I (12 Hrs)

Introduction – General structure of Networks – ISO, OSI Reference Model. Hierarchical Network, connectivity analysis – delay analysis – local access Network design. Physical layer: transmission and multiplexing – digital transmission – circuit switching packet switching – terminal handling – error correction and error correcting codes.

UNIT- II (12 Hrs)

Data – link layer: simple protocols. Unrestricted stop and wait sliding window protocols. Network layer: virtual circuits and data grams, centralize hierarchical and broadcasting algorithms.

UNIT- III (12 Hrs)

Transportation layer and Session layer: transport service – addressing and connection establishment – flow control and buffering – synchronization – crash recovery gate way– internet work fragmentation – session layer.

UNIT- IV (12 Hrs)

Presentation layer: network security and privacy – data encryption – key distribution authentication and digital signatures – virtual terminal protocols – file transfer protocols.

UNIT- V (12 Hrs)

Application layer – distribution systems ISDN – Service & History, TCP/IP and Net Working and Internet working Derives.

TEXTBOOKS:

1. “Understanding Data Communications & Networks”, William A. Shay, Vikas.
2. “Data Communications and Net Working”, Behrouz A. Forouzan, TMH



REFERENCE BOOKS:

1. “Data Communication and Computer Networks”, Duck& Read, Person.
2. “Data Networks, Bertsekas & Gallages”, PHI
3. “Computer Communications and Networking Technologies”, Michael A. Gallo, Cengage.

PBR VISVODAYA



Course Code	INTERNATIONAL FINANCIAL MANAGEMENT	L	T	P	C
21E000521		4	0	0	4
Pre-requisite	Financial Management	Semester	IV		

COURSE OBJECTIVES:

- To provide students with a broad view of International Monetary Systems and its understanding to enable a global manager to do business in a global setting.

UNIT- I (12 Hrs)

Introduction to International Financial management: IFM meaning, Difference between FM & IFM, Nature, Scope, Importance.

UNIT- II (12 Hrs)

Foreign Exchange Market: Functions and Structure of the Forex markets, major participants, types of transactions and settlements, Foreign exchange quotations, .

UNIT- III (12 Hrs)

Management of foreign exchange exposure and risk: Types of Exposure, Economic Exposure, Transaction Exposure, Operating Exposure.

UNIT- IV (12 Hrs)

Cross-border Investment Decisions: Capital budgeting, Approaches to Project Evaluation, Risk in Cross-border Investment Decisions.

UNIT- V (12 Hrs)

Financing Decisions of MNC's & Working Capital Management: Introduction, the cost of capital, capital structure, Cash management, management of receivables, Inventory management.

TEXT BOOKS:

1. "International Financial Management", V.K.Bhalla , S.Chand
2. "International Financial Management", EphriamClark, Cengage.

REFERENCE BOOKS:

1. "International Finance", Prakash. G. Apte, TMH
2. "International Financial Management", T. Siddaiah, Pearson.
3. "International Financial Management", M.K.Rastogi



4. "International Financial Management", S. EunChoel and Risnick Bruce, TMH.
5. "International Financial Management", Machi Raju, HPH.
6. "International finance management", Jeff Madura, Cengage.
7. "International Financial Management", Sharan 5th Edition, PHI.
8. "International Financial Management", MadhuVij, Excel.
9. "International Financial Management", V. A Avadhani, Himalaya.

PBR VIS



Course Code	INTERNATIONAL MARKETING		L	T	P	C
21E000522			4	0	0	4
Pre-requisite	Marketing Management	Semester	IV			

COURSE OBJECTIVES:

- To provide students with a perspective of International Marketing Management, its environment and complexities.

UNIT- I (12 Hrs)

International Marketing: Scope and Significance of International Marketing, The importance of international marketing, Differences between international and domestic marketing, legal environment and regulatory environment of international marketing.

UNIT- II (12 Hrs)

International Market Entry Strategies: Indirect Exporting, Direct Exporting, Foreign Manufacturing Strategies with Direct Investment. Entry Strategies of Indian Firms.

UNIT- III (12 Hrs)

International product management: International product positioning, Product saturation Levels in global Market, New products in International Market, Products and culture, brands in International Market.

UNIT- IV (12 Hrs)

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

UNIT- V (12 Hrs)

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



TEXTBOOKS:

1. "International Marketing", Michael R. Czinkota, Likka A Ronkainen, Cengage .
2. "Global marketing Management", Keegan, Green, Pearson, 4/e,

REFERENCE BOOKS:

1. "International Marketing Analysis and Strategy", SakOnkvisit, John J. Shaw, PHI.
2. "International Marketing", Philip R. Cateora, John L. Graham, Prasanth Salwan, TMH.
3. "International Marketing", Vasudeva, PK, excel.
4. "Global Marketing Management", Lee, Carter, Oxford.
5. "International Marketing and Export Management", Albaum, Pearson Education.
6. "Global Marketing", Johansson, TMH.
7. "Integrated Marketing Management – Text and Cases", Mathur, Sage.



Course Code	GLOBAL HUMAN RESOURCE MANAGEMENT		L	T	P	C
21E000523			4	0	0	4
Pre-requisite	Human Resource Management	Semester	IV			

COURSE OBJECTIVES:

- To provide an outline of Global Human Resource management of MNC'S.

UNIT- I (12 Hrs)

Global Human Resource Management concept, expanding role – Global issues and challenges, Differences between Domestic HRM and GHRM.

UNIT- II (12 Hrs)

Social and Cultural Variables in Global Organizations – Cross Cultural Differences – Cross Cultural Research Methodologies – Hofetede's Hermes Study, Cultural Issues.

UNIT- III (12 Hrs)

Global staffing and Compensation Practices – Nature, Sources, Policies – Human Resource Planning – Recruitment and Selection for global Assignment, Selection process- Expatriate and Repatriate. – Compensation- International Compensation structure, Differentiating HCN'S, PCN'S and TCN'S

UNIT- IV (12 Hrs)

Appraisal and Training and development in the Global Perspective-Programmes and Agencies– Performance management, Appraisal system – Training and development need, cross cultural training, Areas of international training and development.

UNIT- V (12 Hrs)

Global Industrial Relations and People Management – Trade Unions, Collective bargaining, Disputes/Conflicts, Quality Circles and Participative Management- USA – European Countries, Asian Countries and Middle East.

TEXT BOOKS:

1. "International Human Resource Management", Aswathappa, TMH.
2. "International Dimension of Human Resource Management", Dowling P.J, Thomson/
Cengage



REFERENCE BOOKS:

1. “International Human Resource Management”, Tony Edwards & Chris Rees, Pearson.
2. “Internal Human Resource Management”, Rao P.L, Excel.
3. “International Human Resource Management”, Subba Rao P, Himalaya.
4. “International Dimensions of Organizational Behaviour”, Adler N.J, Kent

PBR VISVODAYA



Course Code	CORPORATE INFORMATION MANAGEMENT	L	T	P	C
21E000524		4	0	0	4
Pre-requisite	NIL	Semester	IV		

COURSE OBJECTIVES:

- To provide a broad outline of Information Technology and its application at corporate business units and to understand all the issues related to the IT management.

UNIT- I (12 Hrs)

IT planning and strategy tools: Strategy analysis – environment analysis- Conducting strategy audit- Assessing opportunities and risks- Company –technology analysis – Industry –technology analysis Trajectories of technology.

UNIT- II (12 Hrs)

Extending the enterprise: Organising for innovation –Collaboration- Understanding business networks: differentiation interdependence and ownership – Designing hybrid governance models- Building collaborative community- Emerging network business models.

UNIT- III (12 Hrs)

IT Alignments: Building the case for IT- leveraging infrastructure and creating options- Components of internet working infrastructures –Rise of internet working – business implications, Managing IT services: Availability facilities- uninterruptible power –Delivery- climate control – security – New service models.

UNIT- IV (12 Hrs)

IT outsourcing - Managing risk through incremental outsourcing- Outsourcing advantages and disadvantages- Outsourcing opportunities- Managing relationships with outsourcing agencies, Coordination and control of IT: Development stages of IT in organising- Nolans’ model- Distributed data processing - Centralisation vs decentralisation- drivers toward user dominance- Drivers towards centralised policy- Coordination and location IT policy.

UNIT- V (12 Hrs)

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



TEXT BOOKS:

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

REFERENCE BOOKS:

1. “IT strategy and Management” Sanjiva Shankar Dubey, PHI.
2. “IT strategy for Business”, Parag Kulkarni, Oxford.
3. “Managing Technology and Innovation for competitive Advantage”, V.K.Narayan, Pearson.
4. “The New Age of Innovation”, C.K. Prahlad, TMH.



Course Code	SEMINAR (Contemporary Issues on Business)	L	T	P	C
21E000426		0	0	3	2
Pre-requisite	NIL	Semester	IV		

COURSE OBJECTIVES:

- To evaluate the skills required for the managers viz., communication skills, logical skills, analytical skills, presentation skills, persuasion skills, decision making skills acquired by the students in the course of M.B.A and to analyse the managerial capabilities.
- ❖ Students are required to present a seminar on any contemporary issue of the business.



Course Code	PROJECT WORK		L	T	P	C
21E000427			0	0	12	10
Pre-requisite	NIL	Semester	IV			

COURSE OBJECTIVES:

- Implementing the theory into practice.

- ❖ Students are required to take up a project work, in which the student can choose any specific problem of Industry or Industry based project work. Alternatively, it can be secondary source based or Field based project work. Before the commencement of the project work each student is required to submit a synopsis indicating the objectives, Methodology, Framework for analysis, Action plan with milestones in order to have clarity for the subsequent work. The project should have an internal faculty as guide. The student shall initiate project work immediately after II semester and evaluation shall take place in IV semester.

REFERENCE BOOKS:

1. “Business Essentials”, Research Project, Viva.
2. “Your Thesis Writing”, Paul Oliver, Sage.
3. “Project Report Writing”, M.K.Rampal & S.L.Gupta , Paragon International.
4. “Designing and Managing a Research Project”, Michael Jay Polonsky, David S Waller, Sage.
5. “An Aid to Project Work”, Surendra Kumar, Paragon International.