

ACHARYA NAGARJUNA UNIVERSITY

CENTRE FOR DISTANCE EDUCATION

NAGARJUNA NAGAR,

GUNTUR

ANDHRA PRADESH



PROGRAM PROJECT

REPORT

193. MASTER OF BUSINESS

ADMINISTRATION

Master of Business Administration

PROGRAMME CODE: 193

MISSION :

To educate and develop leaders and builders of enterprises who create value for their stakeholders and society at large; to develop new scholars and teachers, and to create and disseminating pathbreaking knowledge, concepts, and tools which advance the understanding and practice of management.

OBJECTIVES :

The main objective of this course is to provide intensive theoretical and practical knowledge of management along with relevant case studies and technical knowhow. This course is designed for leaders seeking to enhance their effectiveness for optimizing the human resource potential of their organization in order to achieve business and strategic objectives. ... In the first class, students analyze the overall role in business and basic frameworks.

RELEVANCE :

The MBA programme offered through Open and Distance Learning mode is purely relevant and aligned with the goals and mission of CDE, ANU. The Management programmes are impregnated with the concepts and practices of globalised business scenario with a focus on innovation and creativity retaining fundamentals. This programme is helpful for enhancing the employability skills with the global perspective and conforming to the vision and mission of ANU which is thriving to empower the students at every portal of the University in building of the core competence.

NATURE OF PERSPECTIVE TARGET GROUP OF LEARNERS :

Aim of open and distance education is to enhance the academic competence in those who were deprived of higher education for various socio-economic reasons. This programme is designed for candidates to provide quality education at affordable cost to larger sections of population by facilitating the reach of education to the doorsteps of people living in remote and far-flung areas. This program is also useful for candidates interested in career advancement, improving skills, upgrading the qualification, add on course, Working Professionals, Entrepreneurs, Service Personnel, Academic Faculty, Government Officials, Researchers, Home Makers etc.

SKILLS AND COMPETENCE OF THE PROGRAMME :

Inconsideration of the huge gap in education and industry and also in skill development now it is imperative on the part of every university to reach out every nook and corner of the country where the institutions with significant infrastructure are not available in order to elevate the status of the marginalised sections of the society especially living in rural areas of the country. The only solution appears to be "open and distance education" and Acharya Nagarjuna University takes initiative by reaching out those unreached by ICT enabled blended mode of distance learning programmes. MBA programme is an innovative programme. The learning outcomes of this programme are as follows:

- Professional development of teachers.
- Incorporating generic transferrable skills and competencies
- To develop critical learning, analytical skills and research skills.

INSTRUCTIONAL DESIGN: Course structure and detailed syllabi

Acharya Nagarjuna University

Centre for Distance Education

Nagarjuna Nagar, Guntur-522510

MASTER OF BUSINESS ADMINISTRATION (MBA) Programme Code: 193

PROGRAMME STRUCTURE

Course Code	Course Name	Internal Assessment	External Assessment	Max. Marks	Credits
FIRST YEAR: Semester-1					
101EM24	Management Process & Organizational Behavior	30	70	100	3
102EM24	Quantitative Techniques for Management	30	70	100	3
103EM24	Business Environment and Legislations	30	70	100	3
104EM24	Fundamentals of Accounting	30	70	100	3
105EM24	Business Communication	30	70	100	3
106EM24	IT Applications for Management	30	70	100	3
107EM24	Managerial Economics	30	70	100	3
FIRST YEAR: Semester-2					
201EM24	Business Law	30	70	100	3
202EM24	Financial Management	30	70	100	3
203EM24	Marketing Management	30	70	100	3
204EM24	Production & Operations Management	30	70	100	3
205EM24	Human Resource Management	30	70	100	3
206EM24	Research Methodology	30	70	100	3
207EM24	Entrepreneurship Development and Start Up Management	30	70	100	3
SECOND YEAR: Semester-3					
301EM24	Business Policy & Strategic Management	30	70	100	3
302EM24	Decision Support Systems & MIS	30	70	100	3
ELECTIVE PAPERS	CHOOSE ANY TWO SPECIALIZATIONS (THE OPTED TWO SPECIALIZATIONS IN THIRD SEMESTER, THE STUDENTS SHALL CONTINUE THE SAME TWO SPECIALIZATIONS IN THE FOURTH SEMESTER ALSO)				
	A. FINANCE SPECIALIZATION				

303EM24	Security Analysis & Portfolio Management	30	70	100	3
304EM24	International Financial Management	30	70	100	3
305EM24	Basics of Taxation	30	70	100	3
B. MARKETING SPECIALIZATION					
306EM24	Advertising & Brand Management	30	70	100	3
307EM24	Customer Relationship Management	30	70	100	3
308EM24	Retail Management	30	70	100	3
C. HUMAN RESOURCE MANAGEMENT SPECIALIZATION					
309EM24	Industrial Relations & Labor Laws	30	70	100	3
310EM24	Management Training & HRD	30	70	100	3
311EM24	Organizational Change & Organizational Development	30	70	100	3
D. BANKING AND INSURANCE MANAGEMENT SPECIALIZATION					
312EM24	Bank Management	30	70	100	3
313EM24	Insurance and Risk Management	30	70	100	3
314EM24	Central Banking and Development Banking	30	70	100	3
E. HOSPITAL ADMINISTRATION SPECIALIZATION					
315EM24	Hospital Administration	30	70	100	3
316EM24	Hospitals Architecture, Planning and Designing	30	70	100	3
317EM24	Medical Terminology, clinical Diagnostic Therapeutic services	30	70	100	3
F. TRAVEL & TOURISM MANAGEMENT SPECIALIZATION					
318EM24	Tourism Management	30	70	100	3
319EM24	Marketing of Tourism	30	70	100	3
320EM24	Travel Agency & Tour Operations Management	30	70	100	3
G. BUSINESS ANALYTICS SPECIALIZATION					
321EM24	Introduction to Business Analytics Tools	30	70	100	3
322EM24	Data Visualization & Predictive Analysis	30	70	100	3
323EM24	Big Data Analytics	30	70	100	3
H. INTERNATIONAL BUSINESS MANAGEMENT SPECIALIZATION					
324EM24	Digital and Social Media Marketing	30	70	100	3
325EM24	Global Outsourcing and Business Development	30	70	100	3

326EM24	Global Buying Behaviour	30	70	100	3
SECOND YEAR: Semester-4					
401EM24	Global Business	30	70	100	3
402EM24	Business Ethics & Corporate Governance	30	70	100	3
ELECTIVE PAPERS	THE STUDENTS SHALL CONTINUE THE SAME TWO SPECIALIZATIONS IN FOURTH SEMESTER, WHICH ARE OPTED IN THE THIRD SEMESTER.				
A. FINANCE SPECIALIZATION					
403EM24	Financial Derivatives	30	70	100	3
404EM24	Management of Financial Services	30	70	100	3
405EM24	Corporate Taxation	30	70	100	3
B. MARKETING SPECIALIZATION					
406EM24	Logistics & Supply Chain Management	30	70	100	3
407EM24	Rural & Agricultural Marketing	30	70	100	3
408EM24	Social Media & Digital Marketing	30	70	100	3
C. HUMAN RESOURCE MANAGEMENT SPECIALIZATION					
409EM24	International Human Resource Management	30	70	100	3
410EM24	Talent Management	30	70	100	3
411EM24	Compensation Management	30	70	100	3
D. BANKING AND INSURANCE MANAGEMENT SPECIALIZATION					
412EM24	International Banking	30	70	100	3
413EM24	International Financial Markets and Services	30	70	100	3
414EM24	General Insurance Products and Management	30	70	100	3
E. HOSPITAL ADMINISTRATION SPECIALIZATION					
415EM24	Hospital Waste Management	30	70	100	3
416EM24	Healthcare Laws, Ethics and Counselling	30	70	100	3
417EM24	Medical Tourism	30	70	100	3
F. TRAVEL & TOURISM MANAGEMENT SPECIALIZATION					
418EM24	Destination Planning and Development	30	70	100	3
419EM24	Air Travel Ticketing and Fare Construction	30	70	100	3
420EM24	Tour Guiding & Storytelling	30	70	100	3
G. BUSINESS ANALYTICS SPECIALIZATION					
421EM24	Enterprise Resource Planning	30	70	100	3

422EM24	Business Forecasting & Business Optimization	30	70	100	3
423EM24	Machine Learning & Data Mining	30	70	100	3
H. INTERNATIONAL BUSINESS MANAGEMENT SPECIALIZATION					
424EM24	Global Logistic and Supply Chain Management	30	70	100	3
425EM24	International Trade Procedures and Documentation	30	70	100	3
426EM24	Foreign Exchange Risk Management	30	70	100	3
SUBMISSION OF PROJECT WORK AND VIVA-VOCE EXAMINATION FOR ANY ONE OF THE OPTED SPECIALIZATIONS					
427EM24	Project Work	-	-	100	4
428EM24	Viva-Voce	-	-	100	4
-	Total Credits	-	-	-	98

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MASTER OF BUSINESS ADMINISTRATION (MBA)

Programme Code: 193

PROGRAMME SYLLABUS

1 YEAR MBA- 1 SEMESTER SYLLABUS

101EM24 - MANAGEMENT PROCESS & ORGANIZATIONAL BEHAVIOUR

COURSE OUTCOMES:

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

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

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

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

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

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

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

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

Controlling : Process, Methods of control

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

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

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

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

Reference Books:

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

102EM24 - QUANTITATIVE TECHNIQUES FOR MANAGEMENT

COURSE OUTCOMES:

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

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

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

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

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

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

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

Reference Books:

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

103EM24: BUSINESS ENVIRONMENT & LEGISLATIONS

Course Outcomes:

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

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

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

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

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

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

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

Reference Books:

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

104EM24: FUNDAMENTALS OF ACCOUNTING

Course Outcomes:

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

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

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

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

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

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

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

Reference Books:

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

105EM24: BUSINESS COMMUNICATION

Course Outcomes:

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

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

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

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

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

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

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

Reference Books:

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

106EM24: IT Applications for Management

Course Outcomes:

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

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

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

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

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

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

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

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

Reference Books:

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

107EM24: MANAGERIAL ECONOMICS

Course Outcomes:

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

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

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

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

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

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

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

Reference Books:

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

1 YEAR MBA- 2 SEMESTER SYLLABUS

201EM24: BUSINESS LAW

COURSE LEARNING OUTCOMES (CLOs) :

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

1. Provide knowledge of general business law issues to the students
2. It aims at providing a rich source of contemporary knowledge, basic concepts, emerging ideas & techniques in the field of law
3. To Identify the fundamental legal principles behind contractual agreements
4. To understand the legal and fiscal structure of different forms of business organizations.

Unit-I: Indian Contract Act – 1872: Law of Contract, Essentials of Valid Contract, Classification of contracts, Offer & Acceptance, Consideration, Capacity to contract, Free consent, Breach of contracts and its Remedies.

Unit -II: Negotiable Instruments Act – 1881: Negotiable Instruments – Promissory Note, Bills of Exchange & Cheque, Differences, Essential elements, Parties to Negotiable Instruments , Dishonour & Discharge of a Negotiable Instrument.

Unit- III: Special Contracts –Indemnity and Guarantee, Bailment and Pledge, Contract of Agency

Unit-IV: Sale of Goods Act – 1930, Essentials of Sale Contract, Conditions & Warranties, Transfer of Property , Rights of an unpaid seller.

Unit-V: Companies Act, 2013: Definition of company – Characteristics - Classification of Companies Formation of Company -Memorandum and Articles of Association – Prospectus – Company Meetings & Resolutions, Winding up.

Reference Books:

1. N.D. Kapoor, “Elements of Mercantile Law”, 2007, Sultan Chand & Co.
2. M.C. Kuchchal, Vivek Kuchchal, “Mercantile Law”, 2013, 8th Ed, Vikas Publishing House Pvt. Ltd.
3. AkhileshwarPathak, “Legal Aspects of Business”, 2007, 3rd Ed. Tata McGraw Hill.
4. S.S Gulshan, Business laws, 2010, Excel Books.
5. K.R. Bulchandani, “Business Law for Management”, 2009, HPH.
6. S.R. Myneni, “International Trade Law: International Business Law”, 2014, Allahabad Law Agency
7. PPS Gogna, “A Text Book of Company Law”, 2006, S. Chand
8. Marianne moody Jennings, “The Legal, Ethical and Global Environment of Business”, 2009, South western Cengage learning, New Delhi.

202EM24: FINANCIAL MANAGEMENT

COURSE LEARNING OUTCOMES (CLOs):

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

1. To Provide an in-depth view of the process in financial management of the firm
2. Develop knowledge on the allocation, management and funding of financial resources.
3. Improving students' understanding of the time value of money concept and the role of a finance manager in the current competitive business scenario.
4. Enhancing student's ability in short-term dealing with day-to-day working capital decision and also longer-term dealing, which involves major capital investment decisions and raising long-term finance.
5. To know different short term and long-term finance markets

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

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

Unit-III: FINANCE DECISIONS: Leverage – Concept of leverage – Operating Leverage – Break-even analysis – Financial leverage – EBIT – EPS analysis – Combined leverage.

CAPITAL STRUCTURE: Capital Structure Theories – Net Income approach – Net operating income approach – Traditional view – MM Hypothesis.

COST OF CAPITAL: Cost of debt – cost of preference capital – Cost of equity capital – cost of external equity – Cost of retained earnings - Weighted average cost of capital.

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

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

Reference Books:

1. Sheeba Kapil. Financial Management, Pearson, 2011.
2. Jonthan Berk Financial Management, Pearson, 2010.
3. Van Home. James C. "Financial Management", Prentice Hall of India (P) Ltd, New Delhi.
4. Hampton, John J. "Financial Decision Making", Prentice Hall of India (P) Ltd, New Delhi.
5. Salmon, Ezra and Pringle, John. J. "An Introduction to Financial Management", Prentice Hall of India (P) Ltd, New Delhi.
6. Khan, M.Y. & Jain P.K "Financial Management", Tata McGraw Hill Pub. Co. Ltd New Delhi.
7. Panday, I.M. "Financial Management", Vikas Publishing House (P) Ltd.
8. Chandra, Prasanna "Financial Management", Tata McGraw Hill Pub. Co. Ltd, New Delhi.
9. Kulkarni, P.V. "Financial Management", Himalaya Publishing House, Bombay.
10. Maheswari S.N. "Principles of Financial Management", Sultan Chand & Sons, New Delhi.
11. Srivatsava R.M. "Essentials of Business Financial", Himalaya Publishing House,
12. Alice C Lee, J C Lee, C F Lee "Financial Analysis, Planning and Forecasting", Cambridge University

203EM24: MARKETING MANAGEMENT

COURSE LEARNING OUTCOMES (CLOs):

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

1. Understand the concepts of Marketing Management
2. To learn about Marketing process for different types of products and services
3. To understand the tools used by Marketing managers in decision situations
4. To understand the Marketing Environment and to analyse and examine the implementation of Marketing concepts and strategy to firms.

Unit -I: Importance and Scope of Marketing: Concepts of Marketing; Marketing Management Tasks; Marketing Environment; Marketing and Customer Value - Industrial Marketing, Services Marketing, Global Marketing.

Unit -II: Marketing Information System and Marketing Research: Consumer Behaviour and Buying Decision Process – Organization Buyer Behaviour – Market Segmentation and Targeting.

Unit -III: Development of Marketing Offerings Strategy: New Product Development–Product line and Decisions–Product-mix–Product Differentiation –Product Life Cycle Management - Brand Management -Packaging.

Unit- IV: Pricing Strategies and Programs: Setting the Price – Adapting the Price –Initiating Response to Price Changes - Delivering Value: Designing and Managing Value Networks – Channels of Distribution.

Unit -V: Communicating Value: Designing and Managing Marketing Communications – Advertising – Direct Marketing and Personal Selling – Sales Promotion –Events and Public Relations and Competitive Marketing Strategies- Emerging Trends in Marketing: Network Marketing-Viral Marketing-Ambush/Guerilla Marketing-Green Marketing- etc.

Reference Books:

1. Kotler,Keller,Koshy & Jha, Marketing Management, Pearson, New Delhi
2. William J Stanton, Fundamentals of Marketing, McGraw-Hill, New Delhi.
3. Arun Kumar and Meenakshi, Marketing Management, Vikas, New Delhi
4. Pride and Ferrell, Marketing Management: Planning, Implementation & Control, Cengage India.
5. Rajan Sexena, Marketing Management: Text cases in Indian Context.
6. Keith Blois - Oxford Textbook of Marketing Oxford University Press.
7. Zinkota & Kotabe : Marketing Management , Prentice Hall of India.
8. Joel R.Evans & Barry Berman : Marketing, Wiley India, New Delhi.
9. Ramanuj Majumdar , Consumer Behaviour insights from Indian Market, PHI, 2010

204EM24: PRODUCTION AND OPERATIONS MANAGEMENT

COURSE LEARNING OUTCOMES (CLOs):

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

1. Provide students with a foundational understanding of Operations Management
2. Educate students about the obligations and duties of various organisational environments for operations managers
3. To increase students self-assurance in handling production and operational tasks in the industrial and service sectors
4. To define an operations system's boundaries, and know how it connects to other functional sections of the company and its surrounding surroundings.

Unit-1: Introduction to Operations Management: Nature, Importance, Scope and Functions of Operations and Operations Management - Evolution of Operations Management - Types of Production/Operations Systems. Design of production processes Allocating resources to strategic alternatives. (Numerical types of LPP)

Unit-II: Capacity, Location and Layout planning: Capacity planning – Framework and Types; Location Planning – Location Decision Factors and Planning methods (Numerical); Layout planning – Planning and Principles of Layout, Classification of Plant Layout; Production Planning and Control – Functions - Stages in PPC – Gantt – PPC in Mass, Batch, and Job Order Manufacturing, Sequencing and Scheduling (Numerical); Manufacturing Resource Planning-ERP

Unit- 3: Supply Chain, Purchase and Stores Management: Supply Chain Management – Framework, principles, electronic supply chain management. Materials Requirement Planning – Planning Elements and Inputs (Numerical); Purchase Management – Principles, Process and Types of Purchasing Systems; Stores Management – Functions, Location, Layout and Accounting Procedures

Unit- 4: Inventory Management and Work study: Inventory Management – Meaning, Types, Costs and Models – Purchasing Model without and with Shortages, Manufacturing Model without and with Shortages (Numerical), Selective Inventory Controlling Techniques (Numerical); Work study – Method study – Steps and Recording Techniques, Work Measurement (Time study) – Steps, Techniques and Estimation of Standard time (Numerical)

Unit -5: Quality, Maintenance and Project Management: Quality Management – Concepts- TQM, Six sigma, ISO-9000 Standards, quality circles, cost of quality, acceptance sampling, Statistical Quality Control charts – \bar{X} and Range , c chart and p chart (Numerical); Maintenance Management – Functions, Objectives, Types of plant maintenance, Cost balance, Types of failures, machine replacement problems, Project Management – Meaning, Phases / Framework, Roles and Responsibilities of Project manager-PERT-CPM.

Reference Books:

1. Sidhartha S. Padhi, Operations Management – Text and Cases, Star Business Series, 2018
2. R. Panneerselvam, Production & operations management, Prentice Hall India private limited, 2017.
3. Mahadevan B., Operations Management Theory and Practice, Pearson Publication, 3rd Edition, 2015 29 MBA syllabus 2020
4. Aswathappa, K., ShridharaBhat, K., Production and Operations Management , Himalaya Publishing House, 2014
5. Chunnawals, Production & Operation Management Himalaya, Mumbai
6. Upendra Kachru: Operation Management, Excel Publications.
7. Chary , S.N.Production and Operation Management, New Delhi, Tata McGraw Hill
8. Kanishka Bedi, Production & Operation Management, University Press.

205EM24: HUMAN RESOURCE MANAGEMENT

COURSE LEARNING OUTCOMES (CLOs):

- On successful completion of the course the learner will be able to:
- To develop an understanding on various issues, approaches and practices of Human Resource Management and ability to identify potential employees, evaluate competences, design workforces & build HR driven corporate strategies.
- Transform Human beings into Human Resources
- Build Global Level HR Managers & Create Agile Workforce
- Innovate Winning Organizations

Unit-I: Human Resource Management: Nature and Significance, Functions of HRM, Qualities and Role of HR Manager, HRM Models, HRM in a Changing Environment, Emerging HR Trends. International HRM, Global HRM, Strategic HRM, HR Analytics . HR Score Card. Job Analysis – Objectives and Methods of job analysis.

Unit-II: Human Resource Planning: Objectives, Process, Factors affecting HR Planning, Recruitment – Purpose, Process, Factors influencing Recruitment, Sources of Recruitment. Selection Process,: Testing & Interviews, Placement, Induction and Socialization.

Unit-III: Employee Training: Significance, Types, Process of Training, On the job & Off the job methods of Training, Management Development Programmes: Methods of MDP/EDP, Performance Appraisal – Objectives, Process, Methods; Traditional & Modern, Problems of Performance Appraisal. Potential Appraisal.

Unit-IV: Job Evaluation: Significance, Process, Methods and Problems: Career Planning: Concept, Career Stages, Process. Career Development: Individual Career Development & Organisational Career Development. Succession Planning.

Unit-V: Employee Grievances and Discipline: Grievance – Need, Causes, Model Grievance Procedure. Discipline: Causes of Indiscipline, Approaches, Red Hot Stove Rule, Disciplinary Procedure according to Standing orders. Quality of Work Life(QWL):Meaning, Conditions, Strategies for improvement of QWL.

Reference Books:

1. Aswathappa K., Human Resource and Personnel Management, 2nd Edition, Tata MC Graw Hill, New Delhi, 2001.
2. De Cenzo, & Stephen P. Robbins, Personnel/Human Resource Management, Pearson Publications,
3. Edwin B.Flippo, Personnel Management, MCGraw-Hill.
4. Dessler, Human Resource Management 10th Edition Pearson Education
5. P. Subba Rao, Human Resource Management, and Industrial Relations Himalaya Publishing House, New Delhi.
6. VS.P. Rao, Human Resource Management, Excel Books, New Delhi.

206EM24: RESEARCH METHODOLOGY

COURSE LEARNING OUTCOMES (CLOs):

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

- To impart knowledge for enabling students to develop data analytics skills and meaningful interpretation to the data sets so as to solve the Business/Research problem.
- Develop an understanding on various kinds of Research, Objectives of doing research, Research process, Research designs and Sampling.
- To provide basic knowledge on qualitative research techniques
To provide adequate knowledge on Measurement & Scaling techniques as well as quantitative data analysis.
- To familiarize students with Statistical packages such as SPSS.

Unit-I: Foundations of Research: Meaning, types of research, Research Process. Nature and Scope of Research Methodology – Problem Formulation, Research Objectives – Hypotheses, Characteristics of good hypotheses, Research Design – Types of Research Design.

Unit-II: Variable Types: Independent & Dependent variables Exogenous & Endogenous Variables, Qualitative and Quantitative Research: Qualitative research- Quantitative research- Concept of measurement, Validity and Reliability. Levels of measurement, Nominal, Ordinal, Interval, Ratio.

Unit-III: Sampling: Characteristics of a good sample, Types of sampling- Probability Sampling Types, Non-Probability Sampling Types, Determining size of the sample, Primary and Secondary Sources–Methods of Data Collection– Primary data collection techniques & Secondary data Collection, Questionnaire Design

Unit –IV: Multivariate Data analysis: ANOVA one way /two way, Multiple Correlation & Multiple Regression, Discriminant Analysis, Factor Analysis, Conjoint Analysis, Multidimensional Scaling and Clustering Techniques.

Unit-V: Automated Data Analysis Using SPSS: Data Preparation- Univariate analysis (frequency tables, bar charts, pie charts, percentages, Bivariate analysis- Cross tabulations and Chi-square test including testing hypothesis of association. Performing T several t -Tests, ANOVA, Correlation, Regression in SPSS

Reference Books:

1. CT Kothari & Gaurav Garg, Research Methodology, New Age International Publishers, New Delhi.
2. Cooper, “Business Research Methods”, Tata McGraw Hill, New Delhi, 2010.
3. C.R.Kothari, “Research Methodology: Methods and Techniques”, New Age International Publishers, New Delhi, 2006.
4. Gupta S.P. “Statistical Methods”, Sultan Chand, New Delhi, 2010.
5. T.S. Wilkinson & P.L. Bhandarkar, “Methodology and Techniques of Social Research”.
6. Richard A.Johnson & Dean W.Wichern, “Applied Multivariate Statistical Analysis”, Prentice Hall International Inc., 2007.

207EM24: ENTREPRENEURSHIP DEVELOPMENT & START UP MANAGEMENT

COURSE LEARNING OUTCOMES (CLOs)

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

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

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

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

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

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

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

Recommended Books:

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

2 YEAR MBA-3 SEMESTER SYLLABUS

301EM24: BUSINESS POLICY & STRATEGIC MANAGEMENT

COURSE OUTCOMES:

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

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

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

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

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

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

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

Reference Books:

1. Ansoff H. Igor, *Corporate Strategy: An Analytical Approach to Business Policy for Growth and Expansion*, McGraw – Hill, New York, 1965.
2. Nitin Balwani, *Strategic Management & Business Policy*, Excel Books, New Delhi
3. Vipin Gupta, Gollakota & Srinivasan, *Business Policy and Strategic Management – Concepts and Applications*, Prentice Hall of India, New Delhi.
4. Upendra Kachru, *Strategic Management: Concepts & Cases*, Excel Books, New Delhi.

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

302EM24: DECISION SUPPORT SYSTEMS & MIS

Course Learning Outcomes (Clos)

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

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

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

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

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

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

Reference Text Books:

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

2 YEAR MBA-3 SEMESTER : ELECTIVE PAPERS

A. FINANCE SPECIALIZATION

303EM24: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

COURSE LEARNING OUTCOMES (CLOs)

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

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

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

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

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

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

Reference Text Books:

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

A. FINANCE SPECIALIZATION

304EM24: INTERNATIONAL FINANCIAL MANAGEMENT

Course Outcomes:

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

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

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

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

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

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

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

REFERENCE BOOKS:

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

A. FINANCE SPECIALIZATION

305EM24: BASICS OF TAXATION

Course Outcomes:

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

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

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

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

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

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

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

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

Suggested Books:

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

2 YEAR MBA-3 SEMESTER : ELECTIVE PAPERS

B. MARKETING SPECIALIZATION

306EM24: ADVERTISING & BRAND MANAGEMENT

Course Outcomes:

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

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

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

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

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

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

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

Books Suggested;

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

B. MARKETING SPECIALIZATION

307EM24: CUSTOMER RELATIONSHIP MANAGEMENT

Course Outcomes:

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

- To know about knowledge on Customer Relationship Management,
- To understand the Statistical Analysis of Customer Surveys T
- To know about Relationship Drivers
- To learn about Changing Corporate Cultures.

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

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

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

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

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

Reference Text Books:

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

B. MARKETING SPECIALIZATION

308EM24: RETAIL MANAGEMENT

Course Outcomes:

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

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

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

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

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

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

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

Reference Books:

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

2 YEAR MBA-3 SEMESTER : ELECTIVE PAPERS

C. HUMAN RESOURCE MANAGEMENT SPECIALIZATION

309EM24: INDUSTRIAL RELATIONS & LABOUR LAWS

Course Outcomes:

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

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

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

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

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

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

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

References:

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

C. HUMAN RESOURCE MANAGEMENT SPECIALIZATION

310EM24: MANAGEMENT TRAINING & HRD

Course Outcomes:

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

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

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

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

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

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

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

Reference Books:

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

C. HUMAN RESOURCE MANAGEMENT SPECIALIZATION

310EM24: Organizational Change & Organizational Development

Course Outcomes:

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

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

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

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

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

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

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

REFERENCES:

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

2 YEAR MBA-3 SEMESTER : ELECTIVE PAPERS

D. BANKING AND INSURANCE MANAGEMENT SPECIALIZATION

312EM24: Bank Management

UNIT I: Nature of Banking Business: official regulation and control over banks in India: Banking Regulation Act, 1949, Reserve Bank of India Act, 1934, banking companies Act, 1970.

UNIT II: Forms of Banking: Branch Banking, Unit Banking, Group Banking, Chain Banking, Business, Correspondent Banking. Process of Bank Management; Branch location policies and decisions, organizational Structure of Commercial Banks in India

UNIT III: Bank Balance Sheet: Management of Assets and Liabilities in banks – Profit, Profitability and Productivity in banks –Management of large sized branches and rural branches. Internal control and Performance budgeting system – Management Information system Income Recognition and asset classification Norms.

UNIT IV: Human Resource Development in Banks: Manpower Planning, Recruitment, Training, Promotion, Motivation, Bank Marketing: Product Planning and Development. Computerization of Banks: Need, application, progress, problems.

UNIT V: E-Banking – Aspects of E-Banking – Traditional Vs. E-Banking Models – Advantages and constraints – Security Methods – Risk Management – Outsourcing E-Banking – Legal and Regulatory Compliance.

FURTHER READINGS:

1. Hawtrey, The art of Central Banking, Sugustus M Kelley Publishers, 1970, New York.
2. Narendra Kumar, Bank Nationalism of India – A Symposium, Lalvani Publishing House, 1969, Mumbai.
3. Pal Panadlkar & N.C. Mehra, Rural Banking, National Institute of Bank Management, Mumbai.
4. Vasant Desai, Indian Banking – Nature and Problems, Himalaya Publishing House, Mumbai.
5. Benjamin H Bankhurt, Money Banking System, Times of India Press, Mumbai.
6. Charless L Prather, Money & Banking, Richard Inc., Illinois.

D. BANKING AND INSURANCE MANAGEMENT SPECIALIZATION

313EM24: Insurance and Risk Management

UNIT I Introduction : Concept of Risk, Risk Vs uncertainty, types risks, Methods of handling poor risk, definition of risk management, Risk management objectives – Risk management by individuals, Corporate Risk Management,

UNIT II Insurance : Definition, Causes and benefits of insurance, elements of an insurable risk, principles of insurance, kinds of insurance – Mathematical basis of insurance : Probability and its use in insurance – dual applications of law of large numbers, pooling in insurance, theories of risk management, classical theory and modern theory – Globalization of insurance and its impact in India.

UNIT III Indian Insurance Industry : Insurance sector reforms, liberalization of insurance markets, Insurance players in India, Regulation of Insurance Business in India, Legal frame work, Insurance contracts, Registration and License – Accounting Principles and Taxation Aspects of Insurance

UNIT IV Management of Insurance Companies : Types of Insurance Organizations, Organizational structure of insurance companies, Functions of Insurers – Product Design and Developments : Product Development Process, Product Design in Emerging scenario – Underwriting : Objectives and Principles of Underwriting, Underwriting in non-life Insurance Business – Claims Management: Claims Settlements in General Insurance and in Life Insurance

UNIT V Insurance Pricing: Fundamentals of Insurance Pricing, Pricing objectives, Types of Rating, Life Insurance Vs. Non-life Insurance Pricing, Rate Making Entities Insurance Intermediaries and Distribution: Distribution of Insurance Products, Insurance Intermediaries and their Functioning, Surveyors and Loss Assessors, Third Party Administrators, Agents, Brokers, Corporate Agents, Bank assurance.

Reinsurance: Role of reinsurance, Techniques of Reinsurance, Nature of Reinsurance Risks, Reinsurance in Indian Perspective

FURTHER READINGS:

1. Dr. P.K. Gupta : Insurance and Risk Management, Himalaya Publishing House, (Rs.275)

D. BANKING AND INSURANCE MANAGEMENT SPECIALIZATION

314EM24: Central Banking and Development Banking

UNIT I Central Banking And Development Banking: Central Banks: Origin, growth, objectives,. Techniques and functions Central Banks in developed and under developed countries Structure and organisation of central banks in USA., UK and India. Reserve Bank of India Nationalization Organisation and Management Functions Regulating currency Control of Credit -Bank rate Openmarket operations

UNIT II RBI and the Banking system: RBI and bill market scheme. Monetary policy Objectives and instruments of monetary policy. Monetary policy and economic growth Monetary policy in under developed economics. Monetary policy and RBI Chakravarthy Committee Recommendations.

UNIT III Money Market in India : Structure and Composition and its importance Working group on money market and its recommendations Discount and Finance house of India Limited Capital market and money market Capital market before and after independence Recent trends

UNIT IV Development Banking:Development Banks Origin, Growth, Objectives Scope and Functions Need for development banks Development banks in developed and under developed economies.

UNIT V Industrial financing in India: Different sources Role of development banks in industrial growth in. India Management and organizational set up of development banks resource planning in development banks Resource mobilization by development banks Project evaluation by development banks and promotional role of development banks. Development and Information Company Ltd., (TDICL) Shipping Credit and Investment Company Ltd., Credit Rating Agency of India Ltd. (IICRA) OTC Exchange of India (OTCEI).

FURTHER READINGS:

1. M.H. De Kock : Central Banking
2. Pandikar S.G. : Banking in India, Bombay 1975
3. S.K. Basu : Central Banking in Emerging Countries
4. C.R. Basu : Central Banking in a planned economy.
5. L.V. Chandler : Central Banking and the India experiment Tata Mc. Graw Hill PublishingCompany, Delhi 1977.
6. J.C. Frorde Economic Development The federal reserve system
7. R.S. Savers American Banking System
8. Vasanth Desai Development Banks Issues and operations
9. M.Y. Khan Indian Financial Systems
10. R.M. Srivasthava Management of Financial Institutions in India

2 YEAR MBA-3 SEMESTER : ELECTIVE PAPERS

E. HOSPITAL ADMINISTRATION SPECIALIZATION

315EM24: Hospital Administration

Unit - I Concept of Hospitals: Definition, philosophy and objectives of Hospital; Classification of Hospitals; Hospital as a System and its peculiarities; Intramural and Extramural Functions of a Hospital; Managerial activities in a Hospital; Relationship between a Hospital and its community

Unit - II Introduction to Hospital Administration: Meaning, nature and principles of Administration; Administration vs Management; Meaning and rationale of Hospital Administration; Roles of Hospital Administration; Skills of Hospital Administration; Types of Hospital Administrators; Professional bodies of Hospital Administrators; Code of Ethics for Hospital Administrators.

Unit - III Overview of Hospital Services: Administrative Services; Medical and Ancillary Services; Nursing Services; Supportive Services: Pharmacy, medical stores, housekeeping, ward management, CSSD, Laundry, Dietary, Security, and Transport

Unit - IV Hospital Management: Levels and Roles: Governing Board; Executive Board and Advisory Board; CEO; Medical Administration Nursing Administration; Hospital Administration; Middle Level Managers in Hospital and their Responsibilities; Structuring Hospital Organization

Unit - V Evaluation of Hospital Services; Management Techniques in Hospitals; Recent Advances in Hospital Administration.

Reference Books

1. Sakharkar, B. M., & Jaypee Brothers (Jaypee digital). (2009). Principles of Hospital Administration & Planning. (Jaypee eBooks.) Jaypee Brothers Medical Publisher (P) Ltd
2. Srinivasan, S. (1982). Management process in health care. New Delhi: Voluntary Health Association of India.
3. Joshi DC, Joshi, Mamta, (2009). Hospital administration. Jaypee Brothers Medical Publications
4. Gupta, M. C., & Mahajan, B. K. (2003). Textbook of preventive and social medicine. New Delhi: Jaypee Brothers Medical Publishers

E. HOSPITAL ADMINISTRATION SPECIALIZATION

316EM24: Hospitals Architecture, Planning and Designing

Unit - I Introduction to Hospital Planning: Aim, guiding Principles in Hospital Planning; Regionalization of Hospital Services (Area wide planning); Stages in Hospital Planning; Hospital Utilization Statistics; Assessment of the extent of need for Hospital Services.

Unit - II Surveying the community: Planning for general hospital services; Determining hospital location, size and kind of hospital service, area to be served, bed occupancy and bed ratios, quality of facilities and services; Evaluation of human resource;.

Unit - III Hospital Construction: Role of Organisation, Governing Board, Hospital Administration; Role of Hospital Architect; Architect's brief, Choosing a site, site survey; Process of Hospital Planning; Hospital Design –Guiding Principles in Planning and Designing; Long range plans and facility master plan; Circulation pattern planning of different types of hospitals; Operations and future planning; Equipment planning; Hospital Building - Space requirements; Hospital project management; Hospitals for tomorrow.

Unit - IV Functional Hospital Organization: Hospital code of ethics, medical ethics Indian Boilers Act 1923; Safety of Centralized Gas and Vacuum Supply Services: Petroleum Rules 2002; Fire Safety Regulations; Registration of Hospital, Nursing Homes.

Unit - V Supportive services: Clinical laboratories, radiological services, medical records, front office, billing, staffing, housekeeping, transportation, dietary services, emergency services, infection control, mortuary services.

Reference Books

1. Kunders G.D., Gopinath S., and Katakam A. Hospital Planning, Design and Management, Tata McGraw Hill, New Delhi, 1999
2. Srinivasan, A.V. (ed.), Managing a Modern Hospital, Chapter Response Books, New Delhi, 2000.
3. Sakharkar, B. M.(2009). Principles o/ hospital administration and planning. Jaypee Brothers Medical Publication
4. Lewellyn Davis L., Hospital Planning and Administration, R. Macaualy HMC

E. HOSPITAL ADMINISTRATION SPECIALIZATION

317EM24: Medical Terminology, clinical Diagnostic Therapeutic services

Unit - I Introduction: Primary care, Secondary care, Tertiary care; Rural Medical care, Urban Medical care; curative care & Preventive care; General & Special Hospitals; Clinical Terms; Common Terms of Healthcare Management: Terms related to levels of healthcare, Primary, Secondary and Tertiary; Systems of Medicine: Ayurveda, Siddha, Unani, Homeopathy, Yoga, Naturopathy, Reiki, etc.

Unit - II Outpatient & Inpatient services: Medical services; Surgical services; Paediatric services; Dental services; Psychiatric services; Casualty & Emergency services; Hospital Laboratory services; Anaesthesia services; Obstetric and Gynaecology services; Neuro-Surgery service; Neurology services; Intensive care unit; Coronary care unit; Burns, paraplegic & malignant disease treatment; Nursing services.

Unit - III Medical Terminology: Glossary of medical terms: Major diseases and medical specialties: Roots, Prefixes, Suffixes, Abbreviations and symbols; Common roots: element referring to, usage and definition; Common prefixes and suffixes; Common abbreviations: departments, time, general healthcare, routes of medication and laboratory; Symbols.

Unit -IV Speciality-wise terminology: Pathology terms of common use; Diagnostic and therapeutic terms; Paediatric services; ENT; Ophthalmology; Orthopaedics; Dermatology; Cardiology

Unit - V Principles and methods of organizing, clinical and support services for hospitals; Role of support services in hospital functioning;

Reference Books

1. Mogli GD: Medical Records, Organization and Management, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi, 2001.
2. Francis CM, Mario C de Souza: Hospital Administration, Jaypee brothers Medical Publishers (P) Ltd., New Delhi, 2000.
3. Tabish, S. A. (2001). Hospital and health services administration: Principles and practice. New Delhi: Oxford University Press.
4. Rowland HS, Rowland BL: Hospital Administration Handbook, Aspen System Corporation: Rockville, 1984.
5. BM Sakharkar, Principles of Hospital Administration and Planning –Jaypee brothers publications.
6. Medical records manual: A guide for Developing countries WHO regional office, stylus Publication

2 YEAR MBA-3 SEMESTER : ELECTIVE PAPERS

F. TRAVEL & TOURISM MANAGEMENT SPECIALIZATION

318EM24: TOURISM MANAGEMENT

Objectives:-

- To provide the fundamentals of Tourism
- To Introduce the various types of Traditional & Modern Tourism Concepts
- To familiarize with tourism destinations & Special Tourism Festivals in India
- To give a seminar on this paper.

Unit - I

TOURISM INTRODUCTION: - Basic concepts of Tourism – A Land of all seasons – Tourism destinations – Components of Tourism: Tourism Attractions, Travel, Accommodation, Food & Beverages– Travel Motivators – Tourism Resources of India – Problems and Prospects of tourism in India.

Learning Outcome:

- Provide real-life experience in a Tourism Management scenario

Unit – II

CLASSIFICATION OF TOURISM CONCEPTS:- Based on Travel –Domestic, International (Inbound & Outbound Tourism), Based on Themes –Cultural, Heritage, Eco, Religious, Adventure, Rural, Agricultural, Beach, Education, MICE & Event, Film, Literary, Medical, Culinary Tourism – Special Tourism Festivals in India.

Learning Outcome:

- Understand the clear concepts of tourism in segment-wise

Unit - III

TOURISM PLANNING: -Significance and Concept of Tourism Planning – Types of Tourism Plans – Planning Levels –Tourism Planning Process – Impacts of Tourism – National Tourism Policy.

Learning Outcome:

- A clear understanding of tourism planning and progress

Unit - IV

NATIONAL TOURISM ADMINISTRATIONS AND ORGANIZATIONS: - Ministry of Tourism – History, Role & Functions, Schemes, India Tourism Development Corporation (ITDC), Archaeological Survey of India (AAI), Indian Railway Catering and Tourism Corporation (IRCTC), Tourism Finance Corporation of India (TFCI), India Convention Promotion Bureau (ICPB), Indian Association of Tour Operators (IATO) – State Tourism departments: APTDC, APTA, AP State Tourism Policy & Planning.

Learning Outcome:

- Understanding of the tourism Administrative organizations

Unit - V

MODE OF TRANSPORTATIONS: Road, Rail, Air & Waterways. Luxury Tourist Trains – Palace on wheels, Maharaja Express, Deccan Odyssey, Golden chariots – UNESCO World Heritage sites – Role of Computers in Tourism – Internet, Mobile Apps, Travel websites, and Social Media.

Learning Outcome:

- Accessibility to tourism destinations by using various modes of transportation in India.

Reference Books:

1. Introduction to Tourism: M.A.Khan: Anmol Publications, New Delhi, 2005.
2. S.Husain Ashraf, and Asif Iqbal Fazili, Tourism in India: Planning and Development, Sarup and Sons, New Delhi, 2006.
3. David Edgall, Maria Del MashroAllen, and Ginger Smith, Tourism Planning and Policy, Elsevier, Netherland, 2007.
4. Stephen Ball (2007), Encyclopedia of Tourism Resources in India, B/H.
5. Manish Ratti, Tourism Planning and Development, New Delhi, Rajat Pub, 2007.
6. Suddhendu Narayan Misra, Sapan Kumar Sadual, Basics of Tourism Management Paperback – 30 September 2008
7. Sunetra Roday, Archana Biwal, Vandana Joshi, Tourism: Operations and Management – 25 March 2009

F. TRAVEL & TOURISM MANAGEMENT SPECIALIZATION

319EM24: MARKETING OF TOURISM

Objectives

- To familiarize with the basic concepts and techniques of marketing management
- To create awareness of Tourism marketing mix elements, and
- To analyze and solve marketing problems in the complex and fast-changing business environment

Unit - I BASIC MARKETING CONCEPTS: Nature, Scope, Functions and Importance - product, production – selling, marketing - Marketing for Tourism - features of Tourism Marketing - Market Segmentation - Tourism Marketing Mix – Market Research and its significance in Tourism.

Learning outcome:

- Thorough understanding of the basics of tourism marketing concepts and research significance.

Unit - II UNDERSTANDING THE MARKET AND THE CONSUMER: Marketing Environment - Consumer Behavior in tourism - Buyer Decision Process - Demand forecasting - Targeting market positioning.

Improves the ability to understand the market and customer relations.

Learning outcome:

- Improves the ability to understand the market and customer relations.

Unit - III THE P'S OF MARKETING PRODUCT: Designing - Branding & Packaging - New Product Development - Product Life Cycle: Price - Strategies & Approaches; Place - Channels of Distribution, Promotion - Advertising - Sales Promotion, sales promotion techniques - Publicity - Personal Selling

Learning outcome:

- Possess conceptual knowledge of the 7 P's marketing the product for Tourism prosperity.

Unit - IV MARKETING OF TOURISM: - Related Activities: Marketing of Airlines, Travel Agencies, Hotels, Resorts, and Other Tourism Sub – Sectors' Products - Trends in Tourism Marketing

Learning outcome:

- A clear understanding of interrelated marketing activities for the development of tourism

Unit - V DEVELOPING MARKETING SKILLS FOR TOURISM: Concept of Creativity – Creativity and its significance in Tourism - Self Motivation – Team building – Personality Development – Role of Tourism agents – Role of AP Tourism in Promoting the Industry.

Learning outcome:

- Knows optimum utilization of marketing skills for the promotion of tourism

REFERENCE BOOKS:

1. Stanton William. J, 'Fundamentals of Marketing, McGraw Hill, New York, 1999
2. Kotler, P,' Marketing Management', PHI, Delhi, 2006
3. Neelamegham, S, 'Marketing in India: Cases & Readings', Vikas, New Delhi, 1998
4. Ramasamy VS & Namakumar.S, 'Marketing Management: Planning & Control, New Delhi, 1990.
5. Rajan Saxena, Marketing Management | 6th Edition | 16 November 2019
6. Kevin Lane Keller and Philip Kotler, Marketing Management| 4 June 2016

F. TRAVEL & TOURISM MANAGEMENT SPECIALIZATION

320EM24: TRAVEL AGENCY & TOUR OPERATIONS MANAGEMENT

Objectives –

- To enable students with a clear understanding of the travel agency and tour operations Functions.
- To understand the current trends and practices in the tourism and travel trade sector
- To enrich sufficient knowledge and update the skills related to the travel industry.
- To familiarize with foreign currency exchange rules and regulations.

Unit - I

INTRODUCTION TO TRAVEL & TOURISM: Concept of Travel & Tourism - Travel Trade: Travel Agency and Tour Operations Business - Types of Travel Agency & Tour Operations Business - Role and Contribution of Travel Companies in the growth and Development of Tourism Travel Trade - Inbound and Outbound Tours - The Changing Environment.

Learning outcome:

- Provides knowledge on the evolution of Travel agency & tour operations business.

Unit - II

ORGANIZATIONAL STRUCTURE: How to start a Travel Business - Choice of Travel Agency Business Organization Structure and Working of Travel Agency & Tour Operators - Procedure for approval of Government of India and IATA of Travel Agency & Tour Operators - Functions of Travel Companies.

Learning outcome:

- A Clear understanding of travel agency organizational structure with functions

Unit - III

TOUR PACKAGING MANAGEMENT: Types of Tour Packages - Components of a Standard Package Tour - Tour Design Process - Significance of Package Tours - Tour Package Pre Information - Review of Package Tours offered by Public-Private Sector Tourism Enterprises in India.

Learning outcome:

- Aware of different tour packages for different segments of tourists.

Unit -IV

FOREIGN EXCHANGE: Forex Market – Meaning – Participants in the Market – Determinants of Exchange rates – Rates conventions – Trading: Purchases – Sales – Currencies and codes – Exchange controls – RBI in currency intervention – FEMA, 1999 – Significance of Forex in Tourism.

Learning outcome:

- Understand existing rules & regulations under RBI

Unit - V

TRAVEL PROCEDURES: Formalities: Passport, Types – Visa, Types – E-Visa – Ticket – Medical Taxes – Customs – Currency – Principles: Suitability, Appropriateness, Availability, Speed, Cost, Dependability – Record-Keeping – Coordination – Back-office functions. (Travel Accounts etc.)

Learning outcome:

- A better understanding of all the travel procedures

Topics for Internal Practicals

1. Itinerary preparation of a tour package for 5 days and 6 nights to South India.
2. Golden Triangle tour itinerary preparation for 6 days and 7 nights including other important scenic beauty tourist destinations.
3. Brochure preparation of the Pancharama tour
4. Prepare one popular eco-tourism package tour in Andhra Pradesh.

REFERENCE BOOKS:

1. Travel Agency Management: Mohinder Chand: Anmol Publications: 2006.
2. Chawla Romila, Tourism Services, and Operations Arise, Publishers and Distributors, New Delhi, 2006.
3. Travel and Tourism Management/edited by Prakash Talwar. Delhi, Isha Books, 2006, 4 vols.
4. Ashim Gupta, Travel Agency and Tour Operations: Concepts and Principles| 1 August 2011

2 YEAR MBA-3 SEMESTER : ELECTIVE PAPERS

G. BUSINESS ANALYTICS SPECIALIZATION

321EM24: INTRODUCTION TO BUSINESS ANALYTICS TOOLS

Course Outcomes:

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

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

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

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

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

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

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

Suggested Books:

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

G. BUSINESS ANALYTICS SPECIALIZATION

322EM24: DATA VISUALIZATION & PREDICTIVE ANALYSIS

Course Outcomes:

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

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

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

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

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

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

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

Reference Books:

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

G. BUSINESS ANALYTICS SPECIALIZATION

323EM24: BIG DATA ANALYTICS

Course Outcomes:

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

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

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

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

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

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

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

Reference Books:

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

2 YEAR MBA-3 SEMESTER : ELECTIVE PAPERS

H. INTERNATIONAL BUSINESS MANAGEMENT SPECIALIZATION

324EM24: Digital and Social Media Marketing

Course objectives:

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

Learning outcomes:

On successful completion of this subject the student will be able to

1. Explain the digital marketing, advertisement and marketing theories and opportunities and threads.
2. Enumerate about the general social media marketing in promotion mix.
3. Defined regarding search engine advertisement and to know the how to make planning and targeting and budgeting.
4. Elucidate the inbound and out bound markets.
5. Explain the e-payments and securities in digital marketing.

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

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

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

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

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

Text Books:

1. Liana Li Evans, (2010) “Social Media Marketing: strategies for engaging in Face book, Twitter and other Social Media” Que Press.
2. Melissa S. Barker, Donald Barker, Nicholas F. Bormann and Krista E. Neler (2013) “Social Media Marketing : A Strategic Approach” 1st Edition, Cengage learnings.

Reference Books:

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

H. INTERNATIONAL BUSINESS MANAGEMENT SPECIALIZATION

325EM24: Global Outsourcing and Business Development

Course objectives:

1. The Objective of the course is to examine global sourcing from the perspective of its application and implementation in businesses processes of all sizes.
2. The course describes as a socio-technical phenomenon.
3. The course aims to give a detail of the legal aspects of global sourcing.
4. The course focuses on how to increase the profitability and booster of to enhance the instruments for profit policy.
5. To familiarize the country assessment process in global in global sourcing and payment terms and securities.

Course Outcomes:

1. Students are able to importance of global outsourcing
2. Understand how to enhance the profit boosting and strategic procurement through global sourcing.
3. Enable the legal frame work of global out sourcing
4. Familiarize the various methods and techniques of payment term securities in global sourcing.
5. Understand global sourcing as a enhancement instrument for private equity houses.

UNIT I : Global Sourcing: meaning , Opportunities and challenges in Global Sourcing – Differences between Global Sourcing and other sourcing strategies - Global Sourcing process – examples of successful companies profiting from Global Sourcing – General conditions required for efficient Global Sourcing- International vendor management. -C K Prahalad’s Inside-Out Corporate Strategy Model, Scope of Outsourcing Activities- Significance and Challenges/Barriers in Outsourcing- Sourcing Terminologies.

UNIT II: International Sourcing Decisions: Manufacturing/National brands, Private label brands, Premium branding-Costs associated global sourcing decisions-The most attractive regions for international procurement- important criteria when selecting country – Emerging Trends in global sourcing- Significant tools for country assessment – sourcing market: China, India, Eastern Europe- BPO: Types of BPO Participants: Third-Party BPO Providers, Shared Service BPO providers and Software Companies providing BPO services.

UNIT III:– products suitable for Global sourcing– Positioning the purchasing department for Global Sourcing – Operational procurement–Strategic procurement management– Suitability for various countries for various products – Market research for finding optimal supplier – supplier information for Global Sourcing – Visits to suppliers for deciding foreign partner – final selection of supplier – procurement controlling – purchasing organization.

UNIT IV: Legal aspects of Global Sourcing – basic elements of Global Sourcing contract - significance of Global Sourcing of the UN convention on contracts for the international sale of goods – Contract Formation- Contract Negotiation: Agreements on default – payment terms – securities – Assessment of country and debtor risk.

UNIT V: Global Sourcing as a profit booster – Impact of Global Sourcing on profit and loss statement -Global Sourcing as a growth booster - Global Sourcing as a value enhancement instrument for private equity houses – Positive effects of Global Sourcing on shareholder value.

Reference Text Books

1. "Global Sourcing – Opportunities for the future", Gerd Kerckhoff, Wiley publishers, 2006.
2. "Global Sourcing", Pol Antras, Elhanan Helpman, national Bureau of Economic Research, 2003
3. "Global Sourcing – Strategic Orientation of purchasing", Wolfgang Schneid, Grin Verlag Pub., 2004
4. "Global Sourcing", Gerhard Trautmane, Gabler Edition Wissenschaft, 2008

H. INTERNATIONAL BUSINESS MANAGEMENT SPECIALIZATION

326EM24: Global Buying Behaviour

Course objectives

1. To understand consumer behaviour in an informed and systematic way.
2. To analyze personal, socio-cultural and environmental dimensions that influence consumer behaviour.
3. To enable students in designing and evaluating the marketing strategies based on fundamentals of consumer buying behaviour.
4. To give the students a perspective to understand the application of market research in framing effective marketing strategies

Learning outcomes

On completion of this subject the students will be able to

1. Demonstrate how knowledge of consumer behaviour can be applied to marketing.
2. Identify and explain factors which influence consumer behaviour.
3. Relate internal dynamics such as personality, perception, learning, motivation, and attitude to the choices consumers make.
4. Prepare a research report on consumer behaviour issues within a specific context.
5. Understand the implications of consumer behaviour

Unit I: Introduction to Consumers Behaviour: Nature– Approaches to the study of consumer behaviour – consumer impact on marketing strategy – consumer decision making process–pitfalls of consumer behaviour – consumer research process – consumer research paradigms- - Communication and buyer behavior- Models of consumer behaviour : Economic model, Learning model, Sociological model, Howard sheth model of buying.

Unit II: Motivation and Consumer behaviour –Motives and Motivation: Personal, Social - Consumer motivation – Personality and consumer behaviour-Values and Attitudes – Consumer perception – Consumer learning and memory – Consumer attitude formation and change – Online buyer behaviour – Difficulties and Challenges in predicting behaviour-Attitude Change and Interactive Communication

Unit III: Consumers and culture – Understanding culture – social class – subcultures - Culture and Consumer behaviour –Characteristics of global customer – Global consumer trends-Changes in Global consumer preferences Cross Cultural Consumer Analysis - Cultural Influence on Consumer Behaviour – family influences and opinion leadership.

Unit IV: Consumer decision : Meaning, Importance, process, Models – Consumer decision process and problem recognition – Ditermining consumer buying behaviour: Consumer purchase decision –Post purchase behaviour – Pre-purchase behaviour Opinion leadership: process – measurement – situation environment of opinion leadership – levels of consumer decision making – models of consumers decision making.

Unit V: Attitude and consumer behaviour : Meaning, Nature, Types, Learning of Attitude, Model of Attitude- Try component Attitude model – Multiattribute attitude model - Organisation as consumers – Organisational buyer behaviour – organisational purchase process – decision process – organisational culture – regulation and marketing references to children – adults.

Text Books

1. Consumer Behaviour, Michael R Simon

Reference Books:

1. Consumer Behaviour, Leon G Schiffman and Leslie Lazar Kanut.
2. Consumer Behaviour, Hawking/Coney.
3. S.L. Gupta & Smitra Pal, Consumer Behaviour: An Indian Perspective, Sultan Chand.

2 YEAR MBA-4 SEMESTER SYLLABUS

401EM24: GLOBAL BUSINESS

COURSE OUTCOMES:

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

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

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

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

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

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

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

Suggested Books:

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

402EM24: BUSINESS ETHICS & CORPORATE GOVERNANCE

COURSE OUTCOMES:

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

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

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

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

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

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

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

Suggested Books:

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

2 YEAR MBA-4 SEMESTER : ELECTIVE PAPERS

A. FINANCE SPECIALIZATION

403EM24: FINANCIAL DERIVATIVES

Course Learning Outcomes (Clos)

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

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

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

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

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

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

References Text Books:

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

A. FINANCE SPECIALIZATION

404EM24: MANAGEMENT OF FINANCIAL SERVICES

Course Outcomes:

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

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

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

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

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

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

Practical Component

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

Suggested Text Books:

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

A. FINANCE SPECIALIZATION

405EM24: CORPORATE TAXATION

Course Learning Outcomes (Clos)

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

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

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

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

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

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

Practical Component

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

Reference Text Books:

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

2 YEAR MBA-4 SEMESTER : ELECTIVE PAPERS

B. MARKETING SPECIALIZATION

406EM24: LOGISTICS & SUPPLY CHAIN MANAGEMENT

Course Outcomes:

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

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

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

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

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

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

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

Reference Books:

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

B. MARKETING SPECIALIZATION

407EM24: RURAL & AGRICULTURAL MARKETING

Course Outcomes

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

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

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

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

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

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

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

Reference Text Books:

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

B. MARKETING SPECIALIZATION

408EM24: SOCIAL MEDIA & DIGITAL MARKETING

Course Outcomes:

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

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

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

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

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

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

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

Reference Books:

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

2 YEAR MBA-4 SEMESTER : ELECTIVE PAPERS

C. HUMAN RESOURCE MANAGEMENT SPECIALIZATION

409EM24: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Outcomes:

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

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

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

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

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

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

Reference Books:

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

C. HUMAN RESOURCE MANAGEMENT SPECIALIZATION

410EM24: TALENT MANAGEMENT

Course Outcomes:

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

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

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

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

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

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

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

Suggested Reading Books:

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

C. HUMAN RESOURCE MANAGEMENT SPECIALIZATION

411EM24: COMPENSATION MANAGEMENT

Course Outcomes:

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

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

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

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

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

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

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

Reference Books:

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

2 YEAR MBA-4 SEMESTER : ELECTIVE PAPERS

D. BANKING AND INSURANCE MANAGEMENT SPECIALIZATION

412EM24: International Banking

UNIT-I: Introduction- Concept of Money Market, Developed and Less developed Money, Market, their Characteristics & Importance. English Banking System – Bank of England, Origin and Growth, Organizational. Structure, Functions, Monetary Policy, Commercial Banking System

UNIT-II: Federal Reserve System- Origin, Organizational Structure and Working, Commercial Banking in USA, Unit Banking and Branch Banking and Factors for its Growth in USA, New York Money Market.

UNIT-III: European Monetary Union- European Central Bank, Organization Structure and Functions. Bank of Japan- Structure and Working, Commercial Banking system of Japan, Industrial Banking in Japan.

UNIT-IV: Indian Banking - Reserve Bank of India- Functions, Monetary and Credit Policy And Evaluation, Achievements and Failures of R.B.I, Indian Money Market, Constituents, Characteristics, Defects and Measures, Banking Reforms in India. NABARD

UNIT-V: International Financial Institutions- I.M.F. and I.B.R.D, I.D.A, IFC, BRICS- New Development Bank.

FURTHER READINGS:

1. Sayers R.S. – Modern Banking
2. Basu S.K. – Contemporary Banking Trends.
3. Saxena K.B. – International Banking: Banking Theory and Principal Banking Systems (Hindi)
4. Machenize K. – Banking Systems of Great Britain, French, Germany and U.S.A.
5. Goswami V.K. – International Banking

D. BANKING AND INSURANCE MANAGEMENT SPECIALIZATION

413EM24: International Financial Markets and Services

UNIT-I: Introduction to International Financial System: International Monetary System: Features and requirements; System of exchanging currencies – From Bretton Woods system to free float and convertibility; Pegging of currencies – target zone arrangement; European monetary system; International liquidity.

UNIT-II: Foreign Exchange Markets and its Activities: Exchange rate quotations and practices; Foreign exchange market activities; Arbitraging, hedging and speculation.

UNIT-III: Exchange Rate Determination: Exchange rate determination in spot and forward market – Interest rate parity (IRP), purchasing power parity, Fisher open equation Monetary and portfolio balance approaches; Short run demand and supply theory, BOP theory, and growth theory; Forecasting exchange rate.

UNIT-IV: International Financial Markets and Instruments: Changing scenario; International capital and money market instruments; International development banking; Euro – currency markets; International securities markets and instruments - Bond and notes market; equity market, GDR, ADR, EDR and IDR; Integration of financial markets and approach; Role of financial intermediaries; Financial swaps.

UNIT-V: International Debt Problem: Problem of debt servicing and developing countries (with special reference to India).

FURTHER READINGS:

1. Apte, P. G., Multinational Financial Management, Tata -McGraw Hill, New Delhi, 1998. Baker, J.C., International Finance: Management, Markets and Institutions, Prentice Hall, Englewood Cliffs, 1998.
2. Eitemean, David K., Arthur Stone -hill and Michael H. Moffett, Multinational Business Finance, Addison-Wesley Publishing Company, Reading Mass. 1998.
3. Levi, Maurice, International Finance, McGraw Hill Inc., New York, 1996.
4. Seth, A.K., International Financial Management, Galgotia Publishing Company, NewDelhi, 2000.
5. Shapiro, Allen C., Multinational Financial Management, Prentice Hall India Pvt Ltd.,New Delhi, 1995.
6. Sharan, V., International Financial Management, Prentice Hall of India Private Ltd. NewDelhi 2000.

D. BANKING AND INSURANCE MANAGEMENT SPECIALIZATION

414EM24: General Insurance products and Management

UNIT-I: Meaning of General Insurance – The Evolution and Growth of General Insurance – Types of General Insurance – Fundamentals of General Insurance –Recent innovations. Organization and Management of General Insurance Companies – Regulatory Framework for General Insurance in India.

UNIT-II: Fire Insurance: Standard policies – Fire Insurance coverage – Consequential loss (fire) Insurance policies – Declaration policies, Marine Insurance: Marine Cargo policies – Hull policies – Institute cargo clauses – Institute hull clauses – Open policies – Accumulation of risk per location -Motor Insurance: Types of policies – Third party Insurance – Comprehensive coverage – Conditions and Exclusions – premium.

UNIT-III: Non-life miscellaneous insurances: Personal Accident Insurance, Health Insurance and Mediclaim policies, Liability Insurance, Burglary Insurance other Miscellaneous Insurances, Rural Insurance covers, Engineering Insurance and its Consequential loss covers, Aviation hull and Aviation liability.

UNIT-IV: Underwriting and Settlement of Claims: Proposal forms – Cover notes – Certificates of Insurance – Endorsements – Moral and Physical Hazards – Statistics – Spreading of Risks – Premium Rating – Premium Loading

UNIT-V: Settlement of Claims: Claim procedure – TPAs – Claim forms – Investigation / Assessment – Essential Claim Documents – Settlement Limitation, Arbitration, Loss Minimization and Salvage.

FURTHER READINGS:

1. Insurance Institute of India – IC 34 – General Insurance
2. Insurance Institute of India – IC 45- General Insurance Underwriting
3. Module I, Principles and Practice of General Insurance, The Institute of Chartered Accountants of India: New Delhi.
4. H Narayanan, Indian Insurance: A Profile, Jaico Publishing House: Mumbai.
5. K.C. Mishra and G.E. Thomas, General Insurance - Principles and Practice, Cengage Learning: New Delhi.

TEXT BOOK

1. Insurance Institute of India – IC 32- Practice of General Insurance

2 YEAR MBA-4 SEMESTER : ELECTIVE PAPERS

E. HOSPITAL ADMINISTRATION SPECIALIZATION

415EM24: Hospital Waste Management

Unit - I Hospital Waste: Definition. Classification, Categories, Sources. Routes. Associated Diseases, Risks, Control of Hazards, Associated Problems in India; Need, Objective and importance of Bio Medical Waste Management Programme in Health Care Facilities; Steps in Management of BMW

Unit - II Control of Hospital Acquired Infection: Types of Infection; Common Nosocomial Infection and their Causative Agents; Prevention of Hospital Acquired Infection; Role of Central Sterile Supply Department; Infection Control Committee; Monitoring and Control of Cross Infection; Staff Health.

Unit - III Biomedical Waste Management: Meaning, categories of Biomedical wastes; Disposal of biomedical waste products; Incineration and its importance; Standards for Waste Autoclaving, Micro Waving and Deep Burial; Segregation, packaging, transportation and storage.

Unit - IV Human Waste Disposal and Sewage Disposal: Diseases carried from excreta; Sanitation barrier; Methods of Excreta disposal; Sewage wastes: Meaning, composition; Aims of Sewage disposal; Decomposition of Organic Matter; Modern Sewage Treatment; Drawbacks of improper disposal of wastes; Solid and liquid waste disposal.

Unit - V Safety and Protective Measure: Principles of Safe Handling; Personal Protective Devices and other Protective Measures; Occupational Safety; Training for Doctors, Nurses, Nodal Officers and Waste Management Analyzers

Reference Books

1. Singh, Anant. Preet&Kaur. Sukhjit.(2012). Bio-medical waste disposal. Jaypee Brothers Medical Publishers.
2. Bahera. P.K. (2009). Sustainable bio-medical waste management. Dominant Publishers & Distributors.
3. Sharma – Holistic approach to Hospital Waste Management published by Dept. of Hospital Administration – AIIMS, New Delhi, 2006

E. HOSPITAL ADMINISTRATION SPECIALIZATION

416EM24: Healthcare Laws, Ethics and Counselling

Unit - I Establishment: Andhra Pradesh Private Medical Care Establishment Act 2002; Formation of a Health care Organization under Partnerships and Corporate basis (private and public); Public Private Partnerships in health care; National Medical Council; Physician Patient relationship; Duties towards patients by medical and Para-medical staff; Medical ethics & Oaths; Code of conduct

Unit - II Hospital Services and Law: Contractual obligations in Hospital Services; Requisites of a valid contract; Contractual liability and damages; Criminal liability and defenses available to hospitals and medical staff; tortuous and vicarious liability; Legal remedies available to patients, Hospital as a bailee; CP Act, RTI.

Unit - III Hospitals and Labour Enactments: Hospital as an Industry; Unrest in Hospitals; Dispute Settlement Mechanisms; Role of Trade Unions; Unfair Labour Practices and Victimization; Disciplinary Actions – Requisitions of a valid disciplinary enquiry; Service Conditions; Retiral benefits; Social Security and Insurance

Unit - IV Legal frame work: Patient right's and responsibility; Medical malpractice; Medico legal aspects of: impotence, sterility, sterilization and artificial insemination; Medico legal aspects of psychiatric & mental health; Toxicology - laws related to toxicology; Giving evidence in police investigation; Organ transplantation; Euthanasia (mercy killing); Diagnosis, prescriptions and administration of drugs; Anaesthesia and Surgery.

Unit - V Counseling skills: Introduction, growth of Counseling Services; Approaches to counselling; Process of Counseling; Attitudes of Counselors; Skill of Counseling; Problems in Counseling; Assessing and diagnosing clients' problems; Selecting counselling strategies & interventions; Changing behavior through counselling; Application of Counseling to Hospital Situations with a Focus on Performance Improvement.

Reference Books

1. S.L. Goel, Healthcare Management and Administration, Deep & Deep Publications Pvt. Ltd. New Delhi, 2010
2. Harris, D. (2014). Contemporary Issues in Healthcare Law and Ethics. Chicago: Health Administration Press
3. Kapoor, N. D. (1983). Elements of mercantile law: Including company law and industrial law. New Delhi: Sultan Chand & Sons.
4. Kavita Singh, Counseling skills for Managers' PHI Publishing House.

E. HOSPITAL ADMINISTRATION SPECIALIZATION

417EM24: MEDICAL TOURISM

Unit-1: Medical Tourism – an Introduction. Tourism- Meaning, Definition, history and growth of medical tour operation business, Motives, classification and components of tourism-medical tourism – Nature and scope- origin and growth of travel agencies.

Unit. II: Growth of Medical Tourism Industry – SWOT analysis – Medical Tourism Products – Factors and steps for designing product or tour package – Approvals and formalities – Pre-tour arrangements – Tour operators- post tour management – claiming health insurance in medical tourism- Medical tourism facilitators.

Unit III: Medical Tourism – Legal Aspects: Certification and accreditation in Medical tourism – Ethical, Legal Economic and environmental issues in medical tourism- medical malpractice.

Unit IV: Medical Tourism and Promotional strategies: Branding – Digital marketing – Public Relations- word of mouth communication- Promotion strategies adopted by various Hospitals. Public relations

Unit V: Recent Trends in Medical Tourism – present business trends and future prospects problems and issues.

References:

1. P.N. Girija Prasad, Medical Tourism New Directions, Adhyayan Publishers & Distributors
2. Amitabha Ghose Health Tourism: A Case for India, SBS Publishers and Distributors Pvt Ltd
3. Bezbaruah M.P. (New Delhi) Indian Tourism Beyond the Millennium
4. Dixit. Medical Tourism Geography and trends, Royal Publication.

2 YEAR MBA-4 SEMESTER : ELECTIVE PAPERS

F. TRAVEL & TOURISM MANAGEMENT SPECIALIZATION

418EM24: DESTINATION PLANNING AND DEVELOPMENT

Objectives

- To facilitate the assessment of the tourism potential of a destination and Prepare a tourism development plan as well as marketing techniques;
- To familiarize with the destination branding practices; and
- To introduce advanced analysis and research in the field of destination development.

Unit-I

DESTINATION DEVELOPMENT: Types of destinations, Characteristics of destinations – Destinations and products – Destination Management Systems –Destination planning guidelines –Destination Selection Process-The Values of Tourism.

Learning outcome:

- A clear understanding of the characteristic features of the Tourist destination process

Unit-II

DESTINATION PLANNING PROCESS AND ANALYSIS–National and Regional Tourism Planning and Development – Assessment of tourism potential – Planning for Sustainable Tourism Development – Contingency Planning - Economic, Social, Cultural, and Environmental considerations – Demand and supply match-Design and innovations.

Learning outcome:

- Applying the national & Regional tourism planning for the development purpose area wise

Unit-III

DESTINATION IMAGE DEVELOPMENT– Attributes of Destinations: Person's determined image, Destination determined image, measurement of destination image - Destination branding perspectives and challenges - Creating the Unique Destination Proposition-Place branding and destination image – Destination image formation process; unstructured image –Product development and packaging – Destination branding and the web-Case Study of Capital Amaravathi as a brand.

Learning outcome:

- Develops leadership skills as the destinations branding perspectives and challenges concerned in a unique manner

Unit-IV

DESTINATION PROMOTION AND PUBLICITY– Six 'A's framework for Tourism destinations-The dynamic wheel of tourism stakeholders – Destination Marketing Mix – Destination Competitiveness – Distribution Channels- Marketing Communication and Strategies.

Learning outcome:

- The thoroughness of 6A's framework of tourist destinations cum marketing mix to face competition

Unit-V

INSTITUTIONAL SUPPORT: Public-Private Partnership (PPP) –National Planning Policies for Destination Development – WTO Guidelines for Planners –Role of urban civic bodies: Town planning - Characteristics of rural tourism planning- Environmental

Management Systems –Destination Vision – The focus of Tourism Policy: the competitive sustainable destination-Destination mapping (practical assignment).

Learning outcome:

- Implementation of Public provide partnerships at the local, and national levels to promote tourism as per the WTO guidelines

TEXTBOOKS

1. C.Gunn (2002), Tourism Planning: Basic, Concepts and Cases, Cognizant Publication.

REFERENCE BOOKS

1. Nigel Morgan, Annette Pritchard & Roger Pride (2001), Destination branding: Creating the Unique Proposition.
2. Richard W.Butler (2006), the Tourism Area Life Cycle: Applications and Modifications, Channel View Publications.
3. Claire, Haven Tang &Bieri Ellis Jones (2005), Tourism SMEs, Service Quality & Destination Competitiveness.
4. ShaliniSingh, Dallen. Timothy & Ross Kingston Dowling (2003), Tourism in Destination Communities, CABIPublishing.
5. Geoffrey Ian Crouch, J.R. Brent Ritchie &Horst-Herbert G. Kossatz (2003), the competitive Destination: a Sustainable Tourism Perspective, CABJPublishing.

F. TRAVEL & TOURISM MANAGEMENT SPECIALIZATION

419EM24: AIR TRAVEL TICKETING AND FARE CONSTRUCTION

Objectives:-

- To Give the basic knowledge and new trends in Aviation Industry
- To provide detailed information about the travel documentation
- To familiarize with airport operations
- To do practical work on Air Ticketing and Fare Construction

Unit - I

BASICS OF AIR TRAVEL: Air Travel – International Carriers – Domestic Carriers – Role of State in Air Transport – Air Transport Regulations – Five Freedoms of Air – Flight Distance – Passenger Capacity and Seating – Aircraft Seating Plans – Food and Beverage Service – International Airports and Domestic Airports & Airlines in India.

Learning outcome:

- A clear-cut understanding of air transportation and its regulations in India

Unit - II

AIRLINES POLICIES AND BASIC ELEMENTS OF AIRFARES: Reservation Policy – Policy Regarding Children and Infants – Policy Regarding Restricted and Disabled Passengers – Changes, Alterations in Schedules – Stand by Travel – Special Charges – Pet Transport Policy – Special Meals. Class of Service – Fare Basis – Air Transportation Taxes – Airport Taxes – Customs User Fees – Miscellaneous Charges – Fare Rules – Fare Calculation – Special Air Fares

Learning outcome:

- Gain a practical understanding of the Airline ticket reservation policies and classes of services in Airlines

Unit - III

AIRPORT MANAGEMENT: Airport Facilities –Travel Documentation – Passport, Passport Act, Types of Passports, Passport Security Features, Role of Ministry of External Affairs – Visa, Types of Visas, E-Visa, Visa on Arrival – Customs Act – Emigration Act – Passenger Check-in – Cancellation and Delays – Baggage Transportation –Checked Baggage: The Weight System –The Piece System – Excess Baggage Charges.

Learning outcome:

- A clear understanding of the baggage system in Indian Aviation for safe handover to the Tourists at the destination airport.

Unit - IV

AIRFARE CONSTRUCTION: Airline Regulations – Guidelines for Finding and Reading International Air Tariff Rules – Guidelines for Fare Construction– Lowest Combination of Fares Method – Mileage System –Airways Competition – Fare Calculation on a Hand Ticket – Sector Mileages – Basic Principles of International Air Fares and Ticketing – Currency System – Neutral unit of currency (NUC) – World Airways Guide – Fare – City to City Fares – Flight Routings – Ticket Designator – Alterations, Reissuance, and Refunds – Agency Commission–Tariff Terminology

Learning outcome:

- Aware of the utilization of airport facilities existing in India both to domestic and foreign tourists. and
Know the existing rules & regulations of air tariff as per IATA regulations

Unit - V

AIR TICKETING TECHNIQUES: Reservation Sheets/Cards – Airline Reservations – Domestic Airline Ticketing – International Airline Ticket Analysis – Ticket Coupons – Air Ticket Information. Air Ticket related traffic Documents – Universal Credit Card Charge Form – Prepaid Ticket Advice (PTA) – Refund/Exchange Notice (REN) – Ticket Exchanges – Ticket Exchange Notice – Cash Refund Notice – Credit Card Refund Notice – Miscellaneous Charges Order – Booking a Tour — Tour Order – Ticket Revalidation – Chartered and Group Travel.

Learning outcome:

1. Awareness of the Airline reservation process in GDS & CRS systems in India.

Topics for internal Practicals

1. Airline Ticket Booking Procedure (CRS) – Domestic & International – One Way, Round Trip, Circle Trip, Open Jaw Trips.
2. Air ticket Cancellation Procedure (CRS)
3. How to Order the Food Items while in Airline Tickets
4. E-Check-in procedure
5. How to book airline tickets for a special category of passengers.
6. Baggage handling procedure at Airport.

Reference Books:

1. Air Travel Ticketing and Fare Construction, JagmohanNegi, Kanishka Publishers, Distributors, New Delhi.
2. World Wide Airways Guide (Red & Blue).
3. Air Tariff Book 1, Worldwide Fares.
4. Air Tariff Book 1, Worldwide Rules, IT Fares, etc.
5. Poonam Pradhan Tiwari, Air Travel Ticketing and Fare Construction, 1 January 2012

F. TRAVEL & TOURISM MANAGEMENT SPECIALIZATION

420EM24: TOUR GUIDING & STORYTELLING

Objectives:

- To inspire and inculcate an idea of a professional tour guide
- To create confidence in professional guide career to promoting tourism
- To narrate any tourist destination in a picturesque manner

Unit- 1:

INTRODUCTION: Tour Guiding: Concept - History-Dimensions and Present Status. Role and Responsibilities of Tour Guide- Tour Guides Code of Conduct. Personal hygiene and grooming checklist for tour guides. Principles of Tour Guide-How to develop tour guiding skills. Role of a guide. - Guiding techniques, Audio Guide – Importance of audio Guide in the 21st century. Escort- Functions of a tour escort- Difference between guide and Escort.

learning outcomes:

Understands the basic concepts and unique role of the tour guide

Unit-2:

LICENSE OF TOUR GUIDE: The procedure of registration/approval of Guides, obtaining a license, and regulations. Communication for tour guiding-Language –Posture and Presentation. Roadblocks in Communication-Speaking Faults-Body language for speaking. Tour commentary Composition and Contains-Microphone Technique-Sense of Humor-How to deal with awkward questions Timing and Indications-Apology and Pausing. Linking commentary with what is to be seen.

Learning Outcome:

Qualifies professional & licensed guides to impress tourists with subject knowledge & humor.

Unit-3:

VISITOR INTERPRETATION: Concept-Principles and Types. How to develop good interpretation skill-Popular understanding of a place. Principles of good interpretive practice. Reconstructive and Receptive Interpretation-Personal Stereotype.

Learning Outcome:

Provides mastery over the subject and dynamics as per the types of tourist guide activities

Unit-4:

MUSEUMS & MONUMENTS: The unique role of Tour Guide at National Monuments – Architectural features – History behind the monuments - Indian Architecture - National Museums – Some Specialized Museums: Archeology, History & Culture, Science, Aeronautical & Rail Museums art galleries. Areas of knowledge – Route Map, identify the important religious places, cultural & historical places, eco-tourism places, educational places, entertainment places & hospitals

Learning Outcome:

Provides a sound knowledge of monuments & museums to satisfy the visitors

Unit-5:

STORYTELLING: Getting an idea, developing a structure of a story, elements of a story, Types of Stories, selecting a Story, and Version, Tell, Building a Program, The Business of Storytelling, The Energy of Storytelling, The Ethics and Psychology of Storytelling,

Storytelling Values, the Value of Storytelling - The Storyteller's Responsibility to the Audience:

Learning Outcome:

1. Tells truth through felling stories to attract and retain the attention of the Tourists at a destination.

Reference Books

1. The Professional Guide Dynamics of Tour Guiding – Kathleen Lingle Pond John Wiley & Sons, INC
2. How to be a Tour Guide author – NICK MANNING
3. Pond K.L., The Professional Guide: Dynamics of Tour Guiding (Van Nostrand Reinhold) New York, 1993
4. \Goddy B. &Parkin I., Urban Interpretation: Vol. I, Issues and Settings; Vol. II Techniques and Opportunities, Working Papers (School of Planning, Oxford Polytechnic)
5. Amy E. Spaulding, The Art of Storytelling: Telling Truths ThroughTelling Stories, Scarecrow Press, Inc., the United States of America, 2011

2 YEAR MBA-4 SEMESTER : ELECTIVE PAPERS

G. BUSINESS ANALYTICS SPECIALIZATION

421EM24:ENTERPRISE RESOURCE PLANNING (ERP)

Course Learning Outcomes:

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

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

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

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

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

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

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

REFERENCE BOOKS:

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

G. BUSINESS ANALYTICS SPECIALIZATION

422EM24: BUSINESS FORECASTING & BUSINESS OPTIMIZATION

Course Outcomes:

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

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

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

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

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

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

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

SUGGESTED READINGS:

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

G. BUSINESS ANALYTICS SPECIALIZATION

423EM24: MACHINE LEARNING & DATA MINING

Course Outcomes:

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

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

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

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

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

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

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

Suggested Readings:

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

2 YEAR MBA-4 SEMESTER : ELECTIVE PAPERS

H. INTERNATIONAL BUSINESS MANAGEMENT SPECIALIZATION

424EM24: GLOBAL LOGISTIC AND SUPPLY CHAIN MANAGEMENT

COURSE OBJECTIVES:

- To acquaint the students with the concepts and elements of the global logistic system and to enabling them to learn value chain and production efficiency.
- To acquaint the students with the shipping industry, to know the various types of shipping systems and shipping intermediaries.
- To know about the various air transports, system modules, distribution and transportation methods which are used in international trade.
- To familiarize students with the scope and importance of the supply chain and design various types of network channels.
- To know how to forecast the future planning in supply chain management. To know how to coordinate in supply chain management.

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

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

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

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

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

TEXT BOOKS:

1. Chopra S and P Meindl “Supply chain management: Strategy, planning and operations” David P, “International Logistics” Biztantra, New Delhi, 2006.

REFERENCE BOOKS:

1. Donald J Bowersox Davi J Class” Logistics Management, Tata Mc.Graw Hill, New Delhi.
2. David Stewart, ”International Supply chain Management”, Cengage publications, 2008.
3. Reji Ismail, “Logistics Management” Excel Books, 2008.

H. INTERNATIONAL BUSINESS MANAGEMENT SPECIALIZATION

425EM24: INTERNATIONAL TRADE PROCEDURES AND DOCUMENTATION

COURSE OBJECTIVES:

- ▲ To familiarize students with the process of international and domestic trade procedures.
- ▲ To form a base of policy framework in International Trading with special emphasis on India.
- ▲ To apprise them of the documentation procedures and its sanctity in Intl' Business.
- ▲ To familiarize students with the process of international customs clearance operations.
- ▲ To form a base of policy framework in International trade with special emphasis on Indian Customs.

Unit-I: International Trade: Need and importance of International Trade – Recent Trends in World Trade – Leading players – India's Foreign Trade – Commodity composition and Destination – India's position in World merchandise trade and services – India's Foreign Trade Policy. Meaning and Importance of Exports and Imports-Role of Exports & Imports in country's economy- Role of India in International Trade - Deemed Exports - EXIM Policy-highlights of India's latest EXIM policy – India Trade Agreements - Tariffs and Non-Tariffs.

Unit-II: Export procedure -Starting an Export Organization: Starting an export firm – Selection of an export product – Market selection –Buyer selection - Registration procedure with Sales Tax, Central Exercise and various Boards and councils – EXIM code number – Elements of export contract- Global rules as UCP 600 of ICC, INCOTERMS – Terms of payment and Letter of Credit – Payment settlement of exports and Imports

Unit-III: Export documentation: Types of documents – Primary Documents – Regulatory Documents – Transport Documents- Negotiation and Insurance documents - E- Databases and Documents. Customs clearance for export and import

Unit-IV: Export Finance: Sources of Finance–Pre-shipment Finance, Post–Shipment finance-Factring and insurance–Export Risk: Principles, Process, Assesment, Risk treatment,Risk Avodance, Risk Transfor -Role of commercial bank, EXIM Bank, ECGC and others – Export promotion Schemes –Export incentives/Promosion schems by Government Types – export credit insurance – Risk Management – Types of risks – mitigation methods.

Unit-V: Import Procedure and Documentation: Global sourcing – Types of global procurement – Tender – Negotiation – Contract and others – Customs regulations and import clearance formalities – Types of import licenses- Export Promotion Capital Goods Scheme (EPCG) license- Duty exemption scheme –Import formalities for 100% EOUs and SEZs - Import Risk Management.

TEXT BOOKS:

1. Aseem Kumar "Export and Import Management", Excel Books, 2007
2. David Stewart,"International Supply chain Management", Cengage publications,2008

REFERENCE BOOKS:

1. Jeevanandam C "Foreign Exchange: Practices Concepts and control" Sultan chand Publications, 2002.
2. Foreign Trade Policy: Hand book of Export Procedure and Annual of the Ministry of Commerce, Government of India.
3. Export and Import Manual, Nabhi Publications, New Delhi.
4. World Development Indicator, World Bank Publication.

H. INTERNATIONAL BUSINESS MANAGEMENT SPECIALIZATION

426EM24: FOREIGN EXCHANGE RISK MANAGEMENT

COURSE OBJECTIVES:

- Study foreign trade and sources of foreign exchange
- Study different exchange rate systems
- To know the regulatory framework for exchange control in India
- Understanding of Spot, Forward and cross rates
- To familiarize risk associated with exchange dealing and how to manage it.

UNIT – I: Framework of Foreign Exchange: Foreign exchange-sources and uses - foreign trade and foreign exchange - balance of payments of India

UNIT- II: International Exchange Systems: Fixed and Floating Exchange Rates - Exchange Rate System Prior to IMF – Exchange Rate Systems Under IMF – European union – External Value of Rupee – Convertibility of Rupee – South East Asian Currency Crisis.

UNIT-III: Administration of Foreign Exchange: History of Exchange Control in India – Foreign Exchange Management Act, 1999 – Administrative Set -Up-Organization of an Authorized Dealer – Foreign Exchange Markets.

UNIT-IV: Exchange Arithmetic: Ready or Spot Exchange Rates – Ready rates Based on cross Rates – Forward Exchange Contracts – Forward Exchange Rates Based on cross Rates – Inter Bank Deals Swap Deals - Execution of Forward Contract – Cancellation / Extension of Forward Contract

UNIT –V: Risk Management: Exchange Dealings – Futures and options – Exchange Risk: Transaction Exposure – Exchange Risk: Translation and Economic Exposures – Interest Rate Risk – Managing interest Rate Risk

RECOMMENDED BOOKS:

1. David S. Kidwell, Richard L. Peterson, David W. Blackwell: Financial Institutes,
2. Market and Money, Harcourt Brace Jovanovion, 1993
3. H.P Bhardwaj: Foreign Exchange Handbook, Wheeler publishing, 1994.
4. Treasury and Risk Management in Banks – 11 BF Taxmann- 2006.
5. Bibek Debroy: The Convertible Rupee & How to Profit from it, Global Business Press
6. C. Jeevanandam: Foreign Exchange, New Delhi, Sultan Chand & Sons 1994.
7. A Guide to Forex Delaing and Operating, Published by State Bank of Hyderabad, 1993.

Duration of the Programme:

Minimum: Two Academic Years from the year of joining of the course (Four Semesters).

Maximum:

Five Academic Years from year of joining of the course for securing First Class or Second Class.

INSTRUCTIONAL DESIGN :**Instructional delivery mechanism:**

University has its own faculty for MBA department and all the faculty members will act as resource persons. Our University has blended mode delivery mechanism i.e., ICT and Conventional modes.

Media of delivery mechanisms:

- **Printing:** The study material delivery media include Printing of books which are issued to the students who are enrolled for the programme.
- **conducting virtual classes:** Virtual classes are also being conducted at regular intervals for students.
- **Interactive sessions, and Discussion boards:** In distance Education, face to face contact between the learners and their tutors is relatively less and therefore interactive sessions are conducted. The purpose of such interactive session is to answer some of the questions and clarify doubts that may not be possible in other means of communication. This programme provides an opportunity to meet other fellow students. The Counsellors at the study centres are expected to provide guidance to the students. The interactive sessions are conducted during week ends and vacations to enable the working students to attend.
- **Student support services:** Student support services include Internet enabled student support services like e-mails, SMS and even an app is planned. Student feed back mechanism is created and feed back is designed. Student Learning Managemnet Sysyem (LMS) is customized to every student. For every student customized examination management system (EMS) is also created facilitating self evaluation, demo tests, model question papers and periodical Internal Assessments.
- **Credit System:** University has adopted Choice Based Credit System (CBSE) under semester mode from 2013. The same has been approved by relevant Statutory boards in Distance mode also.
- **Admission procedure:**
- **Eligibility Criteria:** The eligibility for admission into this course is admissions are governed by the rules and regulations that are issued by Andhra Pradesh State Council for Higher Education (APSCHE) from time to time. Eligibility is pass in Entrance Test and pass in any Bachelors Degree with 50 % aggregate (45 % for SC & ST) 1) Candidates with Bachelor's Degree and having 10 years of work experience after bachelors degree are exempted from entrance test. 2) Candidates possessing M.Com. / MHRM / MFT /MMM/ CA / ICWA / ACS / MBBS / BL / B. Tech. B. Pharmacy / Ag. B.Sc. with Two years of work experience after

obtaining PG / Professional Degree are exempted from entrance test. 3) Candidates possessing any Bachelor's Degree with minimum of 2 years of work experience and are qualified in ICET during the last 3 years period or qualified in Management Aptitude Test conducted by AIMA and other National bodies are exempted from the entrance test. a) A pass at 10th need not be insisted. b) i) Candidates who passed directly qualifying examination with Mathematics, as one of the subjects in the Degree course is eligible for admission ii) Others who passed the qualifying examination without Mathematics, as one of the subjects in the Degree course, are eligible for admission if they pass 10 + 2 Examination with Mathematics. iii) Candidates who passed SSC with Mathematics and NOS are eligible for admission.

- **Fee Structure:** The total course fee is Rs. 35,600/-.
- **Policy of programme delivery:** Our University has blended mode delivery mechanism i.e., ICT and Conventional modes. In conventional mode printed material is given and also online mode of delivery with learning management system is adopted.
- **Activity planner:** There is an yearly academic plan and as per plan interactive sessions, assignments, examinations etc are conducted to the candidates.
- **Evaluation System:** Periodical progress of learning is evaluated by web based feed back mechanism in the Learning Management System. Evaluation of learner progress is conducted as follows:

(i) The examination has two components i.e., continuous evaluation by way of assignments (30 %) and term end University Examination (70 %).

(ii) Each student has to complete and submit assignment in each of the theory paper before appearing to the term end examination. The term end examination shall be of 3 hours duration.

(iii) Minimum qualifying marks in each paper is 40 % individually in internal and term end examination. The candidates who get 60 % and above will be declared as pass in First Division, 50 % to below 60 % as Second Division and 40 % to below 50 % as Third Division.

(iv) The Centre for Distance Education, Acharya Nagarjuna University will conduct the examinations, evaluations and issue certificates to the successful candidates.

(v) All the term end examinations will be conducted at the examination centres fixed by the CDE.

(vi) Qualitatively the examinations conducted for the students of the Distance Education are on par with the examinations conducted for the regular University students.


LIBRARY SUPPORT AND LIBRARY RESOURCES :


The MBA programme is based on the theory and does not contain practical papers. Hence, no need of Laboratory support. However, University Library is accessible to all the students of distance education. University provides computer library facility with internet facility to learners for their learning. Additionally every department in the University has a well equipped library which is accessible to all the students. CDE also provides a compendium of web resources to every student to support learning.

COST ESTIMATE :

The Programme fee for I year is Rs.18,900/-, and II year is Rs. 16,700/-. The university will pay the remuneration to Editors and lesson writers as per university norms. DTP charges, Printing of books and Examination fees will be paid by the ANUCDE as per prescribed norms. This institution is providing high quality programmes at low cost.

QUALITY ASSURANCE :Quality assurance comprises the policies, procedures and mechanisms which that specified quality specifications and standards are maintained. These include continuous revision and monitoring activities to evaluate aspects such as suitability, efficiency, applicability and efficacy of all activities with a view to ensure continuous quality improvement and enhancement. The programme is designed with a focus on the proposed learning outcomes aimed at making the learner industry ready also for career advancement, enterpreneural development, and as wealth creators. There is a continuous evaluation of learning and of competence internally and also by ICT enabled feed back mechanism and Centre for Internal Quality Assurance (CIQA). The University ensures maintaining quality in education provided through open and diatance learning mode. As per the need of the information society and professional requirement, the University ensures to change the mechanism from time to time along with enhancement of standard in course curriculum and instructional design. Therefor, the outcomes of the programme can meet the challenges in the changing society.


DIRECTOR
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