

**SONA COLLEGE OF TECHNOLOGY, SALEM-5**

**(An Autonomous Institution)**

**MASTER OF BUSINESS ADMINISTRATION**

**CURRICULUM and SYLLABI**

**[For students admitted in 2018-2019]**

**M.B.A Regulation 2017**

**Approved by BOS and Academic Council meetings**

**Sona College of Technology, Salem**

**(An Autonomous Institution)**

**Courses of study for MBA I Trimester under Regulations 2017**

Branch: **MASTER OF BUSINESS ADMINISTRATION**

<b>COURSE TITLE</b>				
<b>S.No.</b>	<b>Course Code</b>	<b>THEORY</b>	<b>Session</b>	<b>Credits</b>
1	P17MBA101	ORGANISATIONAL BEHAVIOUR	20	3
2	P17MBA102	MANAGERIAL ECONOMICS - I	20	3
3	P17MBA103	ACCOUNTING FOR DECISION MAKING -I	20	3
4	P17MBA104	QUANTITATIVE METHODS-I	20	3
5	P17MBA105	BUSINESS LAW	20	3
6	P17MBA106	MANAGERIAL COMMUNICATION	13	2
		<b>Total</b>		<b>17</b>

Approved by

**Chairperson/  
MBA BOS**

Dr.Swarup K Mohanty

**Member Secretary/  
Academic Council**

Dr.R.Shivakumar

**Chairperson/  
Academic Council & Principal**

Dr.S.R.R.SENTHIL KUMAR

**Sona College of Technology, Salem  
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**Courses of study for MBA II Trimester under Regulations 2017**

Branch: **Master of Business Administration**

<b>COURSE TITLE</b>				
<b>S.No.</b>	<b>Subject Code</b>	<b>Theory</b>	<b>Sessions</b>	<b>Credits</b>
1.	P17MBA201	ORGANISATIONAL STRUCTURE, DESIGN AND CHANGE	20	3
2.	P17MBA202	MANAGERIAL ECONOMICS - II	20	3
3.	P17MBA203	ACCOUNTING FOR DECISION MAKING -II	20	3
4.	P17MBA204	QUANTITATIVE METHODS- II	20	3
5.	P17MBA205	MARKETING MANAGEMENT- I	20	3
6.	P17MBA206	OPERATIONS MANAGEMENT	20	3
7.	P17MBA207	CORPORATE COMMUNICATION	13	2
		<b>Total</b>		<b>20</b>

**Chairperson,**  
Director - MBA BOS  
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Academic Council  
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**Courses of study for MBA III Trimester under Regulations 2017**

Branch: **Master of Business Administration**

<b>COURSE TITLE</b>				
<b>S.No.</b>	<b>Subject Code</b>	<b>Theory</b>	<b>Sessions</b>	<b>Credits</b>
<b>1.</b>	<b>P17MBA301</b>	Marketing Management - II	20	3
<b>2.</b>	<b>P17MBA302</b>	Human Resource Management	20	3
<b>3.</b>	<b>P17MBA303</b>	Financial Management	20	3
<b>4.</b>	<b>P17MBA304</b>	Management Information Systems	20	3
<b>5.</b>	<b>P17MBA305</b>	Business Research Methods	20	3
<b>6.</b>	<b>P17MBA306</b>	Strategic Management	20	3
<b>7.</b>	<b>P17MBA307</b>	Advanced Excel*	20	3
<b>Total Credits</b>				21

**\*100% Lab Sessions and MS Office - Excel 2016 Version.**

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Academic Council  
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Academic Council & Principal  
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Copy to:- Director, III Trimester MBA Students and Staff, COE



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**Courses of study for MBA IV Trimester under Regulations 2017**

Branch: **Master of Business Administration**

<b>COURSE TITLE ( IV Trimester)</b>				
<b>S.No.</b>	<b>Course Code</b>	<b>THEORY</b>	<b>Session</b>	<b>Credits</b>
1	P17MBA401	Corporate Social Responsibility and Ethics	20	3
2	P17MBAXXX	Elective 1	20	3
3	P17MBAXXX	Elective 2	20	3
4	P17MBAXXX	Elective 3	20	3
5	P17MBAXXX	Elective 4	20	3
6	P17MBA402	Summer Internship	4 weeks	3
7	P17MBAXXX	Open Elective I	7	1
		<b>Total</b>		<b>19</b>

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**Courses of study for MBA V Trimester under Regulations 2017**

**Branch: Master of Business Administration**

<b>COURSE TITLE</b>				
<b>S.No.</b>	<b>Course Code</b>	<b>THEORY</b>	<b>Session</b>	<b>Credits</b>
1	P17MBA501	ENTREPRENEURSHIP DEVELOPMENT	20	3
2	P17MBA502	PERSONAL MANAGEMENT AND GROWTH;	13	2
3	P17MBA7XX	ELECTIVE 5	20	3
4	P17MBA7XX	ELECTIVE 6	20	3
5	P17MBA7XX	ELECTIVE 7	20	3
6	P17MBA7XX	ELECTIVE 8	20	3
7	P17MBA9XX	OPEN ELECTIVE II	7	1
<b>Total</b>				18

26/11/19

*[Signature]*  
**Chairperson,**  
Director - MBA BOS  
**Dr.Swarup K Mohanty**

*[Signature]*  
**Member Secretary,**  
Academic Council  
**Dr.R.Shivakumar**

*[Signature]*  
**Chairperson,**  
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**Courses of study for MBA VI Trimester under Regulations 2017**

**Branch: Master of Business Administration**

<b>COURSE TITLE</b>			
<b>S.No.</b>	<b>Subject Code</b>	<b>Theory</b>	<b>Credits</b>
1.	P17MBA601	CAPSTONE (PROJECT WORK)	6
<b>Total</b>			<b>6</b>

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MBA BOS & Director  
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**Member Secretary,**  
Academic Council  
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Branch: **MASTER OF BUSINESS ADMINISTRATION**

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**P17MBA101 - ORGANISATIONAL BEHAVIOUR**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The students will be able to**

1. Understand the topics related to the behavior of individuals and groups in organizations
2. Examine the individual and group level variables and application of its concepts in practice.
3. Appreciate individuals, interpersonal and group processes for increased effectiveness within and outside organizations.

**Topics**

1. Introduction to Organisational Behaviour
  - Disciplines, Challenges and Opportunities of OB
  - Principles of Taylor, Fayol and Hawthorne experiments.
2. Personality , Values and emotions
  - Personality types
  - Linking an Individual's Personality and Values to the workplace
  - Hofstede's Framework for Assessing culture
  - Emotions and Emotional Intelligence
3. Attitudes and Job Satisfaction
  - Management of attitude and work force diversity in business organisation
  - Hofstede's Framework for Assessing culture
4. Perception and Individual decision making
  - Attribution Theory
  - Specific Applications of Shortcuts in perception
5. Learning and Behavioural Performance Management
  - Learning theories
  - Types of Reinforcement and Shaping behavior
6. Motivation and motivation theories
7. Group processes and Teams in Organizations
  - Turning Individuals into Team Players
  - Group Decision Making Techniques
8. Leadership and its types
  - Charismatic and Transformational Leadership
9. Power and Politics at work place
10. Conflict and conflict management, Negotiations and Stress Management

**Text Book**

1. Stephen P. Robins, Organisational Behaviour, PHI Learning / Pearson Education, 16<sup>th</sup> edition, 2014.

**Reference Books**

1. Fred Luthans, Organizational Behavior, McGraw Hill, 12<sup>th</sup> Edition, 2013.
2. Jerald Greenberg, Behavior in Organizations, Pearson Publication, 10<sup>th</sup> Edition, 2012.
3. Nelson, Quick and Khandelwal, Organizational Behavior, ORGB, Cengage Learning, 4<sup>th</sup> Edition, 2014.

**P17MBA102 - MANAGERIAL ECONOMICS-I**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand the basic concepts of economics and its importance in economy.
2. Analysis the different determinants of demand & supply and their effects.
3. Differentiate between short run and long run production function.
4. Examine the effect of different market structure.
5. Explain the various pricing strategies.

**Topics**

1. Introduction : Economics, Business and Demand & Supply Analysis
  - Roles & Responsibilities of Managerial Economist
  - Positive & Normative Economics
  - Macro & Micro Economics
  - Understanding Role of firm, consumers and Government in Market
2. Demand & Supply Analysis
  - Law of Demand
  - Elasticity of Demand
  - Demand forecasting, types
  - Law of supply
  - Elasticity of supply
3. Production
  - Production function
  - Short & Long run Production function
  - law of Variable proportion
  - Return to scale
  - Cobb-Douglass Production function
4. Cost analysis
  - Cost Concept
  - Short run & Long run Cost function
  - Economies Vs Diseconomies of Scale
  - Break Even Analysis
5. Market and Competition
  - Market Structure
  - Perfect competition, Monopoly
  - Monopolist Competition

- Duopoly & Oligopoly
- Theory of Profit Maximization
- Government Policies towards monopoly Competition
- Choice under uncertainty and Game Theory.

6. Pricing Decisions

- Pricing Discrimination
- Advance Topic in Pricing Theory
- Pricing in Non Profit enterprises
- Product Pricing
- Input Pricing

**Text Book**

1. McEachernand Kaur, Principles of Micro Economics, Cengage Learnings, 2016.

**Reference Books**

1. Mcconnell, Blue, Flynn, Micro Economics, Mcgraw Hill Education 20<sup>th</sup> Edition, 2017.
2. Geethika & Piyali Ghosh, Managerial Economics,, Mcgraw Hill Education 2<sup>nd</sup> Edition, 2011.
3. Mankiw, Principles of Economics ,Cengage Learnings, 6<sup>th</sup> Edition, 2012.
4. Deviga Vengedasalam & Karunagaran Madhavan, Principles of Economics, Oxford, 3<sup>rd</sup> Edition, 2013.



**P17MBA103 - ACCOUNTING FOR DECISION MAKING- I**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Explain the various accounting mechanics, process and system.
2. Develop their skills in reading Annual Reports.
3. Analyze and interpret the financial statements of business.
4. Acquaint in brief management accounting and their managerial implications.

**Topics**

1. Accounting Mechanics, Process and System
  - The concept of double entry and fundamental principles
  - Introducing Book Keeping and Record Maintenance
2. Preparation of financial statements
  - Trial balance to Final accounts
  - Significance of annual report and its contents in (Indian perspective)
3. Understanding the Financial Statement Analysis
4. Interpreting and Analyzing the financial statement using Ratio Analysis
5. Preparation of Cash flow statement and fund flow statement

**Text Book:**

1. N.Maheshwari & S.K.Maheshwari, "A Text Book of Accounting for Management", Vikas Publication House Pvt Ltd, 4<sup>th</sup> edition, 2014.
2. A.Murthy & S.Gurusamy, Management Accounting Theory and Practice, Vijay Nicole Imprints Pvt Ltd, 5<sup>th</sup> edition 2013.
3. S.Ramanathan, Accounting for Management, Oxford University, 1<sup>ST</sup> Edition, 2014.

**Reference Books:**

1. Ronald W.Hilton & David E.Platt, Managerial Accounting Creating Value in a Dynamic Business Environment, Mc Graw Hill Education, 10<sup>th</sup> edition, 2014.
2. M.y.Khan & P.K.jain, Management Accounts : Text, Problems & Case", Tata Mc Graw Hill Publishing Co Ltd, 7<sup>th</sup> Edition, 2012.
3. Gupta R. L. and Radhaswamy M., Advanced Accounting, Sultan Chand Publishers, NewDelhi, 5<sup>th</sup> edition, 2010.

**P17MBA104 - QUANTITATIVE METHODS -I**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Apply the concepts and theory of probability in management practice.
2. Know the various sampling techniques.
3. Estimate the intervals for the samples.
4. Use statistical tools for data analysis in business decision making.
5. Identify the correlation and regression between the variables and interpret.

**Topics**

1. Theory of probability
  - Apriori , Posterior and Conditional probability
  - Baye’s Theorem
  - Binomial, Poisson and Normal distribution
2. Sampling and Estimation
  - Methods of Sampling
  - Introduction to estimation theory
3. Parametric Inference
  - One sample and two sample tests for means and proportions of large and small samples –z-test, t-test F-test
  - ANOVA- one way and two way
4. Non –parametric inference
  - Chi square test for single sample, goodness of fit and independence of attributes.
  - Comparing populations- Mann whitney U test , Kruskal wallis test
5. Tests on Correlation coefficients
  - Karlpearson’s coefficient of correlation
  - Spearmann’s Rank correlation
6. Regression analysis
  - Estimation of regression lines

**Text Book**

1. R.P Hooda , `Statistics For Business and Economics ` , Vikas Publication, 5<sup>th</sup> Edition, 2016.

**Reference Books:**

1. Naval Bajpai, Business Statistics, Pearson,2010
2. Levin ,Rubin, Statistics for Management, Prentice Hall of India ,2009
3. Srivastava, Rego, Statistics for Management, Tata McGraw Hill, 2009
4. Stine, Statistics for Business, Pearson,2010
5. Anderson, Staistics for Business and Economics, Cengage, 2009
6. Aczel ,Sounderpandian, Complete Business Statistics, Tata McGraw Hill, 2009
7. Beri Business Statistics Tata McGraw Hill 2010
8. Ken Black, Statistics for Management, Wiley India,2009

**P17MBA105 - BUSINESS LAW**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Discuss the legal frame work of business.
2. Understand the remedies in case of breach of contract.
3. Examine the major legal problems in business environment.
4. Analyze the role of law in commercial transactions.
5. Implement the legal concepts in business situations.

**Topics**

1. Indian Contract Act, 1872
  - Essential elements of a valid contract
  - Performance of contract
  - Discharge of contract
  - Breach of Contract, Remedies for breach of contract
  - Contingent contract
  - Quasi contract.
2. Indian Partnership Act, 1932
  - Rights and duties of partners
  - Constitution and Reconstitution
  - Dissolution of firm
3. The sale of goods Act, 1930
  - Classification of goods
  - Rules regarding delivery of goods,
  - Rights and duties of buyer and seller,
  - Rights of an unpaid seller,
  - Remedies for breach of contract of sale.
4. Company law 1956
  - Formation of company
  - kinds of company
  - Memorandum of Association and Articles of Association
  - Powers of directors
  - Modes of winding up of a company
  - Key highlights of companies Act 2013
5. Negotiable Instruments Act, 1881
  - Essential elements of Promissory note, bill of exchange and cheque
  - Dishonor and discharge of negotiable instrument

- Recent amendments in NI Act
- 6. Consumer protection Act, 1986
  - Rights of Consumers
  - Consumer Dispute Redressal Forums
  - Remedies available to consumers
- 7. Central Sales Tax, Goods and Services Act and Value Added Tax
  - Objectives, scope and important features
- 8. The Information Technology Act, 2000
  - Electronic Records

**Text Book**

1. Ravinder Kumar, Legal Aspects of Business, Cengage Learning, Latest Editions.

**Reference Books**

1. N. D. Kapoor, Elements of Mercantile law, Sultan Chand & Sons, Latest Edition.
2. Avtar Singh, Mercantile Law, Eastern Book Company.
3. Companies Act 2013, Bare Act, Government of India.

**P17MBA106 - MANAGERIAL COMMUNICATION**  
**(2 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Communicate effectively through speech and writing.
2. Attend interviews and understand the art of participating in group discussions.
3. Communicate internally and externally with business proficiency.
4. Exhibit social and business etiquette.

**Topics**

1. Introduction to managerial communication
2. Principles interpersonal communication
3. Principles of group communication
4. Types of managerial speeches
  - Speech of introduction
  - Speech of thanks
  - Occasional speech
  - Theme speech
5. Introduction to managerial writing
6. Business letters
  - Routine letters
  - Persuading letters
  - Sales letters
  - Collection letters
  - Job application letters
7. Communicating Electronically
8. Preparing Good News, Bad news messages
9. Principles governing the use of audio-visual media
10. Principles of Effective Presentations
11. Business and social etiquette

**Text Book**

1. Lehman / Dufrene / Sinha "Business Communication", Cengage Learning, 2<sup>nd</sup> edition, 2016.
2. Rajendra Pal, Korlaharli- "Business Communication", Sultan Chand Publications, 13<sup>th</sup> edition, 2011.
3. Sanjay Kumar, Pusp Lata- "Communication Skills", Oxford University Press, Second impression 2012.

### Reference Books

1. Sharan J.Genrson and Steven M.Gerson – Technical Writing – Process and Product”, Pearson Education, 6<sup>th</sup> Edition, 2009.
2. Raymond V.Lesikar, John D. Pettit and Mary E.Flatley – Lesikass Basic Communication, Tata McGraw Will, 8th Edition – 1999.
3. Stevel. E. Pauley, Daniel G.Riordan, Technical Report Writing Today – AITBS Publishing & Distributors, India 5th edition , 2000.
4. Mohan Krishna, Banerjee Meera Developing Communication Skills, Macmillan India Ltd, 2<sup>nd</sup> Edition, 2009.

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**Courses of study for MBA II Trimester under Regulations 2017**

Branch: **Master of Business Administration**

<b>COURSE TITLE</b>				
<b>S.No.</b>	<b>Subject Code</b>	<b>Theory</b>	<b>Sessions</b>	<b>Credits</b>
1.	P17MBA201	ORGANISATIONAL STRUCTURE, DESIGN AND CHANGE	20	3
2.	P17MBA202	MANAGERIAL ECONOMICS - II	20	3
3.	P17MBA203	ACCOUNTING FOR DECISION MAKING -II	20	3
4.	P17MBA204	QUANTITATIVE METHODS- II	20	3
5.	P17MBA205	MARKETING MANAGEMENT- I	20	3
6.	P17MBA206	OPERATIONS MANAGEMENT	20	3
7.	P17MBA207	CORPORATE COMMUNICATION	13	2
		<b>Total</b>		<b>20</b>

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**ORGANISATIONAL STRUCTURE, DESIGN AND CHANGE**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand the concept of an organisation and its environment
2. Develop the organisational design.
3. Interpret the types and forms of Organisational Change
4. Discuss about the overview of Organisational Development and its interventions

**Topics**

1. The Organisation and its environment
  - What is an Organisation
  - Organisational Structure
  - Organisational Culture
  - Organisational Design and Change
  - Organisational Effectiveness
  - Satisfying Stakeholders Goals and Interest
  - Creating an ethical organisation
  - Managing in a changing global environment
2. Organisational Design
  - Basic Challenges of Organisational Design
  - Designing sStructure
  - Creating and Managing Organisational Culture
  - Organisational Design and Strategy
  - Organisational Design and Technology
3. Organisational Change and Development
  - What is Organisational Change
  - Types and forms of Organisational Change
  - Organisational Transformations
  - Managing conflict, power and politics
  - Organisational Development and Interventions-an overview

**Text Book**

1. Gareth R.Jones, Organizational Theory Design and Change, Pearson Publications, 7<sup>th</sup> Edition, 2012.

**Reference Books**

1. Fred Luthans, Organizational Behavior, McGraw Hill, 12<sup>th</sup> Edition, 2013.
2. Jerald Greenberg, Behavior in Organizations, Pearson Publication, 10<sup>th</sup> Edition, 2012.
3. Stephen P. Robins, Organizational Behavior, PHI Learning / Pearson Education, 15<sup>th</sup> edition, 2012.

**MANAGERIAL ECONOMICS-II**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes: The Student will be able to**

1. Identify the role of macroeconomic variables.
2. Evaluate the role of behavioral functions in an economy.
3. Ascertain the importance of macroeconomic models.
4. Understand the methods of foreign trade and exchange rate function.
5. Explain the various models and theories of economic growth.

**Topics**

1. Introduction to macroeconomics
  - Methodology in economics
  - Theory of aggregation
  - Macroeconomic goals and instruments
  - Indian economy and world economy
2. Macroeconomic Measurements
  - National income
  - Inflation
  - Unemployment and poverty
  - Money, fiscal and foreign sector variables
3. Overview of behavioral functions
  - Consumption function
  - Investments function
  - Foreign trade function
  - Foreign exchange rate function
4. Overview of Macroeconomic models
  - Classical and Keynesian fixed price models
  - Application of the Keynesian models
  - Keynesian flexible price models
  - Open economy
5. Economic growth
  - Determinants of income and growth
  - Models and theories in economic growth

**Text Book**

1. GS Gupta , Macroeconomic – theory and applications, 2<sup>nd</sup> edition Tata McGrwaHill publications

**Reference Books**

1. A Hag, Macroeconomics for management students, 2<sup>nd</sup> edition , 2005 , Laxmi publications
2. N.GrgoryMankew, Principles of macroeconomics southwestern international edition (2006)

**ACCOUNTING FOR DECISION MAKING- II**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Apply the concept of cost accounting and its techniques.
2. Understand the cost information in resolving the problems, which they may face as managers.
3. Analyze cost sheet, budgets and measure variance cost.
4. Evaluate the cost data in planning, decision making and control.

**Topics**

1. Basic concepts of cost accounting
2. Classification of cost
3. Unit Costing (Cost Sheet)
4. Job order costing-Process costing-Activity Based Costing
5. Marginal costing
6. BEP, Margin of Safety, CVP analysis
7. Application of Marginal Costing in decision making
8. Acceptance of Special order, Key factor, Make/Buy decision
9. Budgetary Control
10. Preparation of flexible and cash budgets only
11. Standard Costing
12. Computation of material, labor cost variances and overhead variance

**Text Book**

1. N.Maheshwari&S.K.Maheshwari, "A Text Book of Accounting for Management", Vikas Publication House Pvt Ltd, 4<sup>th</sup> Edition, 2014.
2. S.P.Iyengar, Cost Accounting Principles & Practices, Sultan Chand & Sons Educational Publishers, 10<sup>th</sup> Edition, 2005.
3. Paresh Shah, Management Accounting, Oxford University, 2<sup>nd</sup> Edition, 2015.

**Reference Books:**

1. M.N.Arora, Cost Accounting : Principles and practice, Vikas Publication House pvt Ltd, 11<sup>th</sup> Edition, 2011.
2. Charles T. Horgren, Srikant M. Data & George M Fosta, Cost Accounting A Managerial Emphasis, Prentice Hall of India, 14<sup>th</sup> Edition, 2011.
3. Edward Vanderbeck, Thomsan South Wetan, Principles of cost Accounting, 15<sup>th</sup> Edition, 2010.

**QUANTITATIVE METHODS -II**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand the application of Operations Research in different functional areas.
2. Solve problems of transportation and assignment to get the optimal solutions.
3. Classify the decision making under conditions of certainty and uncertainty sing.
4. Explain the Concept of two- person zero-sum games and solve them.
5. Be familiar with the types of replacement model.
6. Construct the Network diagram and determine the critical path.

**Topics**

1. Introduction to Operations research
  - An overview and scope of Operations Research
2. Linear Programming Problem
  - Formulation exercises on LP problems
  - Graphical method of solving LPP
3. Special types of LPP
  - Initial feasible solution to a Transportation problem by Least cost method
  - Test for Optimality using MODI method
4. Assignment Model
  - Hungarian method of assigning jobs on machines
  - Application of Assignment problem-Travelling salesman case
5. Decision Theory
  - Types of decision making environment
  - EMV, EVPI approach of making best decision
  - Criterion of decision making under uncertainty
6. Game Theory
  - Game with Pure and mixed strategies
  - Dominance rule
  - Algebraic approach to game theory
  - Solving  $2 \times m$  and  $n \times 2$  game using graphical method
7. Replacement
  - Replacement of equipments which deteriorate with time
  - Group replacement and Individual replacement
8. Sequencing

- Sequencing of 'n' jobs and '2' machines
- Sequencing of 'n' jobs and '3' machines
- Sequencing of 'n' jobs and 'm' machines

#### 9. Network Techniques

- Construction of networks
- PERT, CPM of evaluating the projects
- Calculation of floats

#### **Text Book**

1. N. D Vohra, Quantitative Techniques in Management, 4<sup>th</sup> edition, Tata Mcgraw Hill, 2012

#### **Reference Books**

1. J.K.Sharma, Operations Research-Theory and Application, 5<sup>th</sup>edition, Macmillan publishers, 2013
2. Hamdy A Taha, Introduction to Operations Research, PrenticeHall India, Seventh Edition, Third Indian Reprint 2004
3. Gupta P.K, Hira D.S, Problem in Operations Research, S.Chandand Co, 2007.
4. Kalavathy S, Operations Research, Second edition, VikasPublishing House, 2004
5. G. Srinivasan, Operations Research – Principles andApplications, PHI, 2007.

**MARKETING MANAGEMENT-I**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand the concept of marketing in theory and practice.
2. Identify the environmental factors specific to a firm in making marketing decisions.
3. Understand and apply the STP (segmentation, targeting, positioning) strategies of marketing.
4. Differentiate consumer and business decision making process.
5. Identify the steps in marketing research process.

**Topics**

1. Introduction to Marketing
  - Core marketing Concepts
  - Philosophies of Marketing
  - Marketing Mix
2. Marketing Plan
  - Elements of Marketing Plan
  - Marketing Strategy
3. Marketing Environment
  - Factors influencing marketing environment
4. Segmentation, Targeting, Positioning
  - Criteria for Segmentation
  - Bases of Segmentation
  - Strategies for selecting target market
  - Positioning Perceptual mapping, Positioning strategy
5. Customer value, Satisfaction and Loyalty
6. Consumer Decision Making
  - Factors influencing decision making
  - Consumer decision making process
7. Business Marketing
  - Business to Business markets
  - Buying Center, Buying Situation
  - Business to Business Buying process
8. Marketing Research Process
9. Social Media Marketing
10. Ethics and social responsibility in Marketing

**Text Book**

1. Grewal, Levy, Marketing, McGraw Hill Education, 5<sup>th</sup> Edition, 2017.

**Reference Books**

1. Baines, Chris Fill, Kolly Page, Essentials of Marketing, Oxford, South Asia Edition, 2016.
2. Lamb, Hair, Sharma & Mc Daniel MKTG-Principles of Marketing-A South Asian Perspective, Cengage Learning, 2016.
3. Philip Kotler, Gary Armstrong, Prafulla Y. Agnihotri and Ehsan ul Haque, Principles of Marketing – A South Asian Perspective, Pearson, 13<sup>th</sup> Edition.
4. Tapan K Panda, Marketing Management – Text and Cases, Excel Books, 2013.
5. Micheal Czinkota & Kotabe, Marketing Management, Thomson Learning, 2006.



## **OPERATIONS MANAGEMENT**

**(3 Credits)**

**20 Sessions (90 Minutes / Session)**

### **Course Outcomes : The Student will be able to**

1. Understand the fundamentals of different types of production and operations decisions.
2. Analyze different process design for new product or improved products and services.
3. Evaluate and identify different concepts with respect to facility location-layout.
4. Learn and plan Work and Motion study.
5. Know about contemporary manufacturing methods.

### **Topics**

1. Introduction to Operations Management
  - Differences between product and services
  - Historical development
  - Transformation process
2. Production system
  - Productivity
  - Types of production
  - Operation decisions
3. Forecasting
  - Concepts
  - Forecasting Techniques
4. Product, Service and Process Design
  - Developing New Product
  - Improving Design of Existing Product
  - Designing and Developing of New Services
  - Process Selection
  - Types of process design
  - Factors affecting Process Design Decisions
5. Facility Location and Layout
  - Location selection
  - Layout – Concept, Types
  - Factors affecting layout and location decisions
6. Work and Motion study
  - Concept and Role of work study
  - Work study procedure

- Ergonomics
- Work measurement

#### 7. Introduction to World Class Manufacturing Techniques

- TQM,TPM
- Kanban systems
- Supply Chain Management
- Lean Manufacturing
- Agile Manufacturing
- Six sigma

#### **Text Book:**

1. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, Recent Edition.

#### **Reference Books:**

1. Norman Gaither and Gregory Frazier, Operations Management, Cengage Learning 2014
2. S N Chary, Production and Operations Management Tata McGraw- Hill Publishing Recent Edition.

**CORPORATE COMMUNICATION**  
**(2 Credits)**  
**13 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Communicate effectively with a sense of corporate responsibility.
2. Communicate internally and externally with business proficiency.
3. Develop skills to communicate for various purposes and situations.

**Topics**

1. Communicating Strategically
2. An overview of corporate communication
3. Identity, Image, Reputation and corporate advertising
4. Corporate Responsibility
5. Media Relations
6. Internal Communication
7. Crisis Communication
8. Communication in cross cultural settings.

**Text Book**

1. Paul A. Argenti- "Corporate Communication" Mc Graw Hill Education (India) Private Limited, 6<sup>th</sup> Edition , 2013.

**Sona College of Technology, Salem**

**(An Autonomous Institution)**

**Courses of study for MBA III Trimester under Regulations 2017**

Branch: **Master of Business Administration**

<b>COURSE TITLE</b>				
<b>S.No.</b>	<b>Subject Code</b>	<b>Theory</b>	<b>Sessions</b>	<b>Credits</b>
<b>1.</b>	<b>P17MBA301</b>	Marketing Management - II	20	3
<b>2.</b>	<b>P17MBA302</b>	Human Resource Management	20	3
<b>3.</b>	<b>P17MBA303</b>	Financial Management	20	3
<b>4.</b>	<b>P17MBA304</b>	Management Information Systems	20	3
<b>5.</b>	<b>P17MBA305</b>	Business Research Methods	20	3
<b>6.</b>	<b>P17MBA306</b>	Strategic Management	20	3
<b>7.</b>	<b>P17MBA307</b>	Advanced Excel*	20	3
		<b>Total Credits</b>		21

**\*100% Lab Sessions and MS Office - Excel 2016 Version.**

**Approved by**

**Chairperson,**  
MBA BOS & Director  
**DR. SWARUP K MOHANTY**

**Member Secretary,**  
Academic Council  
**DR.R.SHIVA KUMAR**

**Chairperson,**  
Academic Council & Principal  
**DR.S.R.R.SENTHIL KUMAR**

Copy to:- Director, III Trimester MBA Students and Staff, COE

**P17MBA301 - MARKETING MANAGEMENT-II**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand the implications of different strategies in marketing.
2. Plan and design marketing strategy to gain competitive advantage.
3. Formulate communication Mix and ensure effective reach to consumers.
4. Develop marketing strategies to strengthen future product innovation and extensions.
5. Understand the trends in marketing to make the business sustainable.

**Topics**

1. Building strong brands
  - Dealing with competition
  - Crafting the brand positioning
  - Creating brand equity
2. Designing Value
  - Setting product strategy
  - Managing services
  - Developing pricing strategies
3. Delivering value
  - Designing marketing channels
  - Managing Retailing Wholesaling and Logistics
4. Communicating value
  - Managing Integrated marketing communications
  - Managing mass communication: Advertising, Sales Promotions, Public relations
  - Managing personal communications: Direct marketing and personal selling
5. Sustaining Growth and Value
  - New product development
  - Tapping into global markets
  - Trends in Marketing

**Text Book:**

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileshwar Jha, Marketing Management – A South Asian Perspective, Pearson, 14<sup>th</sup> Edition, 2013.

**Reference Books:**

1. Baines, Fill, Page, Marketing, Oxford University Press, Asian Edition, 2013.
2. Grewal, Levy, Marketing, McGraw Hill Education, 5<sup>th</sup> Edition, 2017.
3. Ramasamy and Namakumari, Marketing Management-Indian context and Global perspective, Mc Graw Hill Education, 5<sup>th</sup> edition

**P17MBA302 - HUMAN RESOURCE MANAGEMENT**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Outline the overview of Human Resource Management.
2. Illustrate the methods and process of Job analysis and its design.
3. Inspect the process of Recruitment and Selection
4. Design a training and development program for Executives.
5. Develop the appraisal system and compensation structure for organizations.

**Topics**

1. Introduction to Human Resource Management
  - Functions and Objectives
  - Evolution of Human Resource Management
  - Difference between PM and HRM
2. Job Analysis: Process
  - Methods of collecting job related data
  - Design of Job description and specification.
  - Job Design and its approaches
  - Human Resource Planning
3. Recruitment and Selection
  - Nature and Purpose – Sources of Recruitment
  - Factors influencing Recruitment - Recruitment Process
  - Nature and Process of Selection
  - Induction
4. Training and Development
  - Training Need Assessment
  - Designing of a training program
  - Methods of Training and Development
5. Performance Appraisal and Compensation
  - Methods of Performance appraisal
  - Components of Indian pay structure
  - Incentives and Fringe Benefits

<ul style="list-style-type: none"><li>• Methods of Job Evaluation</li></ul> <p>6. Current trends and Future of HRM</p>
<p><b>Text Book</b></p> <ol style="list-style-type: none"><li>1. Gary Dessler, Human Resource Management, Pearson Education, 15<sup>th</sup> Edition, 2017.</li></ol>
<p><b>Reference Books</b></p> <ol style="list-style-type: none"><li>1. David A.Decenzo , Stephen P.Robbins, Fundamentals of Human Resource Management, , Wiley Publication , 11<sup>th</sup> Edition, 2012.</li><li>2. Uday Kumar Haldar and Juthika Sarkar. Human Resource management, Oxford publication, 1<sup>st</sup>Edition, 2013.</li><li>3. VSP Rao, Human Resource Management – Text and Cases, Excel Books, 3<sup>rd</sup> Edition, 2012.</li></ol>



**P17MBA303 - FINANCIAL MANAGEMENT**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes: The Student will be able to**

1. Identify the role of Finance in key areas of business.
2. Evaluate the importance of time value involved in various investment patterns.
3. Ascertain the feasibility of project using investment appraisal methods.
4. Understand the Usage and mix of different sources of funds in business with cost involved.
5. Design an optimum capital structure with industry relevance and comprehensive returns.

**Topics**

1. Introduction
  - Functions and Decisions
  - Finance managers' role
  - Liquidity Vs Profitability
2. Time Value of Money
  - Compounding and Discounting
  - Problems
3. Investment Decisions
  - Capital Budgeting decisions
  - Methods
  - Capital Rationing
  - Problems
4. Cost of capital
  - Opportunity Cost of capital
  - Cost of Equity, Debt, Preference and Overall cost
  - Problems
5. Leverages
  - Financial and Operating leverages
  - Problems
6. Capital Structure
  - Theories

- EBIT – EPS Analysis
  - Indifference Point
  - Problems
7. Dividend and its forms
- Theories and Problems
8. Working Capital and its Elements
- Estimation (problems)

**Text Book**

1. I. M. Pandey, Financial Management, Vikas Publishing House Pvt Ltd., 11<sup>th</sup> Edition, 2015.

**Reference Books**

1. Jonathan Berk and Peter Demarzo, Financial Management, Pearson Education India, 3<sup>rd</sup> Edition, 2016.
2. Prasanna Chandra, Financial Management Theory and Practice, Mc Graw Hill Education (India) Pvt Ltd, 9<sup>th</sup> Edition, 2015.
3. M Y Khan and P K Jain, Financial Management, Mc Graw Hill Education (India) Pvt Ltd, 7<sup>th</sup> Edition, 2014.

**P17MBA304 - MANAGEMENT INFORMATION SYSTEMS**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Familiarize the role of Management Information Systems in modern organizations.
2. Explore the relationship between information systems and their impact on decision – making in organizations.
3. Analyze the process of information as a resource in business organizations.
4. Understand the importance of implementation and control of IPR related issues in IT.
5. Guide firms in implementation of computer based information systems in modern business organizations to develop effective managerial decision making by using MIS.

**Topics**

1. Management Information systems
  - Meaning, Historical Perspective
  - Functions of Management Information Systems
  - Information Concepts
  - Establishing Framework
  - Business Model and Conceptual Model
  - Architecture
2. System Development: Modern Information Systems
  - System Concepts
  - System Development Life Cycle
  - Prototyping- Structured Methodologies
  - Designing Computer Based Methods
  - Designing Structured Programs
  - Database Concepts-DBMS-RDBMS-OODBMS
  - Information Systems: Functional Areas - Production systems Human Resources , Finance & Marketing
3. Concepts of Decision Support Systems
  - Decision support systems
  - Enterprise Information Systems

- Expert Systems
- Knowledge Management Systems
- Enterprise Resource Planning
- Managing International Information Systems

#### 4. Implementation and control

- Quality Assurance in Information Systems
- Cost Benefit Analysis Assessing Values and Risk of Information Systems
- IT Ethics
- Intellectual Property, Copyright & Patterns
- Impact of Information Technology on Organizations and Society

#### 5. Management Challenges and Computer Crime

- Cyber Law
- Security Management of Information Technology
- Auditing IT Security
- Global Management of Information Technology

#### **Text Books:**

1. James O'Brien, Marakas, Behl, Management Information systems, Tata McGraw-Hill 9<sup>th</sup> edition.
2. Laudon, Laudon and Dass, Management Information systems, Pearson education, 11<sup>th</sup> edition.

#### **Reference Books:**

1. Effy Oz, Management Information Systems, Cengage learning, 5<sup>th</sup> Edition,
2. Waman S Javadekar, Management Information Systems – Texts and cases , Tata McGraw – Hill , 3<sup>rd</sup> Edition, 2008.
3. Indrajit Chatterji, Management Information Systems, Prentice Hall of India, 2010
4. CSV Murthy, Management Information Systems, Himalaya Publishing House, 2009
5. Hitesh Gupta, Management Information Systems – An Insight, International Book House, 2011 Editon.

**P17MBA305 - BUSINESS RESEARCH METHODS**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand the nature of a business problem and translate it into a research problem.
2. Formulate a research design and make objective statements for a given study.
3. Design tools for collecting data from the samples drawn from a given set of population.
4. Specify the most appropriate test of hypothesis in a given situation, apply the procedure and make inferences from the result.
5. Write reports, make presentations, and defend research projects.

**Topics**

1. Introduction to Business Research
  - Definition, significance and scope
  - Research Methodology vs. Method
  - Types of research
  - The Research Process
2. Objective of Research
  - Problem Identification
  - Review of Literature
  - Deductive and Inductive reasoning
  - Arriving at research hypothesis
3. Theory building
  - Concept
  - Construct
  - Variable
  - Propositions and Hypothesis
  - Theory
  - Models
4. Research Design I
  - Research design: Classification
  - Exploratory studies
  - Descriptive studies
  - Causal studies
  - Qualitative vs. Quantitative research
  - Merging Qualitative and Quantitative techniques

5. Research Design II
  - Observation studies
  - Experiments
  - Surveys
6. Sources and Collection of Data
  - Scales and Measurement techniques
  - Questionnaires and Instruments
  - Validity and Reliability of Instruments
  - Sampling procedures and size
7. Data Preparation
  - Editing
  - Coding
  - Data entry
8. Analysis of Data
  - Correlation Analysis
  - Regression Analysis
  - Multivariate: Dependency Technique
  - Multivariate: Interdependency Technique
  - Statistical software
9. Report Writing
  - Types of report
  - Different components
  - Pictorial and Graphical presentation
  - Plagiarism, Citation and referencing
10. Ethics in Business Research
  - Ethical Treatment of participants
  - Ethics and the sponsor
  - Professional standards

**Text Book**

1. Donald R Cooper, Pamela S. Schindler and J.K.Sharma, Business Research Methods, Tata Mc Graw Hill, 11th Edition, 2016.
2. William G.Zikmund, Barry J. Babin, Jon C.Carr, Atanu Adhikari and Mitch Griffin, Business Research Methods: A South-Asian perspective with coursemate, Cengage, 8<sup>th</sup>edition, 2016.

**Reference Books**

1. Sameer Phanse, Research Methodology – Logic, Methods, and Cases, Oxford University Press, 2016.
2. Naval Bajpai, Business Statistics, Second edition, Pearson, 2016.
3. R.Paneerselvam, Research Methodology, Prentice Hall of India, New Delhi, 2010.
4. Uma Sekaran, Research Methods for Business, Wiley India Pvt. Ltd. 5<sup>th</sup> edition 2012.
5. K.N. Krishnaswamy, Appa Iyer Sivakumar and M.Mathirajan, Management Research Methodology, Pearson Education, New Delhi, 2006.

**P17MBA306 - STRATEGIC MANAGEMENT**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand the basics of strategy and its implications in an organization and community.
2. Work on the competitive advantages of firms by doing environment analysis.
3. Analyze the stability and durability of different strategic alternatives in various levels.
4. Evaluate the implementation of strategies w.r.t different organizational structure and control systems.
5. Get exposure of the current trends and new challenges in the environment.

**Topics**

1. Understanding Strategy
  - Concept & levels of strategy
  - Strategic Management and Process
  - Stakeholders in the business and their roles in strategic management
  - Hierarchy of strategic intent
2. Analyzing Company's Internal environment
  - Resources & Capabilities
  - Sources and Durability of Competitive advantage
  - Core competency & Distinctive Competencies
  - Analyze Company's resources and competitive position
3. Analyzing Company's External environment
  - Environment Threat and Opportunity Profile
  - Porter's Five force model
  - Strategic group analysis
4. Value Chain analysis
  - Primary and secondary activities
5. Organizational capability profile
  - Strategic advantage profile
  - Concepts of stretch, leverage & Fit
6. Portfolio analysis
  - Business Portfolio analysis
  - BCG Matrix

- GE 9 Cell Model
7. Strategic Choices
    - Functional Level
    - Business Level
    - Global Level
    - Corporate Level
  8. Strategic implementation
    - Barriers to strategic Implementation
    - Mintzberg's 5 Ps
    - McKinsey's 7s Framework
  9. Organizational Culture, Structure and Control Systems –A strategic perspective
    - Denison Model , Shamok structure
  10. Strategic evaluation
    - Symptoms of malfunctioning of strategy
    - Use of Balance Score card for strategic evaluation
  11. Blue and Red Ocean Strategies

**Text Books:**

1. Azar Kazmi , Strategic Management & Business policy, Tata Mcgraw Hill 2015.
2. Charles W.L.Hill & Gareth R.Jones , Strategic Management Theory An Integrated approach ,Cengage Learning - 9<sup>th</sup> edition
3. Henry Mintzberg, Joseph Lampel, Bruce Ahlstrand , Strategy safari –Your complete Guide Through the Wilds of Strategic Management – Prentice Hall, 2<sup>nd</sup> edition, 2009.

**Reference Books:**

1. Thomas L.Wheelen, J.David Hunger & KrishRangarajan , Strategic Management and Business Policy, Pearson Education, 2006
2. Thompson, Strickland, Gamble and Gain, Crafting and Executing Strategy The Quest for Competitive advantage, Tata Mcgraw Hill – 16<sup>th</sup> edition
3. Ranjan Das , Crafting the Strategy: Concepts & Cases in Strategic Management, Tata McGraw Hill – 2004
4. Hitt,Ireland,Hoskisson,Manikutty , Strategic Management A South Asian Perspective ,Cengage Learning -9<sup>th</sup> edition
5. Srinivasan , Strategic Management The Indian Context, 5<sup>th</sup> edition Prentice Hall of India ,2014
6. Thompson, Strickland , Strategic Management concepts and cases , McGraw Hill International edition , 12<sup>th</sup> edition



**P17MBA307 - ADVANCED EXCEL**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes: The Student will be able to**

1. Prepare and present reports using various basic and advance functions available in MS Excel.
2. Utilize the financial applications in decision making.
3. Visualize data for effective inference.
4. Run automated tasks using programmed features of MS Excel.
5. Identifying and controlling the key sensitivities with advanced spreadsheet simulation.
6. Mine and clean data to enhance decision making process.

**Topics**

1. Excel Advance Functions
  - VLOOKUP, HLOOKUP, SUMIF, SUMIFS, SUMPRODUCT, DSUM, COUNTIF, COUNTIFS, IF, IFERROR, DCOUNT, DCOUNTA, OR, AND, SEARCH, INDEX, MATCH, CONCATENATE
  - Random Number Generation
2. Working with Cells and Ranges
  - Formatting Cells, Name Manager
3. Formulas for Financial Applications
  - PV, PMT, NPER, RATE
  - Creating Balance sheet
  - Investment calculations and Depreciation calculations
4. Excel Options
  - Various Methods of Filter and Advance Filter options
  - What if analysis
  - Uses of Goal Seek and Scenarios Manager
  - Filter Data by using an Auto Filter
  - Multiple and Advanced Filter
  - Various Methods of Sorting Data
  - Multiple Sorting
  - Generating subtotals & Formatting

5. Charts

- Creating, Formatting and Modifying Chart
- Building Primary and secondary Axis chart
- Radar Charts, Water fall charts, Football Field charts, Gantt Chart
- Setting up page, previewing and Printing

6. VBA and Macros

- Introduction to Macros
- How to run a Macro

7. Recording macros and viewing generated code

- Running Macros using menu command
- Assigning a Keyboard shortcut
- Assigning macro to a toolbar, menu or button
- Working with loops / conditions

8. Pivot Tables for Data Analysis

- Create Database for Pivot
- Analysing Data with Pivot Tables
- Producing Report with a Pivot Table

**Note:** 100% Lab Sessions and MS Office – Excel 2016 version is to be used.

**Text Book:**

1. John Walkenbech, Excel 2016 Bible, John Wiley & Sons, 1<sup>st</sup> Edition, 2015.

**Reference Books:**

1. Daniella Stein Fairhurst, Using Excel for Business Analysis, Wiley, 1<sup>st</sup> Edition, 2015.
2. Michael Alexander, Excel 2016 power Programming with VBA, John Wiley & Sons, 1<sup>st</sup> Edition, 2016.

**Sona College of Technology, Salem  
 (An Autonomous Institution)**

**Courses of study for MBA IV Trimester under Regulations 2017**

Branch: **Master of Business Administration**

<b>COURSE TITLE ( IV Trimester)</b>				
<b>S.No.</b>	<b>Course Code</b>	<b>THEORY</b>	<b>Session</b>	<b>Credits</b>
1	P17MBA401	Corporate Social Responsibility and Ethics	20	3
2	P17MBAXXX	Elective 1	20	3
3	P17MBAXXX	Elective 2	20	3
4	P17MBAXXX	Elective 3	20	3
5	P17MBAXXX	Elective 4	20	3
6	P17MBA402	Summer Internship	4 weeks	3
7	P17MBAXXX	Open Elective I	7	1
		<b>Total</b>		<b>19</b>

Approved by

**Chairperson, MBA BOS**  
 Dr.Swarup K Mohanty

**Member Secretary,  
 Academic Council**  
 Dr.R.Shivakumar

**Chairperson,  
 Academic Council & Principal**  
 Dr.S.R.R.SENTHIL KUMAR

Copy to:  
 Director - MBA, IV Trimester MBA Students and Staff, COE

**Sona College of Technology, Salem  
(An Autonomous Institution)**

**Courses of study for MBA IV Trimester under Regulations 2017**

Branch: **Master of Business Administration**

<b>MARKETING MANAGEMENT ELECTIVES</b>			
<b>Course Code</b>	<b>Courses</b>		<b>Credits</b>
<b>TRIMESTER IV</b>			
P17MBA701	SERVICES MARKETING		3
P17MBA702	CONSUMER BEHAVIOUR <sup>1</sup>		3
P17MBA703	INTEGRATED MARKETING COMMUNICATION		3
P17MBA704	MARKETING RESEARCH		3
P17MBA705	DIGITAL MARKETING		3
P17MBA706	CUSTOMER RELATIONSHIP MANAGEMENT		3
<b>FINANCE MANAGEMENT ELECTIVES</b>			
<b>TRIMESTER IV</b>			
P17MBA707	MERGERS AND ACQUISITIONS <sup>2</sup>		3
P17MBA708	CORPORATE FINANCE		3
P17MBA709	MERCHANT BANKING AND FINANCIAL SERVICES		3
P17MBA710	DERIVATIVES MANAGEMENT		3
P17MBA711	ENTREPRENEURIAL FINANCE AND VENTURE CAPITAL		3
P17MBA712	MICROFINANCE		3
<b>ORGANISATIONAL BEHAVIOUR AND HUMAN RESOURCE MANAGEMENT ELECTIVES</b>			
<b>Course Code</b>	<b>Courses</b>		<b>Credits</b>
<b>TRIMESTER IV</b>			
P17MBA713	COMPETENCY MAPPING		3
P17MBA714	PERFORMANCE MANAGEMENT		3
P17MBA715	LEADERSHIP FOR CORPORATE EXCELLENCE <sup>3</sup>		3
P17MBA716	INDUSTRIAL RELATIONS AND LABOUR WELFARE		3
P17MBA717	INTERNATIONAL HUMAN RESOURCES MANAGEMENT		3
P17MBA718	HUMAN RESOURCE DEVELOPMENT		3

<b>OPERATIONS MANAGEMENT ELECTIVES</b>			
<b>TRIMESTER IV</b>			
P17MBA719	SERVICE OPERATIONS MANAGEMENT		3
P17MBA720	TOTAL QUALITY MANAGEMENT		3
P17MBA721	PRODUCTION PLANNING AND CONTROL		3
P17MBA722	PROJECT MANAGEMENT		3
P17MBA723	MATERIALS MANAGEMENT		3
P17MBA724	LOGISTICS AND SUPPLY CHAIN MANAGEMENT <sup>4</sup>		3
<b>FAMILY BUSINESS MANAGEMENT ELECTIVES</b>			
<b>TRIMESTER IV</b>			
P17MBA725	FAMILY BUSINESS MANAGEMENT		3
P17MBA707	MERGERS AND ACQUISITIONS <sup>2</sup>		3
P17MBA702	CONSUMER BEHAVIOUR <sup>1</sup>		3
P17MBA715	LEADERSHIP FOR CORPORATE EXCELLENCE <sup>3</sup>		3
P17MBA724	LOGISTICS AND SUPPLY CHAIN MANAGEMENT <sup>4</sup>		3
<b>OPEN ELECTIVE (Open Electives to be offered in the 4<sup>th</sup>&amp; 5<sup>th</sup> Trimester)</b>			
P17MBA801	YOGA AND WELLNESS MANAGEMENT - I *	OE	1
P17MBA802	INNOVATOR'S METHOD	OE	1
P17MBA803	ARABIC - I *	OE	1
P17MBA804	FRENCH - I *	OE	1
P17MBA805	JAPANESE - I *	OE	1
P17MBA806	HINDI - I *	OE	1

\* Level-1 to be offered in 4<sup>th</sup> Trimester and Level-2 to be offered in 5<sup>th</sup> Trimester.  
Each level is a 1 credit course.

**Note:**

1,2,3 and 4 in Family Business Management Electives are the elective courses offered in Marketing Management, Finance Management, Human Resource Management and Production Management electives.

**Chairperson, MBA BOS**  
Dr. Swarup K Mohanty

**P17MBA401 - CORPORATE SOCIAL RESPONSIBILITY AND BUSINESS ETHICS**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Give a rational thinking on moral problems in today's business scenario.
2. Understand business implications and opportunities arising from social and environmental issues.
3. Formulate strategic corporate measures by incorporating social and environmental issues to business management.
4. Apply ethical principles to cases or practices in business.
5. Make ethical decisions based on decision making processes using decision frameworks.

**Topics**

1. Introduction
  - Concept of corporate citizenship and corporate responsibility
  - Relevance in today's business
2. Corporate Social responsibility and stakeholders
  - Internal and external stakeholders
  - Responsibilities to various stakeholders
  - Formulating and implementing a policy for corporate social responsibility
3. Issues and Opportunities in the society
  - Social and environmental problems
  - Equator Principles and Socially Responsible Investing
  - Bottom of the Pyramid opportunities
4. Sustainable Development
  - Brundtland commission
  - Triple bottom line approach
  - Business models for sustainable development
5. Ethical Value System
  - Universalism and Utilitarianism
  - Distributive Justice
  - Social Contracts
  - Professional Code
  - Sources of Value systems
  - Values across cultures
6. Indian Values and Ethics
  - hierarchy of status
  - Non-violence
  - Rights and duties

- Ethics in work life
  - Holistic relationship between Man and Nature
  - Attitude and Beliefs
7. Ethics and Corporate Excellence
- Code of Ethics in Business Houses
  - Organizational culture building
  - Total Quality
  - Customer care
  - Employees care
8. Business Disciplines
- Ethics in Marketing and advertising
  - Ethics in Finance and Accounting
  - Ethics in Information and Communication Technology
  - Ethics in Human Resource Management
  - Ethics in Production related issues

**Text Books**

1. Madhumita Chatterji, Corporate Social Responsibility, Oxford University Press India, 2011.
2. Laura P. Hartman and Joseph R. Desjardins, Business Ethics: Decision making for personal integrity and social responsibility, McGraw Hill, 2<sup>nd</sup> edition, 2013.

**Reference Books**

1. Paul Griseri and Nina seppala, Business Ethics and Corporate Social Responsibility, Cengage Learning EMEA, 2010.
2. Sri Urip, CSR Strategies: Corporate Social Responsibility for a Competitive Edge in Emerging Markets, John Wiley & Sons, 2011.
3. Philip Kotler and Nancy Lee, Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause, John Wiley & Sons, 2011.
4. Ronald Francis and Mukti Mishra, Business Ethics-An Indian perspective, Tata McGraw Hill.
5. Sanjay K. Aggarwal, Corporate Social Responsibility in India, Response Books (Sage Publication), 2008.
6. Michael Hopkins, Corporate Social Responsibility and International Development: Is Business the Solution? Earth scan, 2007.
7. Wayne visser, Dirk Matten and Manfred Pohl and Nick Tolhurst, John Wiley & Sons. 2009.

**P17MBA701 - SERVICES MARKETING**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Evaluate the role of extended marketing mix and customer satisfaction in services marketing.
2. Apply appropriate concepts and frameworks in giving solutions for various services marketing problems.
3. Develop Service Blue print for various sectors with customer focus for effective service delivery.

**Topics**

1. Introduction to Services Marketing
  - Product to Services—The Challenges
  - The Gaps Model
  - The Services Marketing Mix
2. Understanding Customer requirements in Services
  - Customer Expectations
  - Customer Perception
  - Building customer relationships
  - Service recovery
3. Service Design and standards
  - Service blueprinting
  - Service standards
4. Delivering and Performing Service
  - Role of Servicescape, Employees and Customers in delivering service
  - Managing Demand and Capacity
5. Service Pricing
  - Approaches to pricing services
  - Pricing strategies

**Text Book**



1. Valarie A Zeithmal, Mary Jo Bitner, Dwayne D.Gremler, Ajay Pandit , Services marketing - Integrating customer focus across the firm , SIE, McGraw Hill Education, 6<sup>th</sup> edition, 2013.

### **Reference Books**

1. Vinnie Jauhari, Kirti Dutta, Services Marketing Text and Cases, Oxford University Press, 2<sup>nd</sup> Edition, 2017.
2. Christopher H.Lovelock, JochenWirtz, Jayanta Chatterjee, Services marketing – People, Technology, Strategy, Pearson, 7<sup>th</sup> edition, 2011.
3. GovindApte, Services Marketing, Oxford University Press, Latest Edition.
4. RajendraNarugndkar, Services Marketing Text and Cases, Mcgraw Hill Eduction, 3<sup>rd</sup> Edition, 2010.

**P17MBA702 - CONSUMER BEHAVIOUR**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand concepts, models and applications of consumer behaviour.
2. Describe consumer perception, its elements and study about learning theories, attitudes and motivation.
3. Illustrate the influence of culture, subculture and cross culture on consumer behaviour
4. Understand the dynamics of reference group, opinion leadership, and family influences in purchase behaviour.
5. Discuss behaviour of consumers towards online and new products.

**Topics**

1. Introduction to Consumer Behaviour
  - Concepts, challenges and need for consumer behaviour
  - Models of consumer behaviour
  - Applications of consumer behaviour in marketing
2. Consumer Research
  - Consumer research process
  - Quantitative and qualitative methods of research
  - Ethics in consumer research
3. Consumer Perception
  - Elements and dynamics of perception
  - Consumer imagery
  - Risk perception
4. Consumer Learning
  - Behavioural theory of learning
  - Cognitive theory of learning
5. Consumer Personality
  - Nature of personality
  - Theories of personality
  - Brand personality
  - Self and self-image
6. Consumer Motivation
  - Motivation as psychological force

- Types and systems of needs
- 7.Consumer Attitude
- Structural models of attitude
  - Cognitive dissonance and attribution theory
- 8.Consumer as Group and Individual
- Reference groups
  - Family influences
  - Opinion leadership
  - Social class
- 9.Cultural influences on Consumer Behaviour
- Culture and subculture
  - Cross culture
- 10.New Products and Online Consumer Behaviour
- Diffusion and adoption process
  - Online consumer behaviour

**Text Book**

1. Leon G. Schiffman and Leslie Lazar Kanuk.- Consumer behavior, Prentice Hall ,10th Edition,2010.

**Reference Books**

1. Assael, Consumer Behavior, Cengage Learning, 2007.
2. Blackwell, Consumer Behavior, Cengage Learning, 2007.
3. David L.Loudon, Albert J Della Bitta, "Consumer Behavior", McGraw Hill, New Delhi 2005.
4. Jay D. Lindquist and M.JosephSirgy, "Shopper, buyer & consumer Behaviour, Theory and Marketing application", Biztantra Publication, New Delhi 2005.
5. Sheth Mittal, "Consumer Behavior A Managerial Perspective", Thomson Asia (P) Ltd., Singapore, 2005.
6. K.K.Srivastava, "Consumer Behavior in Indian Context", Goal Gotia Publishing Co, New Delhi 2004.
7. S.L. Gupta & Sumitra Pal, "Consumer Behavior an Indian Perspective", Sultan Chand, New Delhi 2001.
8. Ms.Raju, Dominique Xavedel, "Consumer behavior, Concepts Applications and Cases", Vikas publishing house (P) Ltd., New Delhi – 2004.
9. Henry Assael, Consumer behavior strategic approach Biztantra, New Delhi, 2005

**P17MBA703 - INTEGRATED MARKETING COMMUNICATION**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand the elements of integrated marketing communication and the process of budgeting.
2. Examine the process of media development and implementation strategies.
3. Apply creativity tactics and appeals in advertising.
4. Recognize and examine the promotional mix.
5. Evaluate the methods used in measuring the effectiveness of promotional programs.

**Topics**

1. Introduction to Integrated Marketing Communication
  - Promotion mix
  - IMC planning process
2. Role of Marketing Communication Organizations
  - Advertising Agencies
  - Promotion Agencies
3. Objectives and Budgeting for Integrated Marketing Communication
  - Types of Objectives
  - Establishing and allocating the budget
  - Budgeting approaches
4. Ethical Issues in Advertising
  - Advertising and promotion ethics
  - Social and ethical criticism of advertising
5. Media Planning and Strategy
  - Media Plan
  - Media mix
  - Reach and frequency of advertisements
  - Media strategy and scheduling.
6. Creativity and Advertising
  - Creative process
  - Appeals
  - Creative tactics for Print and Television Advertisements
  - Types of Advertisements
  - Advertising Campaign
7. Sales Promotion

- Scope and role of sales promotion
  - Trade oriented and Customer oriented sales promotion
8. Direct Marketing
    - Direct marketing strategies
    - Direct Selling
  9. Public Relations and Publicity
    - Role of PR-Process of public relation
    - PR tools and techniques
    - Publicity
  10. Personal Selling
  11. Measuring Effectiveness of the promotional program

#### **Text Book**

1. Georgy E Belch, Michael A Belch, and KeyoorPurani, Advertising and Promotion, Tata McGraw Hill, 9<sup>th</sup> edition,2013.

#### **Reference Books**

1. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education, 10<sup>th</sup> Edition, 2015.
2. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, 7<sup>th</sup> Edition, 2016.
3. Shah ,Dezeoo, Advertising Integrated Marketing Communication McGraw Hill, 1<sup>st</sup> Edition,2014.
4. Shimp, Advertising and Promotion: An IMC Approach, Cengage Learning, 2009.
5. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, 2010.
6. Batra, Myers and Aaker, Advertising Management , Prentice Hall of India 2009.
7. Larry.D.Kelley and Donald.W.Jugenheimer, Advertising Media Planning: A Brand Management Approach, Prentice Hall of India 2009.
8. Oguinn, Advertising Management with Integrated Brand Promotion, Cengage, 2009.

**P17MBA704 - MARKETING RESEARCH**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Convert marketing problem into a feasible research question.
2. Understand the strengths and weaknesses of alternative research designs.
3. Able to design and execute a basic survey research project.
4. Construct a frequency distribution and a cross-tabulation, conduct basic statistical analysis on the data and interpret the results.
5. Identify a range of market research tools and discuss when to apply each considering its strengths and weaknesses.

**Topics**

1. Introduction to Marketing Research
  - The role of Marketing Research in business decision
  - Marketing Decision Support System
  - Major companies in Marketing Research
  - Jobs in Marketing Research
2. Marketing Research Process
  - Steps in the process
  - Exploratory, Descriptive and Causal Research design
  - Survey, Observation and Experimentation
3. Data Collection
  - Scales and Measurement techniques
  - Sources of Marketing data: Primary and Secondary
  - Projective techniques
  - Panel Research
  - Image Research
  - Omnibus surveys
  - Current trends in web usage
  - The Internet and marketing research
4. Sampling Methods
  - Basic terminology in sampling
  - Different sampling techniques
  - Shopping center sampling: Retail / Shop Research
  - Sample size calculation
  - Types of errors in marketing research
5. Data Analysis – I
  - Hypothesis testing
  - Anova and design of experiments
  - Correlation and Regression analysis

- Discriminant analysis for classification and prediction
6. Data Analysis - II
    - Factor Analysis for data reduction
    - Cluster Analysis for market segmentation
    - Multidimensional scaling for brand positioning
    - Conjoint Analysis for Product design
  7. Selective Applications of Marketing Research
    - New product development & Product research – Test marketing
    - Price testing
    - Advertising Research – Copy testing – Media selection
    - Assessing Promotion Effectiveness
    - Perceptual Mapping
  8. Emerging Applications of Marketing Research
    - Database Marketing
    - E-commerce
    - Mobile marketing
    - Social marketing
    - Experiential marketing
    - Relationship marketing
    - Customer intelligence

**Text Book**

1. David A. Aaker, V.Kumar, George S. Day and Robert P. Leone, Marketing Research, Wiley, 10<sup>th</sup> edition, 2014.

**Reference Books**

1. RajendraNargundkar, Marketing Research: Text and Cases, McGraw Hill, Third edition, 2008.
2. Donald S.Tull and Del I. Hawkins, Marketing Research – Measurement & Method, Prentice Hall India Learning, Sixth Edition.
3. Naresh K. Malhotra and Satyabhushan Dash, Marketing Research – An applied Orientation, Pearson, Seventh edition (2015).
4. Naresh K. Malhotra, Basic Marketing Research: Integration of Social Media, Pearson, Fourth edition.
5. Sandra Moriarty, Nancy D. Mitchell and William D. Wells, Advertising, Principles & Practice, Pearson, Eighth edition, 2009.
6. Richa Arora and Nitin R.Mahankale, Marketing Research, Prentice Hall India Learning Pvt. Ltd., 2012.
7. Harper W. Boyd Jr., Ralph Westfall, Marketing Research – Text and Cases, Aitbs Publishers & Distributors, 2006.

**P17MBA705 - DIGITAL MARKETING**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Describe the need, scope, efficiency and effectiveness of digital medium for marketing.
2. Develop strategies to market product/services using search engines.
3. Design websites and email that support marketing strategies and enable sales.
4. Create campaigns in social media to build relationship.
5. Use web analytics to capture the insights of online consumer behaviour.

**Topics**

1. Digital Marketing Landscape

- History of Digital marketing
- Offline vs Online
- Advantages of digital medium

2. Search Engine Marketing

- Search engine – An overview
- Paid vs Organic search
- Search engine optimization techniques
- Do's and don'ts of SEO
- Google AdWords
- On-page and off-page optimization

3. Email Marketing

- Email marketing – Introduction
- GoTo email marketing strategies
- SPAM

4. Website Development

- Website development and design
- Content management
- Tips for increasing web sales

5. Marketing of Product and Services using Social Medias (like Facebook , Twitter, LinkedIn, YouTube, Blogs)

6. Web Analytics

- Google analytics
- Social media analytics



**Text Book**

1. Richard Gay, Alan Charlesworth and Rita Esen – Online Marketing - A consumer led approach – Indian Edition, Oxford Publications, 2012.

**Reference Books**

1. Lorrie Thomas, McGraw-Hill 36-hour Course: Online Marketing, Tata Mc Graw Hill, 2010.
2. Seth Godin, Permission Marketing: The Marketing Classic for the Internet Age, Pocket books, 2007

**P17MBA706 - CUSTOMER RELATIONSHIP MANAGEMENT**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Acquire conceptual understanding of customer relationship management.
2. Examine and analyze the customer profile and understand the behavioral dimensions of customers.
3. Analyse the strategies of CRM and the need for employees' customer orientation
4. Gain knowledge on the tools of CRM, process and its implementation issues.

**Topics**

1.Introduction to Customer Relationship Management

- Evolution
- Transactional Vs Relationship Approach
- CRM as a Strategic Marketing Tool.

2.Customer Analysis

- Customer Information database
- Customer Profile Analysis
- Customer Perception, expectations
- Individual and group customer behavior
- Customer Life time value
- Selection of profitable customer segment.

3.CRM Strategies

- Elements of CRM
- CRM process
- Strategies for customer acquisition
- Retention and prevention of Defection
- Employee factor in customer relationship management
- Models of CRM

4.CRM Planning and Implementation

- Strategic CRM planning Process
- Implementation issues
- CRM Tools
- Analytical CRM and Operational CRM

- Call center Management
- Role of CRM Managers.

#### 5.E- CRM

- An introduction to CRM softwares and packages.
- e- CRM solutions
- Data Warehousing
- Data mining for CRM

#### Text Book

1. Alok Kumar et al, Customer Relationship Management : Concepts and applications, Biztantra.2<sup>nd</sup> edition, 2007.

#### Reference Books

1. Alok Kumar Rai, Customer Relationship Management concepts and cases, PHI,2014.
2. Assel, Consumer Behavior, Cengage Learning, 6th Edition.
3. Kumar, Customer Relationship Management - A Database Approach, Wiley India, 2007.
4. Zikmund, Customer Relationship Management, Wiley 2012 .

**P17MBA707 - MERGERS AND ACQUISITIONS**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand the process of merger and acquisition activity.
2. Acquaint knowledge about the various methods of financing mergers.
3. Examine the role that Mergers and Acquisition plays in the contemporary world.
4. Discuss the legal aspects of Mergers and Acquisition.
5. Evaluate the different methods of strategies used in Mergers and Acquisition.

**Topics**

1. Mergers
  - Types and characteristics of merger
  - Theories of merger
  - Impact of merger and acquisition (M&A) on stakeholders.
2. Merger Process
  - Dynamics of M & A process
  - Five stage model
  - Due diligence
3. Strategic Approaches to M & A
  - Strategic choice framework
  - Strategic alliance
  - Value creation strategy in M & A
  - Growth strategy through new project on M &A
4. Accounting and Taxation Aspect
  - Methods of accounting
  - Tax aspects of amalgamation
  - Accounting for M& A in India
  - Accounting for M & A in US
5. Payment of Mergers
  - Payment for M & A transactions
  - Methods of payment for acquisition
  - Stock deal or cash deal
  - Factors affecting choice of financing method for M & A

6. Legal Aspect of Merger
  - Income tax act for M & A
  - Procedure aspects under the company rules
  - Procedures to be followed for acquisition without winding up
7. Valuation of Merger
  - Brand valuation
  - Asset based valuation
  - Market based valuation
  - Earnings based valuation
  - Economic Value Added
  - Cash flow approach
  - Firm valuation
8. Regulatory Framework of M & A

#### **TextBook**

1. Rabi Narayan Kar, "Mergers, Acquisitions and Corporate Restructuring", International Book House Pvt Ltd, 4<sup>th</sup> Edition, 2010.
2. Donald De Panyhills, Mergers, Acquisition & Other Restrictions Activities – An Integrated Approach to Process tools Cases & solution, 5<sup>th</sup> Edition, 2009.

#### **Reference Books**

1. J.Fred Weston, Kwang S.Chung, Sysab E.Hoag "Mergers, Acquisitions and Corporate Control", PHI, 1<sup>st</sup> Edition, 2010.
2. B.Rajesh Kumar, "Mergers, Acquisitions Texts and Cases", Tata Mc Graw Hill Education Pvt Ltd, 1<sup>st</sup> edition, 2010.
3. Prasad.G.Godbole, "Mergers, Acquisitions and Corporate Restructuring", Vikas Publication Pvt Ltd, 2<sup>nd</sup> Edition, 2013.
4. Rajinder S.Aurora, Mergers and Acquisition, Oxford University Press, 1<sup>st</sup> Edition, 2011.

**P17MBA708 - CORPORATE FINANCE**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes: The Student will be able to**

1. Discuss the various methods of securities valuation.
2. Identify the methods of evaluating risk and return.
3. Evaluate the role of risk and uncertainty in investment decisions.
4. Ascertain the nature of various sources of finance.
5. Understand the importance of corporate governance and ethics.

**Topics**

1. Overview of value & return
2. Valuation of bonds
3. Valuation of shares
4. Tax
  - Understanding the basic principles of tax
  - Basics of Calculating Taxable Income
  - Effective Tax Planning
5. Risk and uncertainty
  - Elements of risks
  - Causes, types and sources of uncertainty
6. Investment decisions under risk and uncertainty
  - Types of investments decision situation
  - Techniques of investment decisions
    - i. Risk adjusted discount rate
    - ii. Certainty equivalent
    - iii. Statistical methods
7. Calculating Risk and return
8. Long term finance
  - Indian capital and stock markets
  - New issues market
  - Shares, debentures, bonds, long term loans
  - Lease, hire purchase
  - Venture capital and private equity
9. Sources of finance - Short term finance

- Trade credit
- Bank finance
- Commercial paper

10. Corporate governance

- SEBI guidelines
- Corporate disasters and ethics
- Corporate social responsibility

**Text Book:**

1. I. M. Pandey, Financial Management, Vikas Publishing House Pvt Ltd., 11<sup>th</sup> Edition, 2015

**Reference Books:**

1. Prasanna Chandra, Financial Management Theory and Practice, Mc Graw Hill Education (India) Pvt Ltd, 2015
2. M Y Khan and P K Jain, Financial Management, Mc Graw Hill Education (India) Pvt Ltd, 7<sup>th</sup> Edition 2014
3. Rajiv Srivastava and Anil Misra, Financial management, Oxford University Press, 2<sup>nd</sup> edition, 2011
4. Van Horne, Fundamentals of Financial management, Pearson, 13<sup>th</sup> Edition, 2008

**P17MBA709 - MERCHANT BANKING AND FINANCIAL SERVICES**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes: The Student will be able to**

1. Understand the functions of merchant banking and pre and post issue activities.
2. Identify the process of the leasing, hire purchase and factoring activities and its uses.
3. Ascertain the concept of mutual funds and credit rating process.
4. Discuss broad picture of venture capitalist activities.
5. Understand the aspects of consumer finance, credit cards and housing finance.

**Topics**

1. Merchant Banking
  - An overview of Indian Financial System
  - Nature and Functions of Merchant Banking
  - Regulation of Merchant Banking
  - Present State of Merchant Banking in India.
2. Issue Management - Pre & Post issue activities
3. Leasing and Hire Purchasing and Factoring
  - Legal Aspects of Hiring and Leasing
  - Types of Leasing - Rights of Hirer and Hire Vendor
  - Lease Vs. Hire Purchasing Introduction
  - Types of Factoring
  - Forfeiting- Process - Advantages
  - Bills Discounting Vs Factoring Vs Forfeiting
4. Mutual Funds and Credit Rating
  - Types of Mutual Funds
  - Mutual Funds in India- Developing, Launching.
  - Computation and Relevance of NAV
  - Offshore Mutual Funds and Money Market Mutual Funds
  - Regulation of Mutual Funds
  - Credit Rating system, Growth factors, Rating Agencies,
  - Credit rating process
5. Venture Capital



- Definition, Characteristics & Evolution
  - Venture capital investment process, Advantages, Forms
  - SEBI regulations and Venture capital funds
6. Private Equity
  7. Consumer Finance – credit cards, housing finance.

**Text Book**

1. Dr.S.Gurusamy , Merchant Banking and financial services, Tata Mcgraw Hill, 3<sup>rd</sup> Edition

**Reference Books**

1. Clifford Gomez, Financial Markets, Institutions and Financial Services, Prentice Hall of India 2008, 5<sup>th</sup> Edition
2. Bhole ,Financial Institutions and Markets, Tata McGraw Hill, 2010, 6<sup>th</sup> Edition
3. Rajiv Srivastava and Anil Misra, Financial management, Oxford University Press, 2<sup>nd</sup> edition, 2011

**P17MBA710 - DERIVATIVES MANAGEMENT**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes: The Student will be able to**

1. Understand the nature of derivative contracts and settlement.
2. Describe the futures contract, its operation and payoff.
3. Acquaint the knowledge of Options, types and valuation.
4. Discuss broad picture of different types of swaps.
5. Equip as young managers with the knowledge of emerging commodities derivatives trading practices in India.

**Topics**

1. Introduction to Derivatives
  - Difference between Cash and futures market
  - Types of Traders
  - OTC and Exchange Traded Securities
  - Types of Settlement
  - Uses, Advantages and Risks in Derivatives
2. Forwards and Futures Contract
  - Specifications of forwards and Futures Contract
  - Margin Requirements
  - Marking to Market
  - Hedging using Futures
  - Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities
  - Delivery Options
  - Relationship between Future Prices, Forward Prices and Spot Price
3. Options
  - Exchange Traded Options
  - OTC Options
  - Specifications of Options
  - Call and Put Options
  - American and European Options
  - Intrinsic Value and Time Value of Options
  - Option payoff

- Options on Securities, Stock Indices, Currencies and Futures
- Options pricing models
- Differences between future and Option contracts.

4. Swaps

- Interest Rate SWAP
- Currency SWAP
- Role of Financial Intermediary
- Floating Rate Notes
- Credit Risk.

5. Derivatives: Indian Context

- Evolution of Derivatives Market in India
- Regulations – Framework
- Exchange Trading in Derivatives

**Text Book**

1. John.C.Hull, Options, Futures and other Derivative Securities', PHI Learning, 8<sup>th</sup> Edition

**Reference Books**

1. N.R.Parasuraman, Fundamentals of financial derivatives, Wiley India. 3<sup>rd</sup> Edition

**P17MBA711 - ENTREPRENEURIAL FINANCE AND VENTURE CAPITAL**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand the difference between the funder's perspective and those of the company being financed.
2. Evaluate the difference between venture capital, private equity, early stage and traditional financing sources.
3. Discuss the different methods of financing techniques.
4. Value an opportunity.
5. Develop knowledge and understanding of terminology and financial concepts critical to the growth and success of entrepreneurial enterprises.

**Topics**

1. Introduction: Definition and Qualities of an Entrepreneur
2. Entrepreneurial Finance
  - Definition of Entrepreneurial finance
  - Financing choices for starts up
3. Opportunity Assessment and Creation
  - Types of investments and funding sources
  - Tools for analysis
  - Sources of funding
4. Venture capital Funding and Valuation
  - Pros and Cons of Venture capital
  - Examine Venture capital and How it works
  - Due diligence
  - Funding stages
  - Venture lending
5. Growth and Exit Strategies
  - Challenges of managing and funding growth
  - Technology transfer
  - Corporate and strategic venture funds.
6. Entrepreneurial Financing Sources
  - Assessing financial needs
    - Structuring finance

- Sources of finance
- Debt-Equity financing alternatives
- How venture capitalists (VCs) evaluate and structure deals
- How to interface VCs

7. Legal and organizational issues

**Text Book**

1. Steven Rogers, Roza Makonnen Entrepreneurial Finance, : Finance and Business Strategies for the Serious Entrepreneur, 3rd Edition, 2012.

**Reference Books**

1. Entrepreneurial Finance, Leach & Melicher, 4<sup>th</sup> Edition, Southwestern/Cengage Learning, 2010.
2. Rajeev Roy, Entrepreneurship, Oxford University Press, 2<sup>nd</sup> edition, 2011
3. Hisrich, Manimala, Peters, Sheperd – ENTREPRENEURSHIP- Mc.Graw Hill –9<sup>th</sup> edition, 2014 New Delhi.

**P17MBA712 - MICRO FINANCE**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Comprehend the importance of Micro Finance and its products and services.
2. Understand the supply and intermediation of Micro Finance.
3. Analyse the risk of Micro Finance institutions.
4. Examine the credit rating and impact assessment of Micro Finance.
5. Encapsulate the importance of Women Entrepreneurship.

**Topics**

1. Introduction
  - Need for microfinance
  - History of microfinance in India
  - Success story of Grameen Bank - Bangladesh
2. Microfinance Products and Services
  - Micro credit – saving- insurance
  - Rural financial services
  - Agricultural Microfinance
3. Supply and Intermediation of Microfinance
  - Non-institutional source
  - Institutional source – NABARD, RRB, Cooperative Banks
  - Types of microfinance institutions
  - NGO Vs MFI
4. Microfinance Credit Lending Models
  - Credit Lending Models
  - Difference between SHG and JLG model
  - Indian SHG: Problems and Issues
  - SHG-Bank Linkages Programmes in India
5. Risks in Microfinance Institutions
  - Types of risk
  - Risks in Agricultural Microfinance and feasibility
  - Strategies for Risk Minimization
6. Credit rating and Impact Assessment

- Credit rating models- GIRAFE, PEARLS, CAMEL, Microrate, CRISIL
- Components of analyzing Indian SHGs

#### 7. Microfinance and Disaster

- Pre-disaster activities of MFIs for Clients
- During disaster and Post-disaster activities of MFIs for Clients

#### 8. Microfinance and Development

- Microfinance and women empowerment
- Microfinance and Micro entrepreneurship and business development
- Microfinance and Education
- Microfinance and health
- Microfinance and Networking and Linkage building

#### **Text Book**

1. Debadutta K. Panda, Understanding Microfinance, Wiley-India 2014.

#### **Reference Books**

1. Beatriz and Jonathan, The Economics of Microfinance, Prentice Hall of India, 2010
2. Indian Institute of Banking and Finance, Microfinance: Perspectives and operations, Macmillan India Limited, 2011.

**P17MBA713 - COMPETENCY MAPPING**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes: The Student will be able to**

1. Realize the need for competency.
2. Build effective competency models for positions in organizations.
3. Understand, design and implement an effective assessment Centre.
4. Apply the competencies effectively in various HR functions.

**Topics**

1. Introduction to Competency

- Concept and meaning of competency
- Five characteristics of competency
- Need for Competency frame work
- Types of competency
- Traditional HRM Vs Competency based HRM
- Concept of competency dictionary

2. Competency Model

- Competency cluster
- Understanding competency Model
- Process of Building Competency Model
- Importance of Model
- Sample Models

3. Assessment Centres

- History
- Concept
- Assessment Centre and development Centre
- Stages
- Tools used in assessment Centre
- Importance

4. Application of Competency in Various HR Functions

- Competency Based Selection
- Competency Based training and development
- Competency Based Performance Management
- Competency Based succession Planning
- Competency Based compensation



**Text Book**

1. Lyle M. Spencer & Signe M. Spencer, Competence at Work, Wiley India, 2008.

**Reference Books:**

1. Radha R. Sharma, 2004, 360 Degree Feedback, Competency Mapping and Assessment Centres for Personal and Business Development, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2008.
2. The hand book of competency mapping by Seema Shanghi, Response Books (Division of sage publication), New Delhi, 2008.
3. Competency based HRM by Ganesh Shermon, Tata McGraw Hill, 2007.

**P17MBA714 - PERFORMANCE MANAGEMENT**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand the role of performance manager.
2. Design effective Performance Management System (PMS).
3. Set performance criteria effectively.
4. Design effective performance appraisal model.
5. Effectively implement PMS.

**Topics**

1. Introduction to Performance Management
  - Contribution of Performance Management to the organization success
  - Aim and Role of performance management
  - Characteristics of good performance management system
2. Performance Management Process
  - Performance Planning
  - Performance Execution
  - Performance Assessment
  - Performance Review
  - Performance Renewal and Recontracting
3. Performance Management and Strategic Planning
  - Purpose of linking Performance management with Strategic planning
  - Process of Linking Performance management with Strategic planning
4. Measuring Performance
  - Performance dimensions
  - Approaches of Measuring Performance
  - Measuring Result and Behaviour
5. Gathering Performance Information
  - Appraisal form
  - Characteristics of Appraisal form
  - Determining Overall rating
  - Appraisal period and number of meetings
6. Implementation of a Performance Management System

- Preparation
- Communication
- Appeal process
- Training the evaluators
- Pilot testing
- Ongoing monitoring and evaluation
- Bottlenecks

**Text Book**

1. Herman Aquinis , Performance Management , Pearson Publication , 3<sup>rd</sup>Editions, 2013.

**Reference Books**

1. A.S.Kohli&T.Deb , Performance Management , Oxford publication, 2010
2. A.M.Sarma , Performance management Systems, Himalaya Publishing, 2009
3. SoumendranarainBagchi , Performance Management , Cengage Publication, 2010

**P17MBA715 - LEADERSHIP FOR CORPORATE EXCELLENCE**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes: The Student will be able to**

1. Understand and apply various styles of leadership on relevant situations.
2. Understand and apply transformational leadership.
3. Effectively act as team leader and lead the team.

**Topics**

1. Leadership Overview
  - World view
  - Different approaches to Leadership- From trait, Skill and style
  - Situational Leadership
  - Contingency Leadership
  - Transformational Leadership
2. Transformational Leadership
  - Meaning
  - Development
  - Dimensions
  - Psycho dynamic approach
  - Steps
  - Stages
  - The role of vision setting direction & shared mission
  - Values and culture, other new perspectives
3. Motivation, Leadership Persuasion and Transformation
  - Expectancy and Need theory
  - Pygmalion-gala tea and Inspiration
4. GE two decades of Transformation
  - Real -Life -corporate -Case
  - Jack Welch transformation Leadership
5. Level 5 and 5<sup>th</sup> wave Leadership and Emotional Intelligence Leadership
  - 5 Levels & Humility +will , Stockdale paradox of faith and facts
6. Team Leading and Team leader

7. Team lead during crisis
8. Servant Leadership
9. Transforming and Leading with Human Touch
10. Leadership Challenges Ahead.

**Text Book**

1. Gary A. Yukl, Leadership in Organization, Pearson Publication, 8<sup>th</sup> Edition, 2013.

**Reference Books**

1. Warren Bennis, Steven B.Sample, Rob Asghar, The Art of Adventure of Leadership : Understanding Failiture, Resilience of Success, Wiley, 2015.
2. Kouzes & Posner, A leader's legacy, Amazon India, 2010.
3. Rager Gill, Theory & Practice of Leadership, Sage Publication, 2012.

**P17MBA716 - INDUSTRIAL RELATIONS AND LABOUR WELFARE**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand the various aspects affecting industrial relations in India.
2. Prevent and settle industrial disputes amicably in the business environment.
3. Equip them to handle this delicate subject with maturity, objectivity and understanding.
4. Acquire required skills to maintain harmonious relationships in their organisations.
5. Realize the importance of welfare facilities in industries and comply with the labour legislations and statutory health and safety measures.

**Topics**

1. Industrial Relations

- Concept of Industrial Relations
- Factors and Actors in IR
- Role of Trade Union

2. Settlement Mechanisms for Industrial Disputes

- Meaning of dispute, conflict and its causes and impact
- Strikes, Forms of Strike and its prevention
- Settlement mechanisms under ID Act.

3. Collective Bargaining

- Participants in the Bargaining Process
- Negotiation Process

4. Labour Problems

- Discipline and misconduct
- Grievance handling procedure
- Labour Turnover
- Absenteeism
- WPM

5. Domestic Enquiry

- Reasons for taking disciplinary action
- Steps in disciplinary procedure
- Process of domestic enquiries in industries

6. Work Place Counseling

- Types
- Importance

#### 7.Important Labor Legislations

- Factories Act
- Industrial Dispute Act
- Payment of Wages Act
- Industrial Employment (Standing Orders) Act
- Employee Compensation Act
- ESI Act
- Payment of Gratuity Act
- Employees Provident Fund Act

#### 8.Labour Welfare

- Concept & Objectives
- Classification of Welfare: Statutory and Non-Statutory Welfare Facilities
- Health and Safety Provisions under Factories Act.
- Objectives & Sources of Labour Welfare Funds
- Labour Welfare Officer

#### **Text Book**

1. R.Sivarethinamohan, Industrial Relations & Labor Welfare, Text and Cases, PHI, Latest Edition

#### **Reference Books**

1. ArunMonappa, Nambudiri and Selvaraj, Industrial Relations and Labour Laws,McGraw Hill , Latest Edition
2. C.S. VenkataRatnam, Industrial Relations, Oxford University Press, Latest Edition
3. Mamoria, Mamoria, Gankar, "Dynamics of Industrial Relations", Himalaya Publishing House. Latest Edition

**P17MBA717 - INTERNATIONAL HUMAN RESOURCE MANAGEMENT**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand what constitutes IHRM and describe how organisations manage across cultures.
2. Identify emerging trends in International staffing and in training to gain competitive advantage.
3. Interpret key activities associated with performance management.
4. Analyse the nuances of compensation administration.
5. Delineate steps in repatriation.

**Topics**

- 1. Introduction**
  - IHRM compared with Domestic HRM
  - Multiculturalism
  - Cultural Predispositions
  - Denison culture
  - Culture shock
  - Managing Across Culture
- 2. Staffing, Training and Development**
  - Recent trends in International staffing
  - Training strategies
  - Expatriate training
  - Host Country Nationals and Third Country Nationals Training
  - Cross Cultural Training models
- 3. Performance Management**
  - Issues in Managing performance in the global context
  - Assessing Subsidiary Performance
- 4. International Compensation Management**
  - Compensation strategy
  - Components of compensation
  - Variables influencing compensation
  - Compensation Packages
  - Issues in International compensation
- 5. Repatriation**
  - Understanding Repatriation
  - Benefits from Returnees



- Challenges of Re – Entry
- Repatriation Process
- Managing Repatriation
- Tips for Successful Repatriation

**Text Book**

1. Peter I. Dowling & Denise E., Welch, International HRM , Cengage Learning , 4<sup>th</sup> Editions, 2015.

**Reference Books**

1. Aswathappa K. & Dash Sadhna, *International HRM – Text and Cases* ,Tata McGraw Hills, 1<sup>st</sup> Edition, 2007.
2. Sengupta Dr. Nilanjan& Bhattacharya Dr. MousumiS. ,*International HRM*, Excel books, 2<sup>nd</sup> Edition, 2012.
3. Dr. P. Subba Rao, *International Human Resources Management*, Himalaya Publications , 2011.

**P17MBA718 - HUMAN RESOURCE DEVELOPMENT**  
**(3 Credits)**  
**20 sessions (90 Minutes /session )**

**Course Outcomes : The Student will be able to**

1. Explain the concept and overview of Human Resource Development.
2. Design HRD systems and developing HRD Strategies.
3. Apply the methods of training and development and performance appraisal.
4. Examine the process of counseling and mentoring.
5. Link Organization strategy to the HRD Tactics.

**Topics**

1. Nature and Concept of HRD
  - Improving performance through HRD
  - Recent scenario of HRD in India
2. HRM and HRD
  - Role and Competencies of HRD manager
  - Challenges of HRD
  - HRD Strategy model
  - Future challenges to HRD Strategy
3. Learning Cycle-Learning Process
  - Objectives of training
  - Training need analysis
  - Training methods
  - Evaluation of Training
  - Designing management development Programs
4. Leadership Development
  - Assessment and development center
  - Designing Performance Appraisal System
5. Career Planning Process
  - Coaching
  - Counseling
  - Mentoring
  - Empowerment
6. Need for Quality of Work Life
  - HRD Culture
  - Linkage of Organizational Strategy to HRD Tactics

- HRD and Organizational Change

7. Future of HRD

**Text Book**

1. Tapomoy Deb, Human Resource Development, Ane Books, 2<sup>nd</sup> Edition, 2012.

**Reference Books**

1. Udaipareek., Designing & Managing Human resourcesSystems, Oxford publications, 3<sup>rd</sup> Edition, 2006.
2. Mankin, D., Human Resource Development, Oxford University Press India, 8<sup>th</sup> Edition, 2009.
3. Rao, T.V., Future of HRD, Macmillan Publishers India, 2<sup>nd</sup> Edition, 2009.

**P17MBA719 - SERVICE OPERATIONS MANAGEMENT**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand the role of service operations in the overall business.
2. Identify and evaluate facility location, process design and process layout and the interdependence of these factors in the design of effective operating system.
3. Solve decision making problems related to Capacity planning, Demand forecasting and performance measurement.
4. Set standards by measuring the service quality.

**Topics**

1. Introduction to Services

- Nature of services
- Role of services in the economy
- Service operations
- New service development
- Service Blueprint
- Technology in services
- Process design

2. Location and Layout

- Location selection for service operations
- Evaluation of service location
- Supporting facilities and process flows
- Layout design of service enterprises

3. Managing Service Operations

- Managing capacity and demand
- Front office / Back office Interface
- Resource scheduling
- Service supply relationship

4. Quantitative Models

- Capacity planning
- Forecasting demand for services
- Service productivity and Performance measurement
- Tools for evaluating services

5. Service Standards

- Service Quality and Strategy

- Revenue Management
- Yield Management
- Managing of service projects

**Text Book**

1. Metters, King Metters and Pullman, "Successful Service Operations Management", Thomson Learning, New Delhi, 2012.
2. Fitzsimmons.J.A and Filtzsimmons, Moona J, "Service Management Operations, Strategy and Information Technology", Sixth edition, McGraw-Hill, New Delhi, 2012.

**Reference Books**

1. Davis. M and Heinke. J, "Managing Services", McGraw Hill, New Delhi, 2014.

**P17MBA720 - TOTAL QUALITY MANAGEMENT**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand the various principles, practices of TQM to achieve quality.
2. Learn various tools on Quality.
3. Evaluate the various techniques of quality.
4. Discuss the importance of ISO Certifications.
5. Recognize knowledge on World Class Manufacturing.

**Topics**

1. Evolution of Quality
  - Dimensions
  - Difference between products and services
  - Quality Gurus and their contribution
  - Quality statement
2. Quality Analysis
  - Quality costs
  - Quality control
  - Quality Assurance
  - Quality measurement
3. Total Quality Management Introduction
  - Philosophy and pillars of TQM
  - Concepts & Principles
  - Obstacles/barriers of TQM
4. Tools of Quality
  - Seven tools of Quality
  - Seven tools of Management
5. Techniques of Quality
  - Quality Function Deployment (QFD)
  - Failure Modes and Effect Analysis (FMEA)
  - Just In Time
  - KANBAN
  - 5S Principles
  - Poka Yoke
6. ISO Process
  - Documentation

- Registration
  - Audit
7. ISO 9001:2008-Quality Management  
Philosophy – Elements – Requirements – Benefits – Procedure
  8. ISO 14001:2004 –Environmental Management  
Philosophy – Elements – Requirements – Benefits – Procedure
  9. World class manufacturing practices
    - TPM
    - Six Sigma
    - Lean Manufacturing
    - Lean Six Sigma
    - Theory of Constraints
    - Agile Manufacturing

#### **Text Books**

1. Dale H. Besterfield, Carol Besterfield-Michna, Glen Besterfield and Mary Besterfield-Sacre, Total Quality Management, Pearson Education, Recent Edition.

#### **Reference Books**

1. James R.Evans& William M.Lidsay, The Management and Control of Quality, South-Western (Thomson Learning), 5<sup>th</sup> Edition 2014.
2. B.Janakiraman R.K. Gopal Total Quality Management Textand Cases, Prentice Hall 2012.

**P17MBA721 - PRODUCTION PLANNING AND CONTROL**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand product planning, process planning and production scheduling.
2. Know the inputs, process and outputs of material requirement planning.
3. Make the scheduling of production and assist the pursuit of business excellence.
4. Recognise the importance of capacity management.
5. Acquaint the students with the steps involved in production planning and

**Topics**

1. Master Production Scheduling (MPS)
  - Need, objectives and functions of MPS
  - Role of MPS in management
2. Material Requirement Planning (MRP-I)
  - Bill of Materials (BOM)
  - Master Production schedule
  - Lot sizing
3. Capacity Management
  - Capacity Measurement
  - Capacity Requirement Planning
  - Capacity Levelling
4. Demand Management
  - Functions in Demand management
  - Customer requirement
5. Manufacturing Resource Planning (MRP-II)
  - Roles and Functions of MRP-II
  - Information flow in MRP-II
6. Scheduling
  - Job shop scheduling
  - Backward and Forward scheduling
  - Gantt charts
  - Make or buy decisions
  - Just In Time (JIT)
7. Production Control systems
  - Kanban dispatching



- Manufacturing lead time
- Progress reporting and expediting

**Text Book**

1. Paneerselvam - Production and Operations Management – PHI, 3<sup>rd</sup>edition,

**Reference Books**

1. Chase, Aquilano, Jacobs - Production And Operations Management - TMH, 10/e , 2004
2. James Dilworth - Production And Operations Management - Mcgraw Hill International
3. Seetharama, Dennis, Peter – Production Planning and Inventory Control, PHI – 2007 Edition
4. Rogerto Russel, Taylor - Production And Operations Management - Prentice Hall, 4/e
5. Roger Schmenner - Production And Operations Management - Prentice Hall
6. Steven Nahmias - Production And Operations Analysis - Mcgraw Hill, 5/e, 2005

**P17MBA722 - PROJECT MANAGEMENT**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand the purpose and importance of project management and to prepare a project proposal for a given project.
2. Schedule a plan for a given project and estimate the cost of it.
3. Identify different documents maintained in a project and understand different roles and responsibilities of a manager and his team.
4. Recognise different risks in a project.
5. Assess the environmental impact for a given project.

**Topics**

1. Project Management Introduction

- Concepts
- Project Management Knowledge Areas and Processes
- The Project Life cycle

2. Project Identification and Selection

- Project Identification Process
- Project Feasibility, Market and demand analysis
- Project cost
- Break-even point
- Selection

3. Project Planning

- Need of Project Planning
- Roles, Responsibility and Team Work
- Project planning process

4. Human factors in Project management

- Organizing Human resources
- Project manager and the team
- Leadership Styles for Project Managers
- Project communication and documentation
- Managing conflict in Project management

5. Project Risk Management

- Managing Risk in Projects
- Risk Identification, Risk Analysis, Reducing Risks
- Environmental impact assessment

6. Project audit and Implementation

- Project Execution
- Project Control process

**Text Books**

1. Jack Gido and James P. Clements, Successful Project Management, Cengage Learning, 6<sup>th</sup> Edition, 2015.

**Reference Books**

1. Jack R. Meredith, Samuel J. Mangel, Jr., Project Management-A Managerial approach, Wiley India, 6<sup>th</sup> Edition, 2015.
2. Panneerselvam and SenthilKumar, Project Management, PHI learning Private Ltd., 2017.

**P17MBA723 - MATERIALS MANAGEMENT**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Demonstrate the understanding of fundamental concepts and ideas of materials management.
2. Identify techniques in areas such as purchasing, storage systems, inventory control, logistics, warehousing and human resources.
3. Understand the importance of quality control and relevant software packages.
4. Manage Inventory with effective cost control adhering to quality standards.

**Topics**

1. Introduction

- Introduction
- Systems approach to Materials Management
- Forecasting
- Objectives and the Materials Organization
- Materials Planning.

2. Purchasing

- Purchasing
- Purchasing in Materials Management
- System Concept
- Purchasing and Procurement activities under Materials management
- Purchasing and Quality Assurance.

3. Quality Control

- Incoming Material Quality Control
- Statistical Quality Control
- Purchasing capital equipment
- plant and machinery
- International Buying and Import purchasing.

4. Inventory Management and Costs

- Inventory Management and Control Systems
- Stores Management and Operation
- Material Accounting
- Inventory Valuation
- Physical Verification
- Security and Materials Audit.

5. Logistics

- Materials Handling and Storage Systems
- Physical Distribution Logistics
- Transportation
- Traffic and Claims Management

**Text Book**

1. P. Gopalakrishnan & M. Sundaresan, Materials Management: An integrated approach, PHI, 2014.

**Reference Books**

1. A.K. Datt, Materials Management: Procedures, Text and Cases, PHI, 2008.

**P17MBA724 - LOGISTICS AND SUPPLY CHAIN MANAGEMENT**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand the concepts and importance of logistics and supply chain.
2. Evaluate the characteristics and different modes of transportation.
3. Learn types of purchasing strategies and process in supplier evaluation.
4. Plan for operational decisions in supply chains.
5. Know current trends in supply chain management.

**Topics**

1. Introduction to Logistics
  - Customer Service and Logistics Management -A Perspective
  - Concepts in Logistics and Physical Distribution
2. Transportation
  - Role of transportation in logistics
  - Transportation selection decision
3. Modes of transportation
  - Rail, Road, Water, Air, Pipeline
  - Characteristics of different modes
  - Inter modal operations
4. Supply Chain Introduction
  - Supply Chain – Fundamentals, Importance
  - Decision Phases
  - Types of supply chains
  - Process view
  - Supply chain models
  - Structuring supply chain Drivers
5. Strategic Sourcing
  - In-sourcing and Out-sourcing
  - Types of Purchasing Strategies
  - Hub and Spoke supply chain
  - e-marketplaces, e-procurement, e-logistics
  - Supplier evaluation and selection
6. Current Trends
  - E-Business – Framework
  - Role of Supply Chain in b2b practices
  - Supply chain IT in practice

**TextBooks**

1. Sunil Chopra and Peter Meindi, Supply Chain Management-Strategy Planning and Operation, Pearson Education, Indian Reprint, Recent Edition.

**Reference Books**

1. Monczka et al., Purchasing and Supply Chain Management, Cengage Learning, Second edition, Reprint, 2015.
2. Altekar Rahul V, Supply Chain Management-Concept and Cases, Prentice Hall India, 2014.

**P17MBA725 - FAMILY BUSINESS MANAGEMENT**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Increase the overall understanding on family business management.
2. Demonstrate the effective governance of family business.
3. Illustrate a mapping on growth strategy of family business.
4. Assess the importance of the long-term succession planning.
5. Scan and combine best practices and explore the emerging trends in family business management.

**Topics**

1. Family Business Uniqueness
2. Family Business Dynamics: People, System and Growing Complexity:
3. The Family's Relationship with Business: Developing a Strategic Vision and Building Teamwork:
  - Articulating values and shared vision
  - Family emotional intelligence
  - Use of facilitators and advisors
  - Unifying plans, processes and structures
4. The Next Generation: Human Resource Management
5. Importance of family constitution
6. Professionalizing the boardroom: the role of balanced board of directors:
  - Family business governance
  - Advisory boards
  - Board Composition
  - Effective working boards
7. Cousin Companies: Family Governance in multigenerational family firms:
8. Family Business Cycle and Models.
9. Managing Succession: the leadership challenge
  - Resistance to succession planning
  - Planning early
  - Written plan
  - Retirement plan
  - Selecting the right successor
  - Crafting the next-generation career plan
10. Change and Adaption.



**Text Books**

1. ErenestoJ.Poza, Mary S Daugherly, Family business, Cengage Learning, 4<sup>th</sup> Edition 2014.
2. Kavil Ramachandran, The 10 Commandments for Family Business, SAGE Publications Private Ltd., 2015.

**Reference Books**

1. Peter leach, TatwamasiDixit, Indian Family Business Mantras, Rupa Publishing Private Ltd., 2015.
2. Carlock, R., Ward, J., When Family Businesses are best, The parallel planning process for family harmony and business success, Palgrave Macmillan, 2010.
3. Peterlach, Family enterprises, the essentials, A new edition of the classic guide to running a successful family business, profile books limited, 2015.
4. John I. Ward, Perpetuating the Family Business: 50 Lessons learned from long-lasting successful families in Business, Palgrave Macmillan, 2004.

<p><b>P17MBA801 -YOGA AND WELLNESS MANAGEMENT - I</b></p> <p><b>(1Credit)</b></p> <p><b>7 Sessions (90 Minutes / Session)</b></p>
<p><b>Course Outcomes: The students will be able to</b></p> <ol style="list-style-type: none"> <li>1. Improve the cognitive function</li> <li>2. Develop skills for maintaining lifelong health and fitness</li> <li>3. Experience the relationship of the mind, body and soul</li> <li>4. Apply the principles and techniques of yogic conditioning</li> <li>5. Integrate knowledge and skills in their programme of study</li> </ol>
<p><b>TOPICS</b></p> <ol style="list-style-type: none"> <li>1. <b>Yoga</b> <ul style="list-style-type: none"> <li>➤ Definition and origin</li> <li>➤ Yogic concept of Health and Disease</li> <li>➤ Composition of the human body</li> <li>➤ According to Modern medicine</li> <li>➤ According to Yoga</li> </ul> </li> <li>2. <b>Ashtanga Yoga</b> <ul style="list-style-type: none"> <li>➤ Yama, Niyama, Asana, Pranayama, Prathyahara, Dharana, Dhyana, Samadhi and their Therapeutic impact on our common health problems.</li> <li>➤ <b>Streams of Yoga</b> :Jnana yoga, Karma yoga, Raja yoga and Bhakti yoga, Naad yoga, Hatha yoga, Laya yoga</li> </ul> </li> <li>3. <b>Asanas</b> <ul style="list-style-type: none"> <li>➤ Importance in maintenance of positive health, methods, rules and regulations and limitations of each Asanas.</li> <li>➤ <b>Pranayama and Kriyas</b> :Importance in maintenance of positive health, methods, rules and regulations and limitations.</li> </ul> </li> <li>4. <b>Yogic Diet and Nutrition</b> <ul style="list-style-type: none"> <li>➤ Role of Mudras</li> <li>➤ Role of Asanas in various diseases</li> <li>➤ Role of Pranayama in various diseases</li> </ul> </li> <li>5. <b>Yoga and mental Health</b> <ul style="list-style-type: none"> <li>➤ Yoga relaxation techniques</li> <li>➤ Yoga relaxation techniques</li> <li>➤ Meditation and its application of psychosomatic disorders</li> </ul> </li> </ol>
<p><b>Learning Resources</b></p>
<p><b>Text Books :</b></p> <ol style="list-style-type: none"> <li>1. Yoga, B.K.S. Iyengar</li> <li>2. Asanas, Pranayama – By SwamyKunalayananda</li> </ol>
<p><b>Reference Books :</b></p> <ol style="list-style-type: none"> <li>1. Astanga Yoga – O.P. Tiwari</li> <li>2. Yoga and Medicine by Dr. Brena</li> <li>3. Psychosomatic yoga by Mumfurd</li> <li>4. Art of living by Goenkaji, Published by Vipassana meditation centre</li> <li>5. Patanjali yoga sutras, commentaries written by Taimini, Ernest wood, Karambelkar</li> <li>6. Principles and methods of yogic therapy by S.L. Vinekar and swami kunalayananda</li> <li>7. Various articles from yoga mimamsa</li> <li>8. Publications by Vivekananda Kendra, Bangalore</li> <li>9. Shat Darshans</li> <li>10. Yoga physiology by Dr.M.V. Bhole</li> </ol>

**P17MBA802 - INNOVATOR'S METHOD**  
**(1 Credit)**  
**7 Sessions (90 Minutes / Session)**

**Course Outcomes:** This course will enable the students to develop required skills for managing innovation processes at large. Student will develop on ability to design innovation strategies and take advantage of innovation opportunities.

**TOPICS**

- 1. Introduction to method : an overview**
  - Dimensions of Innovation
  - Stages of Innovator methods (IM)
  - Sources of Innovator Methods
  - Tools of innovation management
- 2. Innovation-process, prototype and solution**
  - Process of validating innovating ideas
  - Innovation Premium (IP)
  - Why idea innovators? – Need and importance
  - Case study "INTUIT" company
  - Uncertainty & innovation nexus
  - Problem, Uncertainty and innovations
  - Prototypic solutions and innovations
  - Types of prototypes
  - Testing prototypes
  - Solution and innovations
- 3. Business models in Innovation**
  - Business model validation
- 4. Strategic Leadership in innovation**
  - S-Curve
  - Styles of innovative management
  - Leading with innovation

**Text Book:**

1. The innovators method, Harvard Business Review Press. – Author: Jeff Dyer and Nathan R. Furr, 2014.

**P17MBA803 – ARABIC - I**

**(Level 1)**

**(1Credit)**

**7 Sessions (90 Minutes / Session)**

**Course Outcomes:**

The students will be able to

1. Identify the Alphabets and pronounce them.
2. Frame simple sentences
3. Speak some common words at home, interview and office.

**TOPICS**

1. Basic introduction & Alphabets
2. Written alphabets & pronunciation
3. Basic grammar (Simple sentence forming)
4. Basic grammar (Genders , Plurals )
5. Basic grammar ( Tenses )
6. Forming simple sentences
7. Greetings
8. At home
9. In an interview
10. At the office

**Note:** Basic grammar is taught to handle the common mistakes, and the other session are interactive and practical conversations.

**P17MBA804 – FRENCH - I**

**(Level 1)**

**(1 Credit)**

**7 Sessions (90 Minutes / Session)**

**Course Outcomes: The Student will be able to**

1. Read French phrases, Spell French phonetics, practice French accents, differentiate French and English sounds
2. Introduce oneself, talk about someone, ask others personal information, identify an object, ask and respond politely in a conversation

**Topics**

**1. Mes cinq sens en action**

- Alphabets, Basic wishes,
- Self introduction, basic verbs: avoir and être
- Nationalities and countries
- colors, days & months

**2. S'ouvrir aux autres**

- Definite articles
- numbers 0-20
- write about one's identification
- Professions, conjugation: 1<sup>st</sup> group verbs, indefinite articles
- Preposition of place, identity card, negative sentence

Note: The course faculty will provide relevant audios, videos, handouts and notes

**Text Book:**

1. Saison (Méthode de français, cahier d'activités)

**Reference Books:**

1. Reference books : La conjugaison, Dondon, Echo

<p><b>P17MBA805 - JAPANESE - I</b>  <b>Japanese Language Elementary Course I</b>  <b>(1 Credits)</b></p>
<p><b>Course objectives :</b></p> <ol style="list-style-type: none"> <li>1. They can speak basic Japanese words and phrases and set expressions.</li> <li>2. They can listen basic Japanese words and phrases and set expressions.</li> <li>3. They can read short sentences.</li> <li>4. They will also become able to write Hiragana 104 letters and Katakana 104 letters.</li> </ol>
<p><b>Unit I</b></p> <p>1-3 Greetings and how to write Hiragana.  4-6 Self-introduction and how to write katakana.  7-9 What is this?</p> <p><b>Unit II</b></p> <p>10-12 Asking the place. / Shopping  13-15 Time words and Verb Conjugations.  16-18 Where are you going?</p> <p><b>Unit III</b></p> <p>19-21 Expressions to use verbs from morning to night.  22-24 Verbs for giving things.  25-27 Adjectives</p> <p><b>Unit IV</b></p> <p>28-30 Do you like Japanese language?  31-33 Describing where things are.  34-36 Counting</p> <p><b>Unit V</b></p> <p>37-39 Comparison  40-42 I want go to Japan.  43-45 Verb Te-form</p>
<p><b>Total: 30 hours</b></p>

**P17MBA806 - HINDI - I**

**(1 Credits)**

**7 Sessions (90 Minutes / Session)**

**Course Outcomes: The Student will be able to**

1. Spell and read hindi phrases.
2. Introduce oneself, talk about someone, ask others personal information, identify an object, ask and respond politely in a conversation

**Topics**

1. Alphabets
2. Basic wishes
3. Self introduction
4. Tenses and verbs
5. Gender
6. Nationalities and countries
7. Colors, days & months
8. Definite articles
9. Numbers 0-20
10. Indefinite articles
11. Preposition
12. Everyday conversation

**Note:** The course faculty will provide relevant audios, videos, handouts and notes

**Sona College of Technology, Salem  
(An Autonomous Institution)**

**Courses of study for MBA V Trimester under Regulations 2017**

**Branch: Master of Business Administration**

COURSE TITLE				
S.No.	Course Code	THEORY	Session	Credits
1	P17MBA501	ENTREPRENEURSHIP DEVELOPMENT	20	3
2	P17MBA502	PERSONAL MANAGEMENT AND GROWTH;	13	2
3	P17MBA7XX	ELECTIVE 5	20	3
4	P17MBA7XX	ELECTIVE 6	20	3
5	P17MBA7XX	ELECTIVE 7	20	3
6	P17MBA7XX	ELECTIVE 8	20	3
7	P17MBA9XX	OPEN ELECTIVE II	7	1
<b>Total</b>				18

26/11/19

*[Signature]*  
**Chairperson,**  
Director - MBA BOS  
**Dr.Swarup K Mohanty**

*[Signature]*  
**Member Secretary,**  
Academic Council  
**Dr.R.Shivakumar**

*[Signature]*  
**Chairperson,**  
Academic Council & Principal  
**Dr.S.R.R.SENTHIL KUMAR**

Copy to:  
Director - MBA, V Trimester MBA Students and Staff, COE



2018-2019  
2018-Batch

**Sona College of Technology, Salem  
(An Autonomous Institution)**

**Courses of study for MBA V Trimester under Regulations 2017**

**Branch: Master of Business Administration**

<b>MARKETING MANAGEMENT ELECTIVES</b>			
<b>Course Code</b>	<b>Courses</b>		<b>Credits</b>
<b>TRIMESTER V</b>			
P17MBA726	SALES AND DISTRIBUTION MANAGEMENT		3
P17MBA727	BRAND MANAGEMENT		3
P17MBA728	RETAIL MANAGEMENT		3
P17MBA729	MARKETING ANALYTICS		3
P17MBA730	HOSPITALITY AND TOURSIM MARKETING		3
P17MBA731	INTERNATIONAL MARKETING		3
P17MBA732	MARKETING OF FINANCIAL SERVICES		3
<b>FINANCE MANAGEMENT ELECTIVES</b>			
<b>TRIMESTER V</b>			
P17MBA733	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT		3
P17MBA734	BANKING MANAGEMENT		3
P17MBA735	RISK MANAGEMENT AND INSURANCE		3
P17MBA751	FINANCIAL MODELLING USING EXCEL *100% Lab Sessions and MS Office – Excel 2016 version.		3
P17MBA736	RISK MANAGEMENT IN BANKS		3
<b>ORGANISATIONAL BEHAVIOUR AND HUMAN RESOURCE MANAGEMENT ELECTIVES</b>			
<b>Course Code</b>	<b>Courses</b>		<b>Credits</b>
<b>TRIMESTER V</b>			
P17MBA737	STRESS MANAGEMENT		3
P17MBA738	COMPENSATION MANAGEMENT		3
P17MBA739	TALENT ACQUISITION		3
P17MBA740	ORGANISATIONAL DEVELOPMENT AND CHANGE <sup>5</sup>		3
P17MBA741	CONFLICT AND NEGOTIATION SKILLS <sup>6</sup>		3
P17MBA742	HR ANALYTICS		3

<b>OPERATIONS MANAGEMENT ELECTIVES</b>			
<b>TRIMESTER V</b>			
P17MBA743	SUPPLY CHAIN ANALYTICS		3
P17MBA744	WORLD CLASS MANUFACTURING ✓		3
P17MBA745	THEORY OF CONSTRAINTS		3
P17MBA746	MAINTENANCE MANAGEMENT		3
P17MBA747	BUSINESS PROCESS REENGINEERING ✓		3
<b>FAMILY BUSINESS MANAGEMENT ELECTIVES</b>			
<b>TRIMESTER V</b>			
P17MBA748	INTERNATIONAL BUSINESS MANAGEMENT		3
P17MBA749	TECHNOLOGY MANAGEMENT		3
P17MBA740	ORGANISATIONAL DEVELOPMENT AND CHANGE <sup>5</sup>		3
P17MBA741	CONFLICT AND NEGOTIATION SKILLS <sup>6</sup>		3
P17MBA750	ENTERPRISE RESOURCE PLANNING		3
<b>OPEN ELECTIVE (Open Electives to be offered in the 5<sup>th</sup> Trimester)</b>			
P17MBA901	YOGA AND WELLNESS MANAGEMENT - II * ✓	OE	1
P17MBA903	ARABIC - II *	OE	1
P17MBA904	FRENCH - II *	OE	1
P17MBA905	JAPANESE - II *	OE	1
P17MBA906	HINDI - II * ✓	OE	1

\* Level-1 to be offered in 4<sup>th</sup> Trimester and Level-2 to be offered in 5<sup>th</sup> Trimester.  
Each level is a 1 credit course.

**Note:**

5 and 6 in Family Business Management Electives are the elective courses offered in Human Resource Management.

  
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**Director - MBA BOS**  
 Dr. Swarup K Mohanty

**P17MBA501 - ENTREPRENEURSHIP DEVELOPMENT**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand the concepts of "entrepreneur" and "entrepreneurship".
2. Sensitise the potential entrepreneur towards environment and other supportive services.
3. Prepare the structure and content of a business plan.
4. Develop insights into the management of new business ventures.
5. Acquaint themselves with the challenges faced by the entrepreneur.

**Topics**

1. Introduction: Entrepreneur and Entrepreneurship
2. Entrepreneurial Competence
3. Institutional Support to Entrepreneurs
  - Need for Institutional Support
  - Specialized Institutions
  - Incubation
4. Project Identification and Selection
  - Project Formulation
  - Criteria for Selection of Product
  - Project Appraisal
  - Growth of Business Ideas
  - Intellectual Property
5. Business Plan Preparation
  - Prefeasibility Study
  - Specimen of a Project Report
  - Project Feasibility Report Preparation
  - Evaluation Criteria
6. Financing of Enterprises
  - Capital Structure
  - Sources of Finance
  - Term-loan through Commercial Banks and FIs

7. Business Model, Pricing and Go to Market
8. Launching of Small Business
9. Management of Small Business
10. Challenges in Entrepreneurial Ventures

#### **Text Books**

1. TV Rao, Donald F.Kurako, Entrepreneurship: A South Asian perspective, Cengage Learning, 1<sup>st</sup> Edition, 2016.
2. P.Narayana Reddy, Entrepreneurship : Text and Cases, Fourth Impression, Cengage Learning, 4<sup>th</sup> Edition, 2010.

#### **Reference Books**

1. Robert D Hisrich, Entrepreneurship Tata Mcgrawill Hill Education , 9<sup>th</sup> Edition, 2014.
2. Mathew J Manimala, Biztantra, Entrepreneurship Theory at the Crossroads: Paradigms and Praxin, Wiley India, 2<sup>nd</sup> Edition, 2005.
3. Prasanna Chandra, Projects: Planning, Analysis, Selection, Financing, Implementation and Review, Mc Graw Hill India, 8<sup>th</sup> Edition, 2014.
4. Arya Kumar, Entrepreneurship : Creating and Leading an Entrepreneurial Organisation, Pearson Education, 1<sup>st</sup> Edition, 2012.
5. SS. Khanka, Entrepreneurship Development, S.Chand publishing, Revised Edition 2013.
6. Rajeev Roy, Entrepreneurship, Oxford University Press, 2<sup>nd</sup> Edition, 2011.



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**P17MBA502 - PERSONAL MANAGEMENT AND GROWTH**

**(2 Credits)**

**13 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Identify the strengths and weaknesses of people using personality types.
2. Understand human behavior using NLP.
3. Examine the learning styles for critical thinking.

**Topics**

1. Introduction to Enneagram
2. Personality types according to Enneagram
3. Understanding thinking process using NLP
4. NLP Basics
5. NLP Test
6. Selling with NLP
7. Managing with the power of NLP
8. Effective Time Management
9. Interview Types
10. Perceptual positions for Assertiveness
11. Emotional Intelligence
12. Learning styles for critical thinking and personal growth

**Text Books**

1. Kate Burton Romilla Ready, Neuro-Linguistic Programming for Dummies, Wiley Publications, 3<sup>rd</sup> Edition, 2016.

  
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**P17MBA726 - SALES AND DISTRIBUTION MANAGEMENT**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand the relationship between sales and distribution management.
2. Comprehend the process of personal selling
3. Adopt the concept of forecasting, budgeting, territories and Quotas in sales.
4. Apply the concept of sales force planning, recruitment and selection.
5. Identify the marketing channels and the reasons for channel conflict.

**Topics**

1. Introduction to Sales and Distribution Management
  - Roles of a sales manager
  - Selling skills
  - sales objectives
  - Linkage between sales and distribution.
2. Personal Selling
  - Psychology of selling
  - Personal Selling Process
3. Sales force Forecasting and Budgeting
4. Sales Territories and Quota.
5. Sales force Planning
  - Recruitment
  - Training
  - Motivation
  - Compensation
6. Controlling the Salesforce
7. Marketing Channels
  - Functions
  - Retailing and wholesaling
8. Designing Channel Systems and Channel Management.
9. Logistics and Supply chain

**Text Book**

1. Krishna K Havaladar & Vasant M Cavale, Sales and Distribution Management, Mc GrawHill, 2<sup>nd</sup> edition, 2011.

**Reference Books**

1. Joseph F. Hair, Rolph E. Anderson, Rajiv Mehta, Barry J. Basin, Sales Management, Cengage Learning, 2011
2. A Nag, Sales and Distribution Management, Mc GrawHill Education 2013.
3. Tapan K. Panda and Sunil Sahadev, Sales and Distribution Management, Oxford, 2014.

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**P17MBA727 - BRAND MANAGEMENT**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand the fundamentals of branding.
2. Identify different Brand strategies adopted by different companies.
3. Design and implement marketing programmes with successful interfaces with sales, advertising & channel functions.
4. Evaluate brand extension and its contribution to parent brand.
5. Conduct the Brand equity measurement.

**Topics**

1. Introduction
  - Branding concepts
  - Difference between product and a brand
  - Functions & Importance of Branding
  - Types of Brands
  - Strategic Brand Management process
2. Brand Building and Positioning
  - Brand awareness
  - Brand image
  - Brand positioning guidelines
  - Four stages of Brand building by Keller
  - Brand value chain
3. Designing Marketing Programmes
  - Choosing brand elements
  - Product strategy
  - Price strategy
  - Channel strategy
4. Brand Communications
  - Brand image building
  - Brand loyalty programmes
  - Developing Integrated communication
  - Role of Brand ambassadors
  - Celebrities



- Online Brand promotions
- 5. Brand Architecture Strategy
  - Brand Portfolio
  - Brand Hierarchies
- 6. Brand Extension
  - Brand Adoption Process
  - Different types of brand extension
  - Factors influencing Decision for extension
  - Re-branding and Re-launching
- 7. Brand Performance
  - Conducting brand audit
  - Brand tracking studies
  - Brand Equity Management System
- 8. Models for Measuring Brand Equity
  - Aaker Model
  - Brand Equity Index – Moran
  - Brand Asset Valuator (Young & Rubicam)
  - Brand Valuation Model (Interbrand & Brand Finance)
- 9. Careers in Brand Management
  - Branding challenges & Opportunities
  - Role of Brand Managers
  - Careers in Brand Management

**Text Book**

1. Kevin Lane Keller, Ambi M.G. Parameswaran and Isaac Jacob, Strategic Brand Management: Building, Measuring and Managing Brand Equity, Pearson, Fourth edition, 2015

**Reference Books**

1. Subroto Sengupta, Brand Positioning Strategies for Competitive Advantage, Tata McGraw Hill, 2<sup>nd</sup> Edition, 2005.
2. Moorthi YLR, Brand Management, Vikas Publishing House, 1<sup>st</sup> edition, 2012
3. Kirti Dutta, Brand Management Principles and Practices, Oxford Higher Education
4. Jagdeep Kapoor, Brandex, Biztantra India, 2005
5. Nitish Rai Gupta, The 7 principles of Brand Management, Mc. Graw Hill India Pvt. Ltd, 2011

**P17MBA728 - RETAIL MANAGEMENT**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand the basic concepts of retail management and the latest developments in retailing in the Indian context.
2. Evaluate the execution of marketing strategy through the retail mix – including product merchandise, pricing, location and store-design, promotions, and store operation.
3. Analyse different strategic choices considering channel partners, retail formats and resources to enhance effects.

**Topics**

1. Introduction to Retailing – Retailing in India
  - New role of retailers
  - Indian retail scenario and its future prospects
2. Retail Formats and Theories
  - Theories of retail development
  - Concept of retail life cycle,
  - Classification of retail stores
  - The role of franchising in retail
3. Understanding the Retail Consumers
  - The factors influencing retail shopper
  - Consumer decision making process
4. Store Locations
  - Types of locations
  - Trade areas and their evaluation
5. Retail Pricing
  - Factors affecting price
  - Pricing strategy
6. Merchandising Buying
  - The process of merchandising buying
  - Procedure for selecting vendors and building partnerships
  - Category Management
7. Role of Private Labels

8. Retail Communication

9. Servicing the Retail Customer

10. Retail Store Operations

11. Retail Store Design & Visual Merchandising

- Relationship between store image and store design
- Components of exterior and interior
- Consideration for selecting layout
- Visual merchandising in retail

12. IT in Retail Management

**Text Book**

1. SwapnaPradhan ,Retailing Management Text and Cases, Mc Graw Hill Education, 5<sup>th</sup> Edition, 2016.

**Reference Books**

1. Michael Levy,BartzonWeitz, Ajay Pandit ,Retailing Management, McGraw Hill Education, 8<sup>th</sup> Edition, 2012.
2. Anil Mishra and Ruchi Gupta, Customer Service in retailing ,Biztantra,2014
3. Srini.R.Srinivasan, R.K.Srivastava,Cases in Retail Management, Biztantra, 2012

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**PA17MBA732 - MARKETING OF FINANCIAL SERVICES**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Classify various financial products
2. Apply the strategies for selling financial products.
3. Understand the nature of Retail and Corporate clients

**Topics**

**1. Marketing Strategy for Financial Services.**

- The components of strategy
- Size of wallet and Share of wallet
- Cross – selling and Up- selling
- Customer experience during moments of truth
- Customer loyalty
- Strategies adopted by Financial Institutions.

**2. Understanding Human Life cycle.**

**3. Mutual Fund.**

- The concept of mutual fund
- The structure of a Mutual fund
- Open ended and Close ended funds
- Regulations regarding Mutual funds.

**4. Insurance**

- Life Insurance
- General Insurance
- Reinsurance
- Channels of Insurance
- IRDA

**5. Marketing of Banking Products.**

- Principal activities in Retail Banking
- Drivers of retail business in India
- Rural Banking

**6. Marketing for Corporate Clients**

**7.Sales Functions in Financial Services.**

- Types of sales structure
- Personal selling in financial services
- Characteristics of a successful sales person
- Strategies for improving cross selling

**8. Executing the Advertising Strategy – Financial Services Perspective.**

**9.Marketing at Branches**

- Branch displays
- Innovations in Branch display
- Role of a Branch Marketing organizer.

**10.Credit Rating Agencies in India**

**Text Book**

1. Dr.DhananjayBapat, Marketing of Financial services, Biztantra publications, 1<sup>st</sup> edition, 2014.

**Reference Books**

1. P. Pandian, Financial services and Markets, Vikas Publishing House; 1<sup>st</sup>edition, 2010.
2. HoomanEstelami, Marketing Financial services, Dog Ear Publishing, 2<sup>nd</sup> Edition, 2010.
3. Vasant Desai, Financial Markets and Financial Services, Himalaya Publishing house, 1<sup>st</sup> Edition, 2010.

  
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**P17MBA733 - SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand the Investment, Investment products and Risk Return Concepts.
2. Describe the working of Financial Markets participants, Regulators and system.
3. Acquainted with the Fundamental and Technical Analysis of securities.
4. Evaluate theories of Technical analysis, trends and patterns.
5. Construct an optimum portfolio.

**Topics**

1. Introduction to Investment
  - Financial and economic meaning of Investment
  - Types of Investment and alternatives
  - Choice and evaluation
2. Risk Return Concepts
3. Securities Market & Regulatory environment
  - Stock market in India
  - Services of intermediaries
  - Activities rendered by SEBI
  - Stock Market Index- NSE & BSE
4. Fundamental Analysis: Economics Analysis
  - Economic Analysis
  - Economic forecasting and stock Investment decisions
  - Forecasting Techniques
5. Fundamental Analysis: Industry Company Analysis
  - Industry Analysis
  - Industry Life cycle analysis
  - Company analysis
  - Measuring Earnings
6. Technical Analysis
  - Fundamental Analysis Vs Technical Analysis
  - Charting methods
  - Market Indicators

- Trend -Trend reversals Patterns
- Moving Average and Exponential Moving Average
- Oscillators
- Efficient Market theory

**7. Portfolio Management**

- Portfolio analysis
- Portfolio selection
- Capital Asset Pricing Model
- Portfolio revision
- Portfolio evaluation

**Text Book**

1. Prasanna Chandra, Investment Analysis and Portfolio Management, Tata McGraw Hill, 4<sup>th</sup> Edition, 2012.

**Reference Books**

1. Donald E.Fischer& Ronald J.Jordan, Security Analysis & Portfolio Management, Pearson Education, 6<sup>th</sup> Edition.
2. Kevin , Securities Analysis and Portfolio Management , PHI, 2<sup>nd</sup> Edition, 2015.
3. Reilly & Brown, Analysis of Investment & Management of Portfolios, 10<sup>th</sup> Edition, 2012.
4. Security analysis and portfolio management, M. Ranganatham& R. Madumathi , Person publishing, 2<sup>nd</sup> Edition, 2012.
5. Zvibodie, Kane & Marcus, Investments, Mcgraw Hill Education, 10<sup>th</sup> Edition, 2015.

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**P17MBA734 - BANKING MANAGEMENT**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand the structure and regulatory framework of Banks in India.
2. Analyze Banking operations and explain the role of technology in modern day Banking.
3. Describe the operational procedure of Banking system
4. Comprehend the payment and settlement system in banks
5. Explain the customers, products and services of Retail Banking.

**Topics**

1. Banking Overview

- Evolution of banks in India
- Banking growth in pre & post-Independence
- Bank nationalization and Phases of growth
- Banking structure in India

2. Reserve Bank of India

- Origin of RBI
- Functions of RBI

3. Regulatory Framework

- Banking Regulations Act
- Negotiable Instruments act
- Basel Norms/ CAMEL analysis
- KYC Norms/ Banking Ombudsman
- IT act / SARFAESI act

4. Banking Customers, Products and Services

- Types of customers
- Types of Deposits
- Fund based lending – Cash credit , Overdraft, Packing credit
- Non Fund based lending – Bank guarantee, LOC, Lien, Pledge, Hypothecation, Mortgage

5. Banking Technology

- Internet banking



- Mobile banking
- Core banking
- Point of sale
- Automated Teller Machine

**6. Payment and Settlement System- New age clearing**

- EFT, ECS Debit and Credit
- MICR Clearing
- Cheque Truncation
- Core Banking solutions

**7. New Age Payment – National and International gateways**

- RTGS
- SFMS
- SWIFT

**8. Retail Banking**

- Retail Banking products
- Retail banking in India

**9. Recent Trends in Banking**

- CRM in Banking
- Financial inclusion
- Digital payments

**Text Book**

1. Commercial Bank Management – Kanhaiya Singh and Vinay Dutta – McGrawhill Publishing House, 2013.
2. Introduction to Banking – VijayaragavanIyengar – Excel Publications – 1<sup>st</sup>edition.

**Reference Books**

1. Principles and Practices of Banking – Indian Institute of Banking & Finance – Macmillian Publishers India Limited, 4<sup>th</sup> edition, 2015.
2. Banking Finance and theory, Law and practice – Clifford Gomez – PHI learning Private Limited, 2011.
3. Banking theory Law and practice – K.P.M. Sundharam&Varshney – Sultan chand& Sons, 20<sup>th</sup> Edition, Reprint 2015.

  
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**P17MBA735 - RISK MANAGEMENT AND INSURANCE**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Develop an understanding of what risk is, how it can be measured and transferred.
2. Familiarize the framework of insurance business in India.
3. Impart knowledge and in-depth understanding of the selected Insurance/Risk management.
4. Understand the various types of insurance.
5. Evaluate the different methods of strategies used in Risk management.

**Topics**

**1. Risk**

- Types of Risk
- Risk identification and Measurement
- Pooling arrangements and diversification of risk.
- Objectives

**2. Risk Version**

- Risk aversion and demand for insurance
- Insurability of risk
- Loss control
- Risk retention and reduction decisions

**3. Risk Management Techniques**

- Analytical tools used in corporate risk management
- Products liability
- Environmental liability
- Issues in liability risk and management.

**4. Introduction to Insurance**

- Definition of Insurance
- Principles of insurance
- Kinds of insurance
- Pooling in insurance

**5. Insurance Regulators**

- Insurance business in India
- Framework of insurance business
- Insurance Regulatory and Development Authority (IRDA)
- Govt. Policy on insurance sector

**Text Book**

1. George E. Rejda & Michael McNamara: Principles of Risk Management & Insurance, Pearson: New Delhi, 12<sup>th</sup> edition, 2016
2. P.K. Gupta: Insurance & Risk Management, Himalaya Publishing House Mumbai, 2<sup>nd</sup> Edition, 2017.

**Reference Books**

1. Harrington. Niehaus: Risk Management & Insurance, McGraw Hill: New York. 3<sup>rd</sup> Edition, 2010.
2. John Simpson Teale, Insurance and Risk Management, Paperback, 3<sup>rd</sup> edition, 2016
3. Mark S. Dorfman & David A. Cather, Introduction to Risk Management & Insurance, Pearson, 10<sup>th</sup> edition, 2013.

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**P17MBA751 - FINANCIAL MODELLING USING EXCEL**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes: The Student will be able to**

1. Build Integrated financial models using spreadsheets
2. Identify and control the key sensitivities with advanced spreadsheet simulation
3. Create models in different areas of finance including investments and corporate finance
4. Design and develop model to enhance decision making process

**Topics**

1. Finance Functions in Spreadsheets
2. Modelling using Spreadsheets
3. Business Drivers Identification
4. Growth Drivers and Modelling
5. Financial Model Template
6. Projected Financial Statements
7. Financial Statements: A Valuation approach
8. Sensitivity and Scenario Analysis
9. Project Appraisal using Spreadsheets

**Note:** 100% Lab Sessions and MS Office – Excel 2016 version is to be used.

**Text Book:**

- Wayne Winsto, Microsoft Excel Data Analysis and Business Modelling, Microsoft press, 5<sup>th</sup> Edition, 2016.

**Reference Books**

1. Danielle Stein Fairhurst, Using Excel for Business Analysis – John Wiley & Sons, India, 1<sup>st</sup> Edition, 2015.
2. Paul M healy and Krishna G Pale PU, Business Analysis Valuation, Using Financial Statement, 5<sup>th</sup> Edition, 2015.
3. Humphrey K.K Tung and Donny C.F.Lai, Professional Financial Computing using Excel and VBA, Wiley Finance, 1<sup>st</sup> Edition, 2014.

**P17MBA738 - COMPENSATION MANAGEMENT**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The students will be able to**

1. Familiarize the basic concepts, techniques, and tools of job evaluation, a major method of deciding monetary value of the relative worth of the jobs.
2. Interpret the nature of industrial employee's compensation package; principles regulating different components and their role in the compensation package; problem areas; and scope for rationalizing compensation policy.
3. Impart skills in formulating a compensation policy and planning a suitable package on principles of equity and efficiency.

**Topics**

1. An Introduction to Job Evaluation
2. Methods of Job Evaluation
  - The ranking method : description, advantages and limitations
  - The classification method : description, advantages and limitations
  - Factor comparison method : description, advantages and limitations
  - Point rating methods : description, advantages and limitations
  - Hay guide chart – profile method : description, advantages and limitations
3. Wage Structure in the Plant
4. Labour Market
  - Concept and types of labour market
5. National Wage Policy
  - Concepts and Objectives of wage policy
6. Company Wage Policy
  - Wage Determination
  - Pay Grades
  - Economic Principles
7. External Equity
  - Wage Surveys
  - Wage Components
8. Dearness Allowance
  - Computation of CPI
9. Wage Incentives
  - Concept, different kinds of wage incentives plans and their

application

- pay for performance
- competency based pay

**10. Bonus**

- Profit Bonus
- Evolution of the Concept
- Method of Determining Bonus

**11. Fringe Benefits**

- Underlying Principles
- Different Kinds of Fringe Benefits

**12. Wage Administration**

- Pay Roll Management, Deductions etc. .

**Text Book**

1. Milkovich and Newman , Compensation , Tata McGraw-Hill , 2014.

**Reference Books**

1. Dipak Kumar Bhattacharyya , Compensation Management , Cengage Publication , 2014.
2. Michael and Marlis, Reward Management: A Handbook of salary administration by Armstrong, Kogan Page Limited, 2007.
3. Vilhjalmur Stefansson, Not by bread alone, Macmillan Company, 2012.

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**P17MBA739 - TALENT ACQUISITION**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Decide appropriate methods to forecast human resource requirements in an organization.
2. Identify the effective sources of recruitment for different jobs.
3. Realize the concept of tests and map tests based on the job requirements.
4. Justify the choice of selection methods with due regard to fairness and equal opportunities.
5. Describe the current trends in talent acquisition.

**Topics**

1. Human Resource Planning
  - HR Demand forecasting
  - HR Supply forecasting
2. Recruitment
  - Policies of Recruitment
  - Sources of Recruitment
3. Job Analysis
  - Job Description
  - Job Specification
4. Employee Testing
  - Basic tests and types
  - Mapping tests with job requirements
5. Selection
  - Selection process
6. Interview
  - Types of interviews
  - Principles of interviewing
  - Interviewing procedure
  - Conduct of interview
7. New Paradigms in Talent Acquisition

- E –Recruitment
- Recruitment thorough Social Media
- Equality and legal issues

**Text Book**

1. Dipak Kumar Bhattachary, Recruitment and Selection, Cengage, 2016.

**Reference Books**

1. Gary Dessler, Human Resource Management, Pearson Education ,2016.
2. Edwin Flippo, Personnel Management, McGraw Hill, 5<sup>th</sup> edition, 2016.
3. David A.Decenzo, Stephen P.Robbins, Fundamentals of Human Resource Management, Wiley Publication, 2015.
4. John M.Ivancevich, Human Resource Management, 10<sup>th</sup> edition, Mc Graw Hill,2012.

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**P17MBA742 - HR ANALYTICS**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Explain the importance of HR Analytics.
2. Illustrate the comprehensions of Human Capital Management.
3. Determine the methods of Operational Analysis.
4. Create the operational reporting through predictive Analytics.
5. Examine the future of Predictive Analytics.

**Topics**

1. Introduction to HR Analytics
  - Why Analytics is important
  - HR Analytics-Function
  - Analytics used in other Business Areas
  - Evolution of HR Analytics
2. The Human Capital Management
  - How to improve HR Processes
  - Linking HR to Strategic Drivers
  - The HR Business drivers Framework
  - Balanced Score Card
  - Strategy maps
  - Turning Data into Business Intelligence
  - Linking Strategic objectives with lead and lag indicators
  - Lead and Lag Indicators
  - The Balance scorecard approach
3. Operational Analysis
  - Statistical Analysis
  - Benchmarking
  - Trend Analysis
  - Simple Operational Reporting
4. Predictive Analysis
  - Predictive Analytics
  - Correlation

<ul style="list-style-type: none"><li>• Regression Analysis</li><li>• Business Modelling</li><li>• Creating Interactive Dashboards in Excel</li></ul> <p>5. Prescriptive Analysis</p> <ul style="list-style-type: none"><li>• Prescriptive Analytics</li><li>• Future of HR Analytics</li></ul>
<p><b>Text Book</b></p> <p>1. JAC Fitz-Enz, The new HR Analytics, AMACOM Publications, 1<sup>st</sup> Edition, 2010.</p>
<p><b>Reference Books</b></p> <p>1. Kuldeep Singh and Ramesh Soudararajan, Winning on HR Analytics, Sage Publications, 6<sup>th</sup> Edition, 2017.</p> <p>2. Jac Fitz-enz &amp; John Mattox, Predictive Analytics for Human Resources, Wiley Publications, 1<sup>st</sup> Edition, 2014.</p> <p>3. Laurie Bassi and Rob Carpenter, HR Analytics Handbook, McBassi &amp; Company, 1<sup>st</sup> Edition, 2012.</p>

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**P17MBA744 - WORLD CLASS MANUFACTURING**

**(3 Credits)**

**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Exaggerate the competition between information age and world class manufacturing.
2. Determine competitive edge in global business.
3. Learn the tools and systems for world class manufacturing.
4. Identify world class manufacturing in Indian business perspective.
5. Understand how to convert Indian business strategies in world class manufacturing.

**Topics**

1. World-Class Manufacturing and Information Age Competition
  - Globalization and International Business
  - World-Class manufacturing and Information Age Competition
  - Manufacturing Challenges of the Information Age
  - Problems in the Manufacturing Industry
2. Gaining Competitive Edge Through World-Class Manufacturing
  - Manufacturing Excellence and Competitiveness
  - Models of World-Class Manufacturing
  - The Practices of World-Class Manufacturing
  - Quality in World-Class Manufacturing
3. Systems And Tools For World-Class Manufacturing
  - Overview of systems and Tools: Information Management Tools
  - Product and Process Design Tools
  - Bar Code Systems
  - The Kanban-A Lean Production Tool
  - SQC
  - Poka Yoke
4. World-Class Manufacturing: The Indian Scenario
  - Competitiveness of Indian Manufacturing
  - Manufacturing Objectives and Strategies
  - The Manufacturing Strategic Intent Framework
  - Strategic use of IT in Indian Manufacturing

**5. Leading India Towards World-Class Manufacturing**

- Developing Strategic Thinking in Manufacturing
- Issues in Strategic Planning for World-Class Manufacturing
- Strategic Planning Methodology for World-Class Manufacturing
- World-Class Manufacturing Implementing Plan
- Performance Measurement System for World-Class Manufacturing

**Text Books**

1. B S Sahay, K B C Saxena and Ashish Kumar, World-Class Manufacturing – A Strategic Perspective, Macmillan, 2009

**Reference Book**

1. Gunn, T.G., Manufacturing for Competitive Advantage: Becoming A world Class Manufacturer, Ballinger Publishing, 2007



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**P17MBA747 - BUSINESS PROCESS REENGINEERING**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand the concepts of business process and how it can be completely improved by reducing cycle time and cost and improving the quality of process and products.
2. Identify key elements behind reengineering and formulate the methodologies to implement process changes.
3. Develop measures and benchmarks for business processes.
4. Determine the success factors of BPR and its implications in implementation.
5. Analyse process related data so as to understand and counter the barriers in reengineering.

**Topics**

**1. Introduction**

- Business Process: Definition
- Dimensions
- Basic need for Reengineering
- Benefits of BPR
- Key targets of BPR

**2. BPR Implementation Methodology**

- Reasons for implementation of BPR
- Necessary attributes of BPR methodologies
- BPR team characteristics
- Different phases of BPR
- Different BPR methodologies

**3. BPR Tools and Techniques**

- Performance measures of BPR

**4. Success Factors of BPR**

- Top Management Sponsorship
- Executive Leadership

- Strategic Alignment
- Change Management
- Critical Success factors of BPR

5. Barriers to Business Process Reengineering Success

- Barriers to BPR implementation - A framework for Barrier management

**Text Book**

1. Sethi, Organizational Transformation Through Business Process Reengineering, Pearson, Education 2009.

**Reference Books**

1. Bhatt, Business Process Reengineering, Himalaya Publishing House ,2010
2. Dey, Business Processing Re Engineering & Change Management, Biztantra 2009
- Srinivasan, Business Process Reengineering, Tata McGraw Hill, 2010

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**P17MBA901 - YOGA AND WELLNESS MANAGEMENT - II**

**(1Credit)**

**7 Sessions (90 Minutes / Session)**

**Course Outcomes: The students will be able to**

1. Practice lifelong health and fitness
2. Understand the relationship of the mind, body and soul
3. Apply the principles and techniques of relaxation and meditations

**TOPICS**

1. **Streams of Yoga:**
  - Jnana yoga, Karma yoga, Raja yoga and Bhakti yoga, Naad yoga, Hatha yoga, Laya yoga
2. **Asanas**
  - Susksha vyayamas
  - Therapeutical asana for various disease
3. **Pranayamas**
4. **Relaxation Technique**
  - Instant relaxation techniques
  - Deep relaxation techniques
  - Quick relaxation techniques
5. **Meditations**
  - Om Kara meditation
  - Mind sound resonance techniques
  - Pranic energy techniques
6. **Five elements theory**


**Learning Resources**

**Text Books :**

1. Yoga, B.K.S. Iyengar
2. Asanas, Pranayama – By SwamyKavalayananda

**Reference Books :**

1. Astanga Yoga – O.P. Tiwari
2. Yoga and Medicine by Dr. Brena
3. Psychosomatic yoga by Mumfurd
4. Art of living by Goenkaji, Published by Vipassana meditation centre
5. Patanjali yoga sutras, commentaries written by Taimini, Ernest wood, Karambelkar
6. Principles and methods of yogic therapy by S.L. Vinekar and swami kavalayananda
7. Various articles from yoga mimamsa
8. Publications by Vivekananda Kendra, Bangalore
9. Shat Darshans
10. Yoga physiology by Dr.M.V. Bhole

  
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**P17MAB906 - HINDI - II**

**(Level 2)**

**(1Credit)**

**7 Sessions (90 Minutes / Session)**

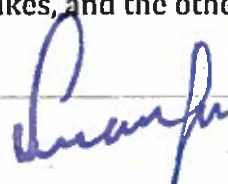
**Course Outcomes: *The students will be able to***

- Frame simple sentences using tenses
- Converse at various places.

**TOPICS**

1. Use of tenses
2. Self-introduction
3. Conversation in a marriage
4. Conversation in an airport
5. Conversation in a police station
6. Conversation in a market
7. Conversation in a tour with friends
8. Conversation in Asking directions
9. Conversation in case of an accident
10. Conversation in a hospital
11. Work as a doctor
12. Work as a civil engineer
13. Work as an electric engineer
14. Work as a navy officer
15. Work in a call center

**Note:** Basic grammar is taught to handle the common mistakes, and the other session are interactive and practical conversations.



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**Courses of study for MBA VI Trimester under Regulations 2017**

**Branch: Master of Business Administration**

<b>COURSE TITLE</b>			
<b>S.No.</b>	<b>Subject Code</b>	<b>Theory</b>	<b>Credits</b>
1.	P17MBA601	CAPSTONE (PROJECT WORK)	6
<b>Total</b>			<b>6</b>

Approved by

  
**Chairperson,**  
MBA BOS & Director  
**DR. SWARUP K MOHANTY**

  
**Member Secretary,**  
Academic Council  
**DR. R. SHIVA KUMAR**

  
**Chairperson,**  
Academic Council & Principal  
**DR. S. R. R. SENTHIL KUMAR**

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