



ANURAG GROUP OF INSTITUTIONS

(AUTONOMOUS)

(Formerly CVSR College of Engineering)

Venkatapur, Ghatkesar, Hyderabad – 500 088.

www.cvsr.ac.in

B.Tech. Programs:

Chemical Engineering
Civil Engineering
Computer Science and Engineering
Electrical and Electronics Engineering
Electronics and Communication Engineering
Information Technology
Mechanical Engineering

Pharmacy Programs:

B.Pharmacy
Pharma-D
Pharma-D (Post Baccalaureate)
M.Pharm (Pharmaceutics)
M.Pharm (Pharmacology)
M.Pharm (Pharmaceutical Analysis
& Quality Assurance)
M.Pharm (Industrial Pharmacy)

M.Tech. Programs:

M.Tech (Computer Science and Engineering)
M.Tech (Software Engineering)
M.Tech (Computer Science)
M.Tech (Computer Networks & Information Security)
M.Tech (Power Electronics & Electrical Drives)
M.Tech (Electrical Power Systems)
M.Tech (CAD/CAM)
M.Tech (Machine Design)
M.Tech (VLSI System Design)
M.Tech (Embedded Systems)
M.Tech (Electronics & Communications Engineering)
M.Tech (Wireless & Mobile Communication)
M.Tech (Structural Engineering)
M.Tech (Construction Management)

Master of Business Administration
Master of Computer Application



ACADEMIC REGULATIONS, COURSE STRUCTURE AND DETAILED SYLLABUS

Master of Business Administration

FOR
MBA TWO YEAR PG COURSE
(Applicable for the batches admitted from 2018-2019)



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R 18 - ACADEMIC REGULATIONS (CBCS) FOR MBA (REGULAR) DEGREE PROGRAMME

Applicable for the students of Master of Business Administration (MBA) (Regular) programme from the Academic Year **2018-19** and onwards

The MBA Degree of Jawaharlal Nehru Technological University Hyderabad shall be conferred on candidates who are admitted to the programme and who fulfill all the requirements for the award of the Degree.

1 ELIGIBILITY FOR ADMISSIONS

Admission to the above programme shall be made subject to eligibility and qualification as prescribed by the University from time to time.

Admissions shall be made on the basis of merit/rank obtained by the candidate qualified at ICET or Entrance Test conducted by the University or on the basis of any other order of merit as approved by the University, subject to reservations as laid down by the Govt. from time to time.

2 AWARD OF MBA DEGREE

- 2.1 A student shall be declared eligible for the award of the MBA Degree, if he pursues a course of study in not less than two and not more than four academic years, failing which he shall forfeit his seat in MBA programme.
- 2.2 The student shall register for all 102 credits and secure all the 102 credits.
- 2.3 The minimum instruction days in each semester are 90.

3 COURSE REGISTRATION

- 3.1 A 'Faculty Advisor or Counselor' shall be assigned to each student, who will advise him on the Post Graduate Programme (PGP), its Course Structure and Curriculum, Choice/Option for Subjects/ Courses, based on his competence, progress, pre-requisites and interest.
- 3.2 Academic Section of the College invites 'Registration Forms' from students within 15 days from the commencement of class work through 'ON-LINE SUBMISSIONS', ensuring 'DATE and TIME Stamping'. The ON-LINE Registration Requests for any 'CURRENT SEMESTER' shall be completed BEFORE the commencement of SEEs (Semester End Examinations) of the 'PRECEDING SEMESTER'.
- 3.3 A Student can apply for ON-LINE Registration, ONLY AFTER obtaining the 'WRITTEN APPROVAL' from his Faculty Advisor, which should be submitted to the College Academic Section through the Head of Department (a copy of it being retained with Head of Department, Faculty Advisor and the Student).

3.4 If the Student submits ambiguous choices or multiple options or erroneous entries - during ON-LINE Registration for the Subject(s) / Course(s) under a given/ specified Course Group/ Category as listed in the Course Structure, only the first mentioned Subject/ Course in that Category will be taken into consideration.

3.5 Subject/ Course Options exercised through ON-LINE Registration are final and CANNOT be changed, nor can they be inter-changed; further, alternate choices will also not be considered. However, if the Subject/ Course that has already been listed for Registration (by the Head of Department) in a Semester could not be offered due to any unforeseen or unexpected reasons, then the Student shall be allowed to have alternate choice - either for a new Subject (subject to offering of such a Subject), or for another existing Subject (subject to availability of seats), which may be considered. Such alternate arrangements will be made by the Head of Department, with due notification and time-framed schedule, within the FIRST WEEK from the commencement of Class work for that semester.

4 ATTENDANCE :

The programmes are offered on a unit basis with each subject being considered a unit.

4.1 Attendance in all classes (Lectures/Laboratories etc.) is compulsory. The minimum required attendance in each theory / Laboratory etc. is 75% including the days of attendance in sports, games, NCC and NSS activities for appearing for the End Semester examination. A student shall not be permitted to appear for the Semester End Examinations (SEE) if attendance is less than 75%.

4.2 Condonation of shortage of attendance in each subject up to 10% (65% and above and below 75%) in each semester shall be granted by the College Academic Committee on genuine medical grounds and valid reasons on representation by the candidate with supporting evidence.

4.3 Shortage of Attendance below 65% in each subject shall not be condoned.

4.4 Students whose shortage of attendance is not condoned in any subject are not eligible to write their end semester examination of that subject and their registration shall stand cancelled.

4.5 A prescribed fees shall be payable towards condonation of shortage of attendance.

4.6 A candidate shall get minimum required attendance at least in three (3) theory subjects in the present semester to get promoted to the next semester. In order to qualify for the award of the MBA Degree, the candidate shall complete all the academic requirements of the subjects, as per the course structure.

4.7 A student shall not be promoted to the next semester unless he satisfies the attendance requirement of the present Semester, as applicable. They may seek readmission into that semester when offered next. If any candidate fulfills the attendance requirement in the present semester, he shall not be eligible for readmission in to the same class.

5 EVALUATION :

The performance of the candidate in each semester shall be evaluated subject-wise, with a maximum of 100 marks for theory and 100 marks for practical, on the basis of Internal Evaluation and End Semester Examination.

5.1 For the theory subjects 75 marks shall be awarded for performance in the Semester End Examination and 25 marks shall be awarded for Continuous Internal Evaluation (CIE). The Continuous Internal Evaluation shall be made based on the average of the marks secured in the two Mid Term-Examinations conducted, one in the middle of the Semester and the other, immediately after the completion of Semester instructions. Each mid-term examination shall be conducted for a total duration of 120 minutes with Part A as compulsory question (10 marks) consisting of 5 sub-questions carrying 2 marks each, and Part B with 3 questions to be answered out of 5 questions, each question carrying 5 marks.

There shall be an optional third midterm examination during the preparation cum external practical examinations period subject to the following.

- i. Interested students have to register for the third mid examination by paying prescribed registration fee.
- ii. Third midterm examination covers entire semester syllabus carrying 25 marks.

The average of best two midterm examinations shall be taken as the final marks secured by each candidate. If he/she is absent for any test, he/she shall be awarded zero marks for that test.

The details of the Question Paper pattern for End Examination (Theory) are given below:

- The Semester End Examination will be conducted for 75 marks. It consists of two parts. i) Part-A for 25 marks, ii) Part-B for 50 marks.
- Part-A is a compulsory question consisting of 5 questions, one from each unit and carries 5 marks each.
- Part-B to be answered 5 questions carrying 10 marks each. There will be two questions from each unit and only one should be answered.

5.2 For practical subjects, 75 marks shall be awarded for performance in the Semester End Examinations and 25 marks shall be awarded for day-to-day performance as Internal Marks.

5.3 The practical end semester examination shall be conducted with an external examiner and the laboratory teacher. The external examiner shall be appointed by the Director/Principal/Dean, Examinations from the panel of examiners recommended by Chairman, Board of Studies.

5.4 There shall be a seminar during III Semester. Following vital programs can be considered for seminar presentations.

Social Sensitization Projects/Community Development Projects/Rural Innovation Projects/Consulting Projects/ Industry or Academia Internships/ Global Virtual Team projects.

5.5 **For Internship/Team Projects:** The student shall attend an industry oriented internship or a team project should be taken up during the Summer vacation. The report of the Internship or team project should be submitted by the end of the III semester. This report shall consist of work executed and its

output. The report shall be submitted and presented before the committee, which shall be evaluated for Grades. The evaluation committee consists of Head of the Department, the supervisor/Advisor/Counselor and a senior faculty member of the department. There shall be no external examination.

- 5.6 There shall be a Comprehensive Viva-Voce in IV Semester. The Committee consisting of Head of the Department, one senior faculty member and an external examiner. The external examiner shall be appointed by the Director/Dean, Examinations from the panel of 3 examiners recommended by Chairman, Board of Studies. There are no internal marks for the Comprehensive Viva-Voce and evaluates for maximum of 100 marks. A candidate has to secure a minimum of 50% of marks to be declared successful. If he fails to fulfill minimum marks, he has to reappear during the supplementary examinations.
- 5.7 A candidate shall be deemed to have secured the minimum academic requirement in a subject if he secures a minimum of 40% of marks in the Semester End Examination and a minimum aggregate of 50% of the total marks in the Semester End Examination and Continuous Internal Evaluation taken together.
- 5.8 In case the candidate does not secure the minimum academic requirement in any subject (as specified in 5.7) he has to reappear for the Semester End Examination in that subject
- 5.9 A candidate shall be given one chance to re-register for the subjects if the internal marks secured by a candidate is less than 50% and failed in that subject for maximum of two subjects and should register within four weeks of commencement of the class work. In such a case, the candidate must re-register for the subjects and secure the required minimum attendance in each subject. In such cases the marks secured in the previous attempt stands cancelled.
- 5.10 In case the candidate secures less than the required attendance in any subject, he shall not be permitted to write the Semester End Examination in that subject. He shall re-register for the subject when next offered by paying requisite fees.

6 Examinations and Assessment - The Grading System

- 6.1 Marks will be awarded to indicate the performance of each student in each Theory Subject, or Lab/Practicals, or Seminar, or Project, etc., based on the % marks obtained in CIE + SEE (Continuous Internal Evaluation + Semester End Examination, both taken together) as specified in Item 5 above, and a corresponding Letter Grade shall be given.

% of Marks Secured (Class Intervals)	Letter Grade (UGC Guidelines)	Grade Points
90% and above ($\geq 90\%$, $\leq 100\%$)	O (Outstanding)	10
Below 90% but not less than 80% ($\geq 80\%$, $< 90\%$)	A ⁺ (Excellent)	9
Below 80% but not less than 70%	A (Very Good)	8

($\geq 70\%$, < 80%)		
Below 70% but not less than 60% ($\geq 60\%$, < 70%)	B⁺ (Good)	7
Below 60% but not less than 50% ($\geq 50\%$, < 60%)	B (Above Average)	6
Below 50% (< 50%)	F (Fail)	0
Absent	Ab	0

- 6.2 A student obtaining F Grade in any Subject shall be considered ‘failed’ and required to reappear as ‘Supplementary Candidate’ in the Semester End Examination (SEE), as and when held. In such cases, his Internal Marks (CIE Marks) in those Subjects shall remain the same as those he obtained earlier.
- 6.3 A student not appeared for examination then ‘Ab’ Grade will be allocated in any Subject shall be considered ‘failed’ and will be required to reappear as ‘Supplementary Candidate’ in the Semester End Examination (SEE), as and when held.
- 6.4 A Letter Grade does not imply any specific Marks percentage and it will be the range of marks percentage.
- 6.5 In general, a student shall not be permitted to repeat any Subject/ Course (s) only for the sake of ‘Grade Improvement’ or ‘SGPA/ CGPA Improvement’.
- 6.6 A student earns Grade Point (GP) in each Subject/ Course, on the basis of the Letter Grade obtained by him in that Subject/ Course. The corresponding ‘Credit Points’ (CP) are computed by multiplying the Grade Point with Credits for that particular Subject/ Course.

Credit Points (CP) = Grade Point (GP) x Credits For a Course

- 6.7 The Student passes the Subject/ Course only when he gets $GP \geq 6$ (B Grade or above).
- 6.8 The Semester Grade Point Average (SGPA) is calculated by dividing the Sum of CreditPoints (ΣCP) secured from ALL Subjects/ Courses registered in a Semester, by the TotalNumber of Credits registered during that Semester. SGPA is rounded off to TWODecimal Places. SGPA is thus computed as

$$SGPA = \left\{ \sum_{i=1}^N C_i G_i \right\} / \left\{ \sum_{i=1}^N C_i \right\} \text{ For each Semester,}$$

where ‘i’ is the Subject indicator index (takes into account all Subjects in a Semester), ‘N’ is the no. of Subjects ‘REGISTERED’ for the Semester (as specifically required and listed under the Course Structure of the parent Department), C is the no. of Credits allotted to the ith Subject, and G represents the Grade Points (GP) corresponding to the Letter Grade awarded for that ith Subject.

6.9 The Cumulative Grade Point Average (CGPA) is a measure of the overall cumulative performance of a student over all Semesters considered for registration. The CGPA is the ratio of the Total Credit Points secured by a student in ALL registered Courses in ALL Semesters, and the Total Number of Credits registered in ALL the Semesters. CGPA is rounded off to TWO Decimal Places. CGPA is thus computed from the I Year Second Semester onwards, at the end of each Semester, as per the formula

$$\text{CGPA} = \left\{ \sum_{j=1}^M C_j G_j \right\} / \left\{ \sum_{j=1}^M C_j \right\} \dots \text{for all S Semesters registered}$$

(ie., upto and inclusive of S Semesters, $S \geq 2$),

where 'M' is the TOTAL no. of Subjects (as specifically required and listed under the Course Structure of the parent Department) the Student has 'REGISTERED' from the 1st Semester onwards upto and inclusive of the Semester S (obviously $M > N$), 'j' is the Subject indicator index (takes into account all Subjects from 1 to S Semesters), C is theno. of Credits allotted to the jth Subject, and G represents the Grade Points (GP) corresponding to the Letter Grade awarded for that jth Subject. After registration and completion of I Year I Semester however, the SGPA of that Semester itself may be taken as the CGPA, as there are no cumulative effects.

6.10 For Calculations listed in Item 6.6 – 6.10, performance in failed Subjects/ Courses (securing F Grade) will also be taken into account, and the Credits of such Subjects/ Courses will also be included in the multiplications and summations.

7. EVALUATION OF FIELD/LIVE PROJECT WORK

Every candidate shall be required to submit a thesis or dissertation on a topic approved by the Project Review Committee.

- 7.1 A Project Review Committee (PRC) shall be constituted with Head of the Department as Chairperson, Project Supervisor and one senior faculty member of the Departments offering the MBA programme.
- 7.2 **Registration of Project Work:** A candidate is permitted to register for the project work after satisfying the attendance requirement of all the subjects, both theory and practical upto third semester. The work on the project shall be initiated at the beginning of the II year II Semester and the duration of the project is one semester.
- 7.3 After satisfying 7.2, a candidate has to submit, in consultation with his Project Supervisor, the title, objective and plan of action of his project work to the PRC for approval. Only after obtaining the approval of the PRC the student can initiate the Project work.
- 7.4 If a candidate wishes to change his supervisor or topic of the project, he can do so with the approval of the PRC. However, the PRC shall examine whether or not the change of topic/supervisor leads to a major change of his initial plans of project proposal. If yes, his date of registration for the project work starts from the date of change of Supervisor or topic as the case may be.
- 7.5 A candidate shall submit his project status report in two stages at least with a gap of 3 months between them.

- 7.6 A candidate is permitted to submit Project dissertation only after successful completion of all theory and practical courses with the approval of PRC not earlier than the Academic Calendar of the Semester from the date of registration of the project work. For the approval of PRC the candidate shall submit the draft copy of the dissertation to the Head of the Department and make an oral presentation (Pre-submission seminar) before the PRC. Evaluation should be done by the PRC for 50 marks and the Supervisor will evaluate the work for the other 50 marks. It is internally evaluated for 100 marks. The candidate has to secure minimum of 50% marks to be declared successful.
- 7.7 After approval from the PRC, a soft copy of the thesis should be submitted for ANTI-PLAGIARISM check and the plagiarism report should be submitted to the examination branch and be included in the final thesis. The thesis will be accepted for submission, if the similarity index is less than **30%**. If the similarity index has more than the required percentage, the student is advised to modify accordingly and re-submit the soft copy of the thesis after one month. The maximum number of re-submissions of thesis after plagiarism check is limited to TWO. The candidate has to register for the project work and work for two semesters. After attempts, the admission is liable to be cancelled. The college authorities are advised to make plagiarism check of every soft copy of theses before submissions.
- 7.8 Three copies of the dissertation certified by the supervisor shall be submitted to the College/School/Institute.
- 7.9 If the report of the examiner is not favourable, the candidate shall revise and resubmit the Dissertation. If the report of the examiner is unfavourable again, the dissertation shall be summarily rejected.
- 7.10 If the report of the examiner is favourable, Project Viva-Voce examination shall be conducted by a board consisting of the Supervisor, Head of the Department and the external examiner who adjudicated the dissertation.
- 7.11 For Project Evaluation (Viva Voce) in II Year II Sem. there is an external marks of 100 and the same evaluated by the External examiner appointed by the Institution. The candidate has to secure minimum of 50% marks in Project Evaluation (Viva-Voce) examination.
- 7.12 If he fails to fulfill as specified in 7.10, he will reappear for the Viva-Voce examination only after three months. In the reappeared examination also, fails to fulfill, he will not be eligible for the award of the degree.
- 7.13 The dissertation shall be adjudicated by one examiner selected by the Institution. For this, Chairman, BOS of the respective departments shall submit a panel of 3 examiners, who are eminent in that field with the help of the concerned guide and senior faculty of the department.
- 7.14 The Head of the Department shall coordinate and make arrangements for the conduct of Project Viva- Voce examination.

8. AWARD OF DEGREE AND CLASS

8.1 A Student who registers for all the specified Subjects/ Courses as listed in the Course Structure, satisfies all the Course Requirements, and passes the examinations prescribed in the entire PG Programme (PGP), and secures the required number of 102 Credits (with CGPA ≥ 6.0), shall be declared to have 'QUALIFIED' for the award of the MBA Degree as he admitted.

8.2 Award of Class

After a student has satisfied the requirements prescribed for the completion of the programme and is eligible for the award of MBA Degree, he shall be placed in one of the following three classes based on the CGPA:

Class Awarded	CGPA
First Class with Distinction	≥ 7.75
First Class	$6.75 \leq \text{CGPA} < 7.75$
Second Class	$6.00 \leq \text{CGPA} < 6.75$

8.3 A student with final CGPA (at the end of the PGP) < 6.00 will not be eligible for the Award of Degree.

9. WITHHOLDING OF RESULTS

If the student has not paid the dues, if any, to the University or if any case of indiscipline is pending against him, the result of the student will be withheld and he will not be allowed into the next semester. His degree will be with held in such cases.

10. GENERAL

- 1 **Credit:** A unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one hour of teaching (lecture or tutorial) or two hours of practical work/field work per week.
- 2 **Credit Point:** It is the product of grade point and number of credits for a course.
- 3 Wherever the words "he", "him", "his", occur in the regulations, they include "she", "her".
- 4 The academic regulation should be read as a whole for the purpose of any interpretation.
- 5 In the case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Academic Council is final.
- 6 The Academic Council may change or amend the academic regulations or syllabi at any time and the changes or amendments made shall be applicable to all the students with effect from the dates notified by the Academic Council.

MALPRACTICES RULES
DISCIPLINARY ACTION FOR / IMPROPER CONDUCT IN EXAMINATIONS

	Nature of Malpractices/Improper conduct	Punishment
	<i>If the candidate</i>	
1. (a)	Possesses or carries accessible in the examination hall, any paper, note book, programmable calculators, cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination)	Expulsion from the examination hall and cancellation of the performance in that subject only.
(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.
2.	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that Semester. The hall ticket of the candidate is to be cancelled.
3.	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate, who has been impersonated, shall be cancelled in all the subjects of the examination (including practical and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester. The candidate is also debarred for two consecutive

		semesters from class work and all end examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he will be handed over to the police and a case will be registered against him.
4.	Smuggles in the answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester. The candidate is also debarred for two consecutive semesters from class work and all end examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5.	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that subject.
6.	Refuses to obey the orders of the Chief Superintendent/Assistant – Superintendent / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk-out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case will be registered against them.

	<p>mischief which result in damage to or destruction of property in the examination hall or any part of the college campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.</p>	
7.	<p>Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.</p>	<p>Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester. The candidate is also debarred for two consecutive semesters from class work and all end examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.</p>
8.	<p>Possesses any lethal weapon or firearm in the examination hall.</p>	<p>Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester. The candidate is also debarred and forfeits the seat.</p>
9.	<p>If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.</p>	<p>Student of the college expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the college will be handed over to the police and, a police case will be registered against them.</p>

10.	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester.
11.	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester examinations.
12.	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the PRINCIPAL/DIRECTOR for further action to award suitable punishment.	

**ANURAG GROUP OF INSTITUTIONS
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I SEMESTER

COURSE STRUCTURE

Code	Subjects	Approach	Th	T/P	C	Marks	
						Internal	External
A91001	Managerial Economics	Concepts and Cases	3	1	4	25	75
A91002	Business Communication	Concepts and Cases	2	2	4	25	75
A91003	Management and Organizational Behaviour	Concepts & Problem Solving	3	1	4	25	75
A91004	Financial Reporting, Statements and Analysis	Concepts & Problem Solving	3	1	4	25	75
A91005	Marketing Management	Concepts and Cases	3	1	4	25	75
A91006	Business Statistics & Analytics for Decision Making	Concepts and Cases	3	1	4	25	75
A91101	Computer Applications for Business	Practice	0	3	3	25	75
TOTAL			17	10	27	175	525
TOTAL CREDITS AND MARKS					27	700	

II SEMESTER

COURSE STRUCTURE

Code	Subjects	Approach	Th	T/P	C	Marks	
						Internal	External
A92001	Operations Management	Concepts and Cases	3	1	4	25	75
A92002	Law and Business Ethics	Concepts and Cases	3	1	4	25	75
A92003	Corporate Financial Management	Concepts and Cases	3	1	4	25	75
A92004	Marketing Research	Concepts and Cases	3	1	4	25	75
A92005	Human Resource Management	Concepts and Cases	3	1	4	25	75
A92006	Quantitative Techniques	Concepts and Cases	3	1	4	25	75
A92101	R Software	Practice	0	3	3	25	75
TOTAL			18	9	27	175	525
TOTAL CREDITS AND MARKS					27	700	

III SEMESTER

COURSE STRUCTURE

Code	Subjects	Approach	Th	T/P	C	Marks	
						Internal	External
A93001	Entrepreneurship	Concepts and Cases	3	1	4	25	75
A93002	Project Management	Concepts and Cases	3	1	4	25	75
A93003/A	Open Electives: Cross Cultural Management	Concepts and Cases	2	1	3	25	75
A93003/B	Innovation & Technology Management						
A93003/C	Technology Appreciation & Intellectual Property Rights						
A93003/D	Business Forecasting						
A93004F	Core Elective 1: Investment Analysis and Portfolio Management	Concepts and Cases	3	1	4	25	75
A93004M	Consumer Behaviour						
A93004H	Employee Relations						
A93005F	Core Elective 2: Financial systems and Services	Concepts and Cases	3	1	4	25	75
A93005M	B2B Marketing						
A93005H	Compensation and Benefits Management						
A93006F	Core Elective 3: Strategic Management	Concepts and Cases	3	1	4	25	75
A93006M	Accounting						
A93006H	Sales and Distribution Management						
	Performance Management Systems						
A93101	Seminar			3	2	50	
A93102	Internship/ Group Project			3	2	50	
TOTAL			17	12	27	250	450
TOTAL CREDITS AND MARKS					27	700	

IV SEMESTER

COURSE STRUCTURE

Code	Subjects	Approach	Th	T/P	C	Marks	
						Internal	External
A94001/A A94001/B A94001/C A94001/D	Open Elective 2: Logistics & Supply Chain Management International Trade Laws Marketing Analytics Project Appraisal and Finance	Concepts and Cases	2	1	3	25	75
A94002F A94002M A94002H	Core Elective 4: Mergers, Acquisitions and Corporate Restructuring Digital and Social Media Marketing Team Dynamics at Work	Concepts and Cases	3	1	4	25	75
A94003F A94003M A94003H	Core Elective 5: Financial Derivatives Services and Retail Marketing Strategic HRM	Concepts and Cases	3	1	4	25	75
A94004F A94004M A94004H	Core Elective 6: International Finance International Marketing International HRM	Concepts and Cases	3	1	4	25	75
Field/Live Project							
A94101	Stage-I :Pre Submission of Project Work				2	100	
A94102	Stage-II:Main Project Viva-Voce				2		100
A94103	Comprehensive Viva-Voce				2		100
TOTAL			11	5	21	200	500
TOTAL CREDITS AND MARKS					21	700	

Th= Theory; T/P= Tutorial/ Practicals; C= Credits

MBA Program Learning Outcomes:

1. Business Environment and Domain Knowledge
2. Critical Thinking, Business Analysis, problem Solving and Innovative Solutions
3. Global Exposure and Cross-Cultural Understanding
4. Social Responsibilities and Ethics
5. Effective Communication
6. Leadership and team Work

**ANURAG GROUP OF INSTITUTIONS
(AUTONOMOUS)**

PROGRAM OUTCOMES					
a	b	c	d	e	F
x	x		x	x	

MBA I YEAR I SEMESTER

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A91001: MANAGERIAL (MICRO) ECONOMICS

Course Objective: To enable student's to possess basic economic concepts and tools that has Direct Managerial Applications.

Course Outcomes: At the end of the course students will be able to

1. Explain the concepts of Managerial Economics & Responsibilities of Managerial Economist.
2. Analyze the Demand Elasticity's of products & apply Demand Forecast Techniques.
3. Interpret Production concept and their impact on organization.
4. Analyze Cost and Profit Theories for Production
5. Distinguish Market concepts and Design Pricing Structures.

Unit I:

Introduction to Economics: Definition of Economics, Nature and Scope of Managerial Economics, Economics Relation with Other Subjects, Role and Responsibilities of Managerial Economist.

Unit II:

Demand Analysis: Definition, Determinants of Demand, Law of Demand, and Exceptions, Elasticity of Demand, Types and Significance. Demand Forecasting, Methods and Techniques.

Unit III:

Estimation Production: Definition, Factors of Production, Production Function, Law of Variable Proportion, IsoQuant, IsoCost, Laws of Returns to Scale, Economies of Scale.

Unit IV:

Cost & Profit Maximization: Concepts of Cost, Types of Cost, Cost Output Relationship on Short run and Long run, Definition of Profit Maximization, Theories of Profit maximization.

Unit V:

Market Structure: Concepts of Markets, Perfect Competition, Monopoly, Oligopoly, Cartel, Advanced Pricing, Game Theory and Asymmetric Information.

Text Books:

1. PL Mehta, Managerial Economics Sultan Chand & Sons, 2012.
2. D.M.Mithani, Managerial Economics, HPH, 2012.

References:

3. H.L.Ahuja, Managerial Economics, S.Chand, 2012
4. Dominick Salvatore, Managerial Economics,Oxford,7/e, 2012.
5. W.Bruce Allen, Managerial Economics Theory, Applications, and Cases, Viva, 7/e, 2011.
6. Sumitrapal, Managerial Economics Cases & Concepts, Macmillan, 2011.
7. Geetika, Managerial Economics, TMH, 2/e, 2012.
8. G S Gupta, Managerial Economics, TMH, 2/e, 2012.
9. AR.Aryasri, Managerial Economics and Financial Analysis, McGraw-Hill, 2011.
10. H Kaushal& L Palsreve, Managerial Economics, Macmillan, 2012.
11. H. L. Ahuja, Managerial Economics, S. Chand, 2012
12. D.N. Dwivedi, Managerial Economics, Vikas, 2012.
13. D.M.Mithani, Managerial Economics, HPH, 2012.
14. Atmanand, Managerial Economics, Excel, 2012.

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PROGRAM OUTCOMES					
a	b	c	d	e	f
				x	x

MBA I YEAR I SEMESTER

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A91002: BUSINESS COMMUNICATION

Course Objective: To enable students to possess the effective business communication skills and working in teams.

Course Outcomes: At the end of the course students will be able to

1. Identify the subtle nuances of Business Communication.
2. Analyze the elements of Business Reports and develop effective Business Report Writing skills
3. Plan and prepare Traditional Electronic and Video Resumes.
4. Demonstrate Effective Individual and Team Presentations Skills
5. Develop Business Proposals, Reports, E-Mails and summaries effectively.

Unit I:

Introduction and Communication Basics: Just-A-Minute Presentation Workshop –Feedback and overcoming Gloss phobia-Process-Basic facts about Communication

Unit II:

Presentations: Oral Presentation Skills –Introduction- Presentations-Management Types of Presentations- Planning & Preparing- Visual Aids-Delivery

Unit III:

Graded Team Presentations: Reading, Listening, Questioning, Team Presentations: Benefits and Purposes, Planning and Preparation, Execution of Effective Team Presentation.

Unit IV:

Business Communication: Writing, Writing Reports, Proposals, Emails, Summaries, Effective Business Correspondence, Basic principles, Introduction to Reports & Proposals Kinds of Reports-Characteristics of Business Reports-Elements of Effective Business Report Writing, Business Proposals- E-mail Etiquette

Unit V:

Graded Individual Presentations: Feedback, Bios and Resumes, Resume Formats and Video Resumes

Text Books:

1. Meenakshi Raman, Prakash Singh, Business Communication, Oxford University Press, 2/e, 2013
2. Business Communication, Basic Concepts and Skills, J.P. Parikh, Orient Black Swan

References:

3. Lesikar, Basic Business Communication, TMH, 2013.
4. David Irwin, Effective Business Communications, Viva-Thorogood, 2013.
5. Rajendra Pal, J S KorlahaHi, Essentials of Business Communication, Sultan Chand & Sons, New Delhi, 2013
6. Krishnamachryulu, Lalitha Ramakrishnan, Business Communication, HPH, 2013
7. Business English Dictionary, Pearson, 2013.
8. SubbaRao, B. Anitha Kumar, C. Hima Bindu, Business Communication, Cengage, 2012.
9. Kathleen Fearn Banks, Crisis Communication, A Case Book Approach, Routledge, 2011.
10. Anjali Ghanekar, Business Communication Skills, Everest, 2011
11. Sailesh Sengupta, Business and Managerial Communications, PHI, 2011

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PROGRAM OUTCOMES					
a	b	c	d	e	f
	x		x		x

MBA I YEAR I SEMESTER

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A91003: MANAGEMENT & ORGANIZATIONAL BEHAVIOUR

Course Objective: To enable students to have a basic perspective of Management Theories and Practices. This will form foundation to study other functional areas of management and to provide the students with the conceptual framework and the theories underlying Organizational Behavior.

Course Outcomes: At the end of the course students will be able to

1. Explain the Importance & Role of Management in the Organizations.
2. Evaluate the different aspects related to Decision Making and Controlling Process
3. Describe the different Theories related to Individual behavior in the Organization.
4. Analyze Group Behavioral influence in the Organization.
5. Evaluate the process and climate effects in Organizational Behavior.

UnitI:

Role of Management : Concept, Significance, Functions, Principles of Management, Patterns of Management- Scientific, Behavioral, Systems, Contingency.

UnitII:

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

UnitIII:

Individual Behavior & Motivation: Understanding Individual Behavior – Perception, Learning, Personality Types, Johari window, Transactional Analysis, Motivation– Concept of Motivation, Motivational Theories of Maslow, Herzberg, David McClelland, and Porter and Lawler.

UnitIV:

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

Unit V:

Organizational Behavior: Organizing Process, Departmentation Types, Making Organizing Effective, Organizational culture, Types of culture, Organizational Culture Vs Organizational climate, Conflict Management, Change Management

Text Books:

1. Stephen P. Robbins, Organizational Behavior, Pearson Education, 15/e, 2013
2. Subbarao, P., Management and Organizational Behavior, Himalaya Publishing House, 2010.

References:

1. Murugesan, Principles of Management, Laxmi Publications, 1/e, 2017
2. S.S. Khanka Organizational Behaviour, S. Chand, 4/e, 2006
3. Keith Davis, Human Behaviour at Work, Tata McGraw Hill, 2009
4. Pierce Gordner, Management and Organizational Behaviour, Cengage, 2009
5. Koonz, Weihrich and Aryasri, Principles of Management, Tata McGraw Hill, 2004
6. Jerald Green Berg & Robert A. Baron, Behavior in Organizations, Pearson Education, 2008
7. Sarma, Organizational Behaviour, Jaico Publications, 2009
8. Paul Hersey and Ken Blanchard, Management and Organizational Behavior, PHI, 2009

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PROGRAM OUTCOMES					
a	b	c	d	e	F
	x		x		

MBA I YEAR I SEMESTER

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A91004:FINANCIAL REPORTING, STATEMENT ANALYSIS

Course Objective: Students learn the process of Accounting & Financial Statements, Ratio Analysis in making Financial Decisions.

Course Outcomes: At the end of the course the students will be able to

1. Explain the basic Principles of Accounting & its Process.
2. Develop the Financial Statements by classification of Income & Expenditure.
3. Calculate Ratios using Ratio Analysis Techniques
4. Interpret the Financial Statements.
5. To solve the problems in Funds Flow & Cash Flow Statements.

Unit I:

Introduction to Accounting: Importance, Objectives and Principles, Accounting Concepts & Conventions, Accounting Process & Accounting Cycle, Preparation of Journal, Ledger & Trial Balance.

Unit II:

Final Accounts: Introduction, Steps in Final Accounts, Classification of Income and Expenditure, Receipts, Income Statements, Final Accounts with Adjustments.

Unit III:

Ratio Analysis: Meaning, Importance & Classification of Ratio's- Liquidity Ratio, Solvency & Profitability Ratios, Du Pont Chart.

Unit IV:

Financial Analysis I: Objectives of Financial Statements, Meaning & Interpretation, Types of Financial Statement Analysis, Comparative & Common Size Analysis.

Unit V

Financial Analysis II: Meaning and Importance of Fund Flow Statement-Statement of Changes in Working Capital, Funds from Operations, Cash Flow Statement.

Text Books:

1. S N Maheshwari&Maheshwari, Financial Accounting, 6/e, IBH, 2018.
2. NarayanaSwamy, Financial Accounting, A Managerial Perspective, PHI, 2014

References:

1. Pareshsha, Basic Financial Accounting for Management, Oxford University Press New Delhi 2012
2. Ranjan Kumar Bal, Financial Accounting & Analysis, S. Chand, New Delhi,2012.
3. Aryasri, Accounting and Financial Management, McGraw Hill, 2011

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PROGRAM OUTCOMES					
a	b	c	d	e	F
	x		x	x	X

MBA I YEAR I SEMESTER

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A91005: MARKETING MANAGEMENT

Course Objective: To enable students to understand the basic marketing concepts and to develop effecting marketing mix for products and services.

Course Outcomes: At the end of the course students will be able to

1. Explain basic concepts of Marketing and Marketing Environment
2. Plan Segmentation, Targeting and Positioning Strategies by analyzing factors influencing Consumer Behavior.
3. Analyze Product Branding and New Product Development Strategies
4. Evaluate pricing and channels strategies for products and services
5. Design Promotion Mix Strategies to develop effective Marketing Communication Mix

Unit I:

Introduction to Marketing Management: Importance, Scope of Marketing, Marketing Philosophies, Analyzing Marketing Environment and Competition, Developing Marketing Strategies and Plans, Emerging Marketing Trends.

Unit II:

Consumer Behavior: Consumer Decision Making, Factors Influencing Consumer Behavior, Market Segmentation, Target Marketing, Positioning for Competitive Advantage.

Unit III:

Product/ Service: Marketing Mix, Product and Services, Product Classification, Branding, Product Life Cycle, New Product Development, Product Mix and Product Extension Strategies.

Unit IV:

Pricing and Channel Decisions: Importance of Price, Pricing Strategies, Place, Levels of Channels, Functions of Distribution Channels, Channel Structure, Channel Strategy Decisions and Channel Management.

Unit V:

Promotion Decisions: Promotion Mix, IMC, Advertising, Public Relations, Personal Selling, Sales Promotion, Direct Marketing, Rural Marketing, Green Marketing, Digital Marketing, Marketing Organization and Control.

Text Books:

1. Lamb, Hair, Sharma and Mc Daniel, Marketing, A South Asian Perspective, Cengage Learning, 2016
2. Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithleshwar Jha, Marketing Management, Pearson Education, 13/e, 2012

References:

1. Ramaswamy Namakumari, Marketing Management, TMH 5/e, 2013.
2. Paul Baines, Chris fill, Kelly Page, Piyush Sinha, Marketing, Asian Edition, Oxford, 2013.
3. Philip Kotler, Gray Armstrong, Prafulla, Y. Agnihotri, Ehsan UL Haque, Principles of Marketing, South Asian Perspective, Pearson Education, 13/e, 2012.
4. K. Karunakaran, Marketing Management (Text and Cases), Himalaya Publishing House, 2/E, 2012.
5. Rajan Saxena, Marketing Management, TMH, 4/e, 2013
6. Sidharth Balakrishna, Case Studies in Marketing, Pearson, 2011.
7. Czinkota Korable, Marketing Management, Indian Edition, Cengage Learning, 2012.
8. S.A. Sherlekar, R. Krishnamoorthy, Marketing Management Concept and Cases, HPH, 2012.
9. Kenneth E Clow, Donald Baack, Cases in Marketing Management, Sage South Asia Edition, 2012.
10. Maheswari, Principles of Marketing, IBH, 2012.
11. Marilyn A Stone & John Desmond, Fundamentals of Marketing, Routledge, 2011

Journals: Indian Journal of Marketing, MICA Communications Review

ANURAG GROUP OF INSTITUTIONS (AUTONOMOUS)

PROGRAM OUTCOMES					
a	b	c	d	e	F
	x		x		

MBA I YEAR I SEMESTER

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A91006:BUSINESS STATISTICS AND ANALYTICS FOR DECISION MAKING

Course Objective: To enable students to analyze & apply various statistical techniques for business decision making.

Course Outcomes: At the end of the course the students will be able to

1. Demonstrate the collection & presentation skills of data
2. Solve the problems related to Correlation & Regression Analysis
3. Apply relevant techniques for solving problems
4. Make use of parametric & non parametric techniques for problem solving
5. Apply time series & other measure for analyzing trends

Unit I:

Introduction: Sampling, Primary Data and Secondary Data Collection techniques, Questionnaire Design, Tabulation of data and General Rules of Tabulation, Diagrammatic and Graphical Presentation of Data.

Unit II:

Measures of Central Tendency: Measures of Dispersion, Measures of Skewness and Interpretation, Correlation and Regression Analysis, Method of Least Squares, Types of Correlation and their specific applications.

Unit III:

Statistical Inference: Introduction to Null hypothesis Vs Alternative Hypothesis, Tests of Hypothesis, Procedure for Testing of Hypothesis, Tests of significance for Small Samples, Application, T-Test, ANOVA – One Way and Two Way Classifications (with business applications), Chi-Square Test, Association of Attributes and Inferences.

Unit IV:

Parametric vs. Non-Parametric: Sign Test, Sign Rank Test, Run Test, Median Test, McNemar's Test, Kruskal-Wallis Test (with Business Applications).

Unit V:

Time series: Utility of Time Series, Components, Business Applications, Measurement of Trend through Method of Least Squares, Moving Averages and Graphical Methods, Measurement of Seasonal Variations.

Text Books:

1. Donald R. Cooper, Pamela S. Schindler: Business Research Methods, TMH, 8/e, 2009.
2. Gaur, Statistical Methods for Practice and Research, Sage Publication, 2009

References:

1. Bhandarkar & Wilkinson, Methodology and Techniques of Social Research, Himalaya, 2009
2. Bajpai, Business Statistics, Pearson, 2009.
3. Richard I Levin & David S. Rubin, Statistics for Management, Pearson, 7/e, 2008.

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PROGRAM OUTCOMES					
a	b	c	d	e	f
	x		x		

MBA I YEAR I SEMESTER

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A91101:COMPUTER APPLICATIONS FOR BUSINESS

Course Objective: This course introduces computer terminology, hardware and software related to the business environment. The focus of this course is on improving business productivity using software applications like MS-Word, Statistical Tools in MS-Excel, MS- Power Point Presentations and business-oriented utilization of the Internet and security aspects related to the internet.

Course Outcomes: At the end of the course students will be able to

1. Explain the concepts & Components of Computer
2. Utilize MS Word & MS Power Point concepts for Business.
3. Apply basic and advanced formatting techniques skills to produce word processing documents, including Letters and Memos, Business Reports, Flyers, Newsletters.
4. Demonstrate basic skills involving spreadsheet functions; create formulas, charts, and graphs; manipulate data; and generate reports including AutoFill, Absolute Cell References, Grouping sheets and linking formulas
5. Awareness about role of internet and security aspects in Business Development.

Unit-I

Concept of Computers – Brief History of Computers, Generation and its Evolution, Input Devices, Storage Devices, Processing Devices, Output Devices. Types of Computers – Micro Computers, Mini – Computers, Main- frame Computer, and Super Computers. Computer System and its Components- Hardware, Software, Firmware, Data / Information.

Unit-II

Microsoft Office Word: Introduction and Basics, Editing Documents, Formatting Text, Formatting Pages, Working with Tables, Advanced Operations, Protecting word document.

Microsoft PowerPoint: Introduction and Basics, Editing Presentation, Formatting Presentation, Working with Multimedia, Sharing Presentation, Protecting Presentation.

Unit-III

Microsoft Excel: Introduction and Basics, Worksheet Create, Save, Copy, Hiding, Delete, Close, Open, Data Insert, Select, Delete, Copy and Paste, Find and Replace, Spell Check, Working with Data and Excel Tables, Performing Calculations on Data, Creating Dynamic Worksheets by Using Pivot tables and Charts, Automating repetitive Tasks by using Macros.

Unit IV

Advance Microsoft Excel: Using Styles, Themes, Templates, Adding Graphics, Cross Referencing, Using Functions, Freeze Panes, Creating Formulas, Protecting Worksheets.

Excel for Statistical Data Analysis: Data Analysis using Descriptive Statistics tools: Mean, Standard Error, Median, Mode, Standard Deviation, Variance, Kurtosis, Skewness, Range, Minimum, Maximum, Sum, and Count. ANOVA: Analysis of Variances, Chi Square Test, Correlation and Regression Lines, Forecasting Method of Least Squares, Moving Average Method and trend analysis.

Unit-V

Computer Networks: Introduction to Computer Networks, Uses of Computer Networks, Network Hardware, Network Software, Reference Models, Example Networks, Network Standardization.

Network Security: Computer Security Concepts, Security Attacks, Security Services, Security Mechanisms, Symmetric Encryption Principles, Secure Electronic Transaction (SET) Protocol.

Text Book

1. Ron Mansfield – Working in Microsoft Office, Tata-McGraw-Hill, 2008.
2. S.C. Gupta – Fundamentals of Statistics, HPH, 2009.
3. Andrew S. Tanenbaum – Computer Networks, Pearson, 5/e, 2011.
4. William Stallings – Network Security Essentials: Applications and Standards, Pearson, 5/e, 2011.

References

1. S.C. Gupta & V.K. Kapoor – Fundamentals of Mathematical Statistics, Sultan Chand and Sons, 2014.
2. Gary B. Shelly, Thomas J. Cashman – MS-Office-2007 Essential Concepts and Techniques, Cengage Publication, 2009.
3. James F. Kurose – Computer Networking A Top-Down Approach Featuring the Internet-Pearson, 6/e, 2013.
4. Bruce Bowerman, Business Statistics in Practice, TMH, 5/e 2012.
5. Peter Norton, Introduction to Computers, McGraw-Hill, 5th Edition, 2004
6. David M Levine, David. F. Stephan & Kathryn A. Szabat, -Statistics for Managers – Using MS Excel, PHI, 2013.
7. David Whigham, —Business Data Analysis Using Excel, Oxford University Press, 2012.
8. D P Apte, Statistical Tools for Managers USING MS EXCEL, Excel, 2012.

ANURAG GROUP OF INSTITUTIONS (AUTONOMOUS)

MBA I YEAR II SEMESTER

PROGRAM OUTCOMES					
a	b	c	d	e	f
	x		x	x	

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A92001: OPERATIONS MANAGEMENT

Course Objective: The aim of the course is to understand the operations process and apply different techniques to manage the time and cost in the organization.

Course Outcomes: At the end of the course students will be able to

1. Describe the Process and factors influencing the Operations Management.
2. Analyze Capacity Planning and Facility Layout in the Organization
3. Apply different Cost Reduction Method in Inventory Management
4. Identify & Apply various techniques of Supply Chain Planning
5. Explain Quality Control Techniques and Standards to Reduce Quality Errors

Unit I:

Operations Management: Operations as a source of competitive advantage; Trade-offs and combinations, Process Analysis, Difference between Manufacturing and Service Operations Product Process Matrix.

Unit II:

Capacity Planning: Process Selection and Facility layout, Designing Product and Process Layouts and Line Balancing, Forecasting and its Types.

Unit III:

Inventory Management: Deterministic Demand Model, EOQ, ABC, Continuous and Periodic Review Inventory Models.

Unit IV:

Supply Chain Management: Lean Vs Agile supply chains, Aggregate Production Planning; Master Production Schedule and MRP, Project Management.

Unit V:

Quality Management: Quality Assurance, Inspection and Quality Control, Acceptance Sampling, Total Quality Management and ISO 9000 Series Standards, Six Sigma.

Text Books:

1. Nigel Slack, Michael Lewis, Operations Management, Pearson Education, 2/e, 2012
2. PanneerSelvam, Production and Operations Management PHI, 2012

References:

1. H.Kaushal, Production and Operations Management, Case Study Solutions, MacMillan, 2012.
2. Mahadevan, Operations Management Theory and Practice, 2/e, Pearson, 2010.
3. Danny Samson, Operations Management, Integrated Approach, Cambridge, 2012.
4. Kenneth K. Boyer, Rohit Verma, Operations Management, Cengage Learning, 2011.
5. Dipak Kumar Bhattacharyya, Production and Operations Management, Universities Press, 2012.
6. Prof. L.C. Jhamb, Production Operations Management, Everest Publishing House, 18/e, 2013.
7. J.K. Sharma, Operations Research, McMillan, 2013.
8. Richard B. Chase, Ravi Shankar, Operations and Supply Management, TMH, 12/e, 2010.
9. K.Ashwathappa, Sreedhar Bhat, Production and Operations Management, HPH, 2012.

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PROGRAM OUTCOMES					
a	b	c	d	e	f
x		x	x		x

MBA I YEAR II SEMESTER

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A92002: LAW AND BUSINESS ETHICS

Course Objective: To enable students to have knowledge on Legal Environment of Business legal issues affecting business and business ethics.

Course Outcomes: At the end of the course students will be able to

1. Interpret the legal aspects and Businesses.
2. Describe the Fundamentals and Principles of Contract Law.
3. Explain Various Concepts and Contracts.
4. Recognizing the Principles of Ethical Values and Ethical Dilemmas in functional areas of Organization
5. Practices Ethical Values in Business Decisions and Relationship in the Organization

Unit I:

Legal Aspect of Business: Introduction to Business Laws- Business Management and Jurisprudence; structure of the Indian Legal Systems, Sources of Law; Manager and Legal System.

Unit II:

Fundamentals of contract laws: Formation of Contracts, Principles of Contract Laws, Legality of Object Consideration Performance of contract, Discharge of contract- breach of contract-Quasi contracts.

Unit III:

Contract Management: Special Contracts, Laws of Agency, Principal Agent Problem, Bailment, Pledge, Guarantee and Indemnity

Unit IV:

Understanding the Need for Ethics: Ethical Values, Myths and Ambiguity, Ethical Codes, Ethical Principles in Business, Theories of Ethics, Absolutism Vs Relativism, Teleological Approach, The Deontological Approach, Kohlberg's six stages of Moral Development (CMD), Managing Ethical Dilemma; Characteristics, Ethical Decision Making, Ethical Reasoning, the Dilemma Resolution Process; Ethical Dilemmas in different Business areas of Finance, Marketing HRM and International Business.

Unit V:

Ethical Culture in Organization: Developing codes of Ethics and Conduct, Ethical and Value Based leadership, Role of scriptures in understanding Ethics, Indian Wisdom & Indian Approaches towards Business Ethics.

Text Books:

1. Pathak, Legal Aspects of Business, Tata McGraw Hill Publishing Company Limited, New Delhi, 2010.
2. Balachandran, Legal Aspects of Business, Tata McGraw Hill, 2012

References:

1. Daniel Albuquerque, Legal Aspect of Business, Oxford, 2012
2. RavinderKumar Legal Aspect of Business, Cengage Learning, 2/e, 2011.
3. N. D. Kapoor, Elements of Mercantile Law, Sultan Chand and Company, India, 2006.
4. AkhileshwarPathack, Legal Aspects of Business, Tata McGraw Hill, 4/e, 2007.
5. Vincent Icheku, Understanding Ethics and Ethical Decision Making, Corporation, 2011.
6. Peter Stanwick, Sarah Dunn Stanwick, Understanding Business Ethics, SAGE, 2013
7. Ethical Decision Making and Cases by O. C. Ferrell, John Fraedrich, Ferrell, Cengage, 2012

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PROGRAM OUTCOMES					
a	b	c	d	e	F
x	x		x		X

MBA I YEAR II SEMESTER

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A92003: CORPORATE FINANCIAL MANAGEMENT

Course Objective: To enable students to understand and apply concepts and the techniques of decision making in that are used in decision making of Business problems.

Course Outcomes: At the end of the course students will be able to

1. Explain the concepts and Functions of a Financial Management
2. Apply the Techniques for Investment Decisions
3. Use the Capital Budget Techniques of Project Evaluation.
4. Appraise the Concepts of Capital Structure Decisions.
5. Assess and choose Capital Options to Leverage Organizational Resources

Unit I:

Introduction to Financial Management: Definition, Nature and Scope of Finance-Finance Functions- Objectives of Financial Management, Wealth vs. Welfare- Agency Relationship and Cost-Risk Return Trade Off.

Unit II:

Time Value of Money: Concept of Time Value Of Money, Future Value and Present Value Basic Valuation Model, Generation of CFAT Investment Decision Process, Projection Evaluation.

Unit III:

Capital Investment Analysis: Capital Budgeting Techniques, Traditional Techniques & Discounted Techniques, NPV, IRR & PI

Unit IV:

Capital Structure Decisions And Cost Of Capital: Concept and Measurement of Cost of Capital- Debt Vs. Equity, Cost of Equity, Preference Shares, Cost of Retained Earnings, Weighted Average Cost of Capital.

Unit V:

A. Capital Structure Decisions: Financial Leverage, Operating Leverage, Composite Leverage, Capital Structure Theories

B. Working Capital Management: Definition, Net Working Capital, Gross Working Capital, Components of Working Capital, Importance and Need of Working Capital, Cash Management Techniques.

Text Books:

1. M.Y Khan, P.K Jain, Financial Management-Text and Problems, TMH, 6/e, 2012
2. Prasanna Chandra, Financial Management Theory and Practice, TMH, 8/e, 2012

References:

1. Punithavathi Pandian, Security Analysis and Portfolio Management, TMH, 4/e, 2012
2. IM Pandey, Cases in Financial Management, TMH, 2/e, 2012
3. Shashi K. Gupta, R.K. Sharma, Financial Management, Kalyani Publishers, 5/e, 2012

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PROGRAM OUTCOMES					
a	b	c	d	e	F
x	x		x		X

MBA I YEAR II SEMESTER

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A92004:MARKETING RESEARCH

Course Objective: To enable student to gather and analyze relevant data to make business decisions.

Course Outcomes: At the end of the course student will be able to

1. To Explain the concept of Developing Research Proposals
2. To Identify the Various sources and Methods for Literature Review Development
3. To Analyze Various Qualitative Methods for Data Analysis
4. To Apply various Quantitative Techniques for Data Analysis
5. To Prepare a Research Proposal Report for Decision Making.

Unit I:

Background to Research: Developing Research Proposals-Research Paradigms-Contributions of Research to Theory and Practice-Research Ethics

Unit II:

Literature Review: Identifying, Accessing and Managing Sources of Information and Scholarly Literature,Academic Writing and Referencing,Steps in Literature Review Development,Argumentation

Unit III:

Qualitative Methods: The Nature and Types of Qualitative Research-Data Collection Methods-Primary and Secondary Sources-Types of Data Analysis Methods-Writing up Qualitative Research

Unit IV:

Quantitative Methods: Data and Variables,The Nature of Quantitative Research,Descriptive and Influential Statistics, Sampling, Designing and Coding Questionnaires, Data Entry and Screening, Hypothesis Testing, Association, Correlation Coefficients, Bivariate Regression,Association,Chi-Square Tests-Difference,T-Tests, Difference, ANOVA,Reliability, Validity and Rigour.

Unit V:

Reporting a Quantitative Study-Research Proposal: Purpose, Nature and Evaluation,Content and format,Practical Considerations,Timelines, Budgets, and Supervision Management, Presentation and Defence of Proposals.

Text Books:

1. Beri GI, Marketing Research, TMH, 5/e, 2013
2. SatyaBhushan Dash,Malhotra, Naresh K, Marketing Research,An Applied Orientation,Pearson India, 2011.

References:

1. V Kumar, Marketing Research, A Global Outlook, Sage, 1/e, 2015
2. Boyd Harper, Marketing Research, AITBS, 2006
3. Nargundkar, Marketing Research Tests and Cases, TMH, 3/e, 2009.

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PROGRAM OUTCOMES					
a	b	c	d	e	F
x			x		X

MBA I YEAR II SEMESTER

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A92005: HUMAN RESOURCE MANAGEMENT

Course Objective: The Students will be able to gain the ability to think critically and analyze opportunities to improve organizational performance through human resources management.

Course Outcomes: At the end of the Course students will be able to

1. Explain about the recent trends & Practices in HRM.
2. Evaluate various Recruitment & Selection Approaches.
3. Develop an selection and Recruitment Policy for Firms
4. Apply various strategies for Determining Compensation.
5. Analyze the best practices and maintain cordial relationship among Employees

Unit I:

Human Resource Management: Introduction, HR as a Factor of Competitive Advantage, Line And Staff Responsibility of HR Managers, Human Resource Planning Roles and Responsibilities, the Changing Role of HRM And Growing Professionalism ,the HR Function, HRM Challenges in The Twenty-First Century.

Unit II:

Human Resources Planning: Job Analysis – Job Description, Job Satisfaction, Job Enlargement, Job Rotation & Job Enrichment, Need for Human Resource Planning, Process of Human Resource Planning, HR Forecasting Techniques, Successful Human Resource Planning.

Unit III:

Recruitment & Placement: Recruitment & Selection Process, Evaluation, Capacity Building Concept of Recruitment, Factors Affecting Recruitment, Sources of Recruitment, Recruitment Policy, Selection, Selection Process, Application Forms, Selection Test, Interviews, Evaluation, Placement, Induction, HRD.

Unit IV:

Performance Appraisal & Training & Development: Performance Appraisal Methods, Limitations And Problems, Ethics, Potential Appraisals, Compensation Management-Job Evaluation, Wage/ Salary Fixation, Incentives, Bonus, Esops, Fringe Benefits, Career Planning & Employee Development, Separations, Downsizing & Outplacement , HRIS, Training Need Analysis Delivery Methodology, Evaluation, Capacity Building.

Unit V:

Industrial Relations & Welfare: Fundamentals of Industrial Relations, Fundamentals of Labour Laws, Grievance and Grievance Procedure: Concept of Grievance Causes Of Grievances, Employee Welfare and Working Conditions, Concept Of Employee Welfare, Welfare Measures, Types, Employee Welfare Responsibility.

Text Books:

1. Gary Dessler, Human Resource Management, Pearson 12/e, , 2012
2. C.B.Mamoria&V.S.P.Rao, Personnel Management, HPH, 2012.

References:

1. K. Aswathappa, Human Resource Management, Text and Cases, TMH, 2011.
2. Dennis R. Briscoe et al, International HRM, Routledge, 2013.
3. Dr. Anjali Ghanekar, Essentials of Human Resource Management, Everest Publishing House, 2010.
4. IndranilMutsuddi, Essentials of Human Resource Management, Newage publishers, 2011.
5. Wayne. F. Cascio, RanjeetNambudiri, Managing Human Resource Management, 8/e, TMH, 2010.
6. SeemaSanghi, Human Resource Management Macmillan, 2012
7. Narendar Singh, Human Resource Management, Colonel (Dr.) Laxmi Publications, 2011.
8. Dipak Kumar Bhattacharyya, Human Resource Management, Excel Books, 2012.
9. Uday Kumar Haldar, JuthikaSarkar, Human Resource Management, Oxford, 2012

ANURAG GROUP OF INSTITUTIONS (AUTONOMOUS)

PROGRAM OUTCOMES					
a	b	c	d	e	f
	x		x		

MBA I YEAR II SEMESTER

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A92006: QUANTITATIVE TECHNIQUES

Course Objective: To enable students to utilize various techniques for business decision making

Course Outcomes: At the end of the course the students will be able to

1. Explain the concepts of operation research & solve Linear Programming Problem
2. Solve simplex & Dual Problems for business decisions
3. Solving Transportation & Assignment Problem Models to Decision Making
4. Apply various game theory, other decision analysis techniques for business decisions
5. Interpret theories of queuing

Unit I:

Introduction: Nature and Scope of Operation Research, Origin of OR, Applications of Operations Research in different Managerial areas; Linear Programming: Application Areas of LPP, Guidelines for formulation of LPP, Formulation of LPP for Different Areas, Solving LPP by Graphical Method.

Unit II:

Simplex Method: Solution Methodology of Simplex Algorithm, Artificial Variables (Big-M, Two Phase), Duality Principle, Definition of the Dual Problem, Primal – Dual Relationships, Dual Simplex Method (for Business Decisions)

Unit III:

Transportation and Assignment Models: Definition and Application of the Transportation Model, Solution of the Transportation Problem, The Assignment Model, Traveling Salesman Problem for business decisions.

Unit IV:

Game Theory: Introduction, Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed Strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, Arithmetic methods.

Decision Analysis: Introduction, Ingredients of decision problems. Decision Making- under Risk and Uncertainty for Business Decisions

Unit V:

Queuing Theory: Basic Elements of the Queuing Model, Poisson Arrivals and Exponential Service Times; Different Queuing Models with FCFS Queue Discipline, Single Service Station and Infinite Population, Single Service Station and Finite Population, Multi Service Station Models with Infinite Population.

Text Books:

1. J. K. Sharma, Operations Research: Theory and Applications, Macmillan.
2. Hillier/Lieberman, Introduction to Operations Research, TMH, 2008.

References:

1. Render, Quantitative Analysis for Management, Pearson, 2009
2. Sridharabhat, Quantitative Analysis for Business Decisions, HPH, 2009.
3. R. Panneerselvam, Operations Research, PHI, 2008.
4. Hamdy, A. Taha, Operations Research: An Introduction, PHI, 2007.
5. Gupta and Khanna, Quantitative Techniques for Decision Making, PHI, 2009.
6. Ravindran, Phillips, Solberg, Operations Research, Wiley, 2009.
7. Sivarethinamohan, Operations Research, TMH, 2008.

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MBA I YEAR II SEMESTER

PROGRAM OUTCOMES					
a	b	c	d	e	F
x	x				

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A92101: R SOFTWARE

Course Objective: To enable the students to conversant with the nut and bolts of programming with R and also make the student well-aware of how to use R software for specific domains.

Course Outcomes: At the end of the course the students will be able to

1. Install and configure R for an analytics programming environment
2. Interpret basic analytic skills via this high-level analytical language
3. Adopt control structures in decisions making
4. Program in R and use R for effective data analysis
5. Interpret the data in graphs with R and also analyse the stock market

Unit I:

Introduction to Programming Language and Data Sciences: Software Packages vs. Programming Language, Understanding the Problem to be solved using Computer Programming Languages, Flow Charts, Programming Environment, Need for Syntax, Data Types, String, Numbers, Characters, Arrays, Keywords, Variables, Basic Operators, Decision Making, Iterative algorithms and control statements, Loops and Control Structures, Functions, File I/O, Data from internet or external sources and Debugging.

Unit II:

R as a Programming Language: Installing R and R Studio, Evolution of R and CRAN, Overview of R, R and R Studio, Understanding environment of R Studio, Basic Syntax of R, Data Types of R, Strings, Vectors, Lists, Matrices, Arrays, Factors, Data Frames in R, Assigning and Data Manipulation in R, Getting data from external sources into R Environment and Library function.

Unit III:

Decision Making Using Controls Structures: If Function, If – Else Function, While Function, For Loop Function, Nested Loop Functions, Repeat and Break Function, Next Function, Return Function,

Unit IV:

Introduction to Statistical Analysis with R: Introduction to Packages in R, Head Function, Dim Function, Knowing types of attributes in your data, Class Distribution using cbind function, Descriptive Statistics vs. Inferential Statistics, Data Summary by Summary function, Computing SD and Skewness of the Data using Apply Function, Sapply Function, Tapply Function, Correlation using Cor Function, Regression Analysis and other descriptive tools, Hypothesis Testing using R.

Unit V:

Graphical Data Analysis with R and Stock Market Data Analysis

A. Graphical representation in R: Plots with Single Variable, Histograms, Index Plots, Time Series Plots, Pie Charts, Plots with Multiple Variables, Response Variable vs. Explanatory Variable,

Scatterplots, Stepped Lines, Boxplots, Barplots, Plots with multiple variables, The pairs function and co-plot function, Saving graphic files in R,

B. Stock Market Analysis using R: Getting Data from Yahoo Finance, Visualizing Stock Data, Risk and Returns Calculation of Single Stock and Portfolio Analysis.

Text Books:

1. Lafaye de Micheaux, Pierre, Drouilhet, Rémy, Liquet, Benoit, The R Software Fundamentals of Programming and Statistical Analysis", 2013
2. DhavalMaheta, Statistical Analysis using R Software, Excel Books, 2017.

References:

1. Vishwas R Pawgi, Statistical Computing Using R Software, NiraliPraksan, 2016.
2. John M Quick, Statistical Analysis with R Beginner's Guide, 1st Edn, ShroffPublDirect, 2014.

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PROGRAM OUTCOMES					
a	b	c	d	e	F
x	x		x		X

MBA II YEAR I SEMESTER

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A93001: ENTREPRENEURSHIP

Course Objective: To provide student the fundamentals of starting and operating a business, developing a business plan, obtaining financing, marketing a product or service and developing an effective accounting system.

Course Outcomes: At the end of the course students will be able to

1. Interpret the Diverse Concepts of Entrepreneurship and Intrapreneurship
2. Analyze the mindset and key Attributes of an Entrepreneur
3. Assess the Market Opportunities and Startup Strategies
4. Differentiate the different types of venture start up issues and Legal Matters
5. Evaluate various funding opportunities and struggles of an Entrepreneurs

Unit I:

Introduction to Entrepreneurship: Entrepreneurship and Intrapreneurship, Similarities and Variance, India's Start up Revolution-Trends, Imperatives, Benefits; Business Incubators, Rural Entrepreneurship, Social Entrepreneurship, Women Entrepreneurs.

Unit II:

The Entrepreneurial Mind-Set: Key Attributes An Entrepreneur, Desirable And Acquirable Attitudes And Behaviors-Readiness, The Right Time, Right Age, Right Conditions, Myths And Realities of Entrepreneurship, Entrepreneurial Stress, Entrepreneurial Motivation, Different Life Stages and Disagreements.

Unit III:

Idea to Business Plan: Idea, Opportunity and Retrospective Determinism, Sources of Ideas, Creating and Appropriating Value, Identifying 'Paying Customer', Developing Market Understanding, End User Profiling, Market Segmentation, Marketing Plan, Pricing Strategy, Developing Business Plan, Components of Business Plan, Venture Feasibility Analysis, Business Model, Pitching.

Unit IV:

Legal Matters: Organizational Form, Partnership, Sole Proprietorship, Corporation, Intellectual Property Rights-Copyright, Trademark Patents, Law Vs Ethics, Legal Expenses, Digital Economy as A Resource, Promotion Tools, The Value of Likes and Shares, Micro-Apps.

Unit V:

Funding and Incubation: Informal Capital–Friends & Family, Angel-Venture Capitalists, Financing Mix and The Financing Continuum, Relative Importance of Operational Involvement, Idea / Patent, Minimum Viable Product, Causes of Failure, Management Succession.

Text Books:

1. Rajeev Roy, Entrepreneurship, Oxford, 2/e, 2012
2. D F Kuratko and T V Rao , Entrepreneurship- A South- Asian Perspective, Cengage Learning, 2012

References:

3. Vasant Desai, YayatiNayak, Entrepreneurship, Himalayan Publishing House, 2018
4. Dynamics of Entrepreneurial Development and Management, Dr.Vasant Desai, Himalayan Publishing , 2012
5. B.Janakiram and M.Rizwana, Entrepreneurship Development: Text & Cases, Excel Books, 2011
6. Stuart Read,SarasSarasvathy, Dick, Wiltbank, Ohlsson, Effectual Entrepreneurship, Routledge, 2016.
7. Robert Hisrich et al —Entrepreneurship, TMH, 6/e, 2012.
8. Nandan H, Fundamentals of Entrepreneurship, PHI, 2013
9. Khanka, Entrepreneurship Development, S.Chand, 2012
10. S.K. Mohanty, Fundamentals of Entrepreneurship, Prentice Hall of India, 1/e, 2005

Journals:

1. The Journal of Entrepreneurship, Entrepreneurship Development Institute of India, Ahmedabad,
2. Journal of Human Values: IIM Calcutta.

MOOCS Course:

Entrepreneurship Basic Course of National Entrepreneurship Network, Wadhvani Foundation

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PROGRAM OUTCOMES					
a	b	c	d	e	f
x		x		x	x

MBA II YEAR I SEMESTER

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A93002: PROJECT MANAGEMENT

Course Objectives: To enable the students to managing projects with a special focus on every phase such as project planning, execution, monitoring and evaluation.

Course Outcomes: At the end of the course student will be able to

1. Explain the basic principles of Project Management.
2. Analyze the feasibility of a Project.
3. Evaluation of a organization climate for Project Implementation
4. Plan and organize project Management and Responsibilities.
5. PERT & CPM techniques for Project Management.

Unit I:

Basics of Project Management: Introduction, Need for Project Management, Project Management Knowledge Areas and Processes ,The Project Life Cycle, The Project Manager (PM), Phases of Project Management Life Cycle, Project Management Processes.

Unit II:

Project Identification and Selection: Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break-even point.

Unit III:

Project Planning: Introduction, Project Planning, Need of Project Planning, Project Life Cycle, Roles, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure (WBS).

Unit IV:

Organizational Structure and Organizational Issues: Introduction, Concept of Organizational Structure, Roles and Responsibilities of Project Leader, Relationship between Project Manager and Line Manager, Leadership Styles for Project Managers, Conflict Resolution, Team Management and Diversity Management, Change management.

Unit V:

PERT and CPM: Introduction, Development of Project Network, Time Estimation, Determination of the Critical Path, PERT Model, Measures of variability, CPM Model, Network Cost System

Text Books:

1. Gary Larson. Project Management, TMH, 2/e, 2015
2. Jeffery K. Pinto. Project Management- Pearson Education 2015

References:

1. R. Paneerselvam, P Shantil Kumar Project Management, PHI, 2015
2. Thomas M Chappels, Financially Focused Project Management, SPDM 2008

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PROGRAM OUTCOMES					
a	b	c	d	e	f
		x			x

MBA II YEAR I SEMESTER

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A93003/A: CROSS CULTURAL MANAGEMENT

Course Objective: Students learn about the different Dimensions, Intelligence and Competence of Culture and have to identify the difference between International, Virtual and Multinational Teams.

Course Outcomes: At the end of the Course students able to

1. Describe the different levels and Determinants of Culture and its impact on Business Practices.
2. Explain the Leadership across Cultures and the need of Cross Cultural Management.
3. Analyze the Challenges in managing Multinational and International Teams.
4. Implement the Cross Cultural Communication and Decision-Making in Diverse Cultures.
5. Evaluate the Cultural Dilemmas and Building Cultural Competence.

Unit I:

Introduction: Definition, Nature and Determinants of Culture, Facets of Culture, Different Levels and the Dimensions of Culture. Important Elements of Culture, The impact of Culture on Business Practices.

Unit II:

Culture and Leadership: Define Leadership, Leadership across Cultures. Challenging role of Manager/Leader, Need for Cross Cultural Management.

Unit III:

Culture and Organizations: The Challenge of Managing Multicultural / Cross Cultural Work Groups and International Teams, Virtual and Multinational Teams.

Unit IV:

Culture and Communication: Cross Cultural Communication and Negotiation. Decision - Making within Diverse Cultures.

Unit V:

Culture and Dilemmas: Meaning of Ethical Dilemma and Social Facing Firms in different Cultures, Ethical Issues across Cultures, Cultural Dilemmas, Building Cultural Intelligence and Cultural Competence.

Text Books:

1. Marie-Joelle Browaeys & Roger Price, Understanding Cross Cultural Management, Pearson, 2015.
2. David C, Thomas, Cross Cultural Management, Sage publications, 2/e, 2014.

References:

1. Nigel Holdon, Cross Cultural Management, Knowledge Management Perspective, PrenticeHall, 2012.
2. ParissaHaghirian, Multinational and Cross Cultural Management, Routledge,2012.
3. Richard Mead, International Management-Cross Cultural Dimension,Blackwell,3/e,2015.

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PROGRAM OUTCOMES					
a	b	c	d	e	f
	x		x		

MBA II Year I Semester

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A93003/B INNOVATION AND TECHNOLOGY MANAGEMENT

Course objective: To equip the students with an understanding of main issues in the management of innovation and technology and address how technology innovation drives the long term competitiveness of global organizations.

Course outcomes:

1. Explain the role of innovation and technical change in enterprise and national level economic performance
2. Interpret the competitive advantage dimension of innovation and technology
3. Assess and manage the technology strategy in competitive environment
4. Demonstrate that the effective management of technological innovation and the integration of people, processes and technology
5. Develop measures for building high performing innovative technology organizations

Unit I:

Innovation and Technology Change: Emergence of Technology, Innovation/ Evolution Process of Technology, Sources of Innovation, Types And Patterns of Innovation, Concept and Meaning of Technology and Technology Management, Technology management, Impact of Technology on Society and Business, Technology and competition; Key issues in managing technological innovation, Forms of Technology- Process technology; Product technology

Unit II:

Competitive Analysis: Competition Analysis, Technology Acquisition, Alternatives for Acquiring New Technologies, Reasons Compelling a Company for Obtaining a New Technology, Management of Acquired Technology, Innovation and Competitive Advantage for Firms, Technology Strategies for Firms, Defining the Organization and Strategic Decision, Choosing Innovation Projects, Collaboration Strategies.

Unit III:

Technology Strategy: Technology Strategy And Management; Elements of An Accessible Technology Strategy, Innovation Management, Technology Management Evaluation or Assessment, Protecting Innovation, Organizing For Innovation, Managing New Product Development Process, Managing New Product Development Teams, Service Management.

Unit IV:

Technology Absorption: Technology Adoption, Technology Diffusion- of Technology Diffusion; Perspectives of Innovation Diffusion Process; Activities Necessary for Diffusion Process, Technology

Absorption- Role of Technology Absorption; Benefits of Technology Absorption , Errors And Failures in Innovation, Role of Innovation in Macro Environment, Effective Management of Technological Innovation Requires The Integration of People, Processes And Technology

Unit V:

Innovation – Technology Relationship:Innovation And Technology- Innovation – Technology Relationship; Technological Innovation And Management, Process of Technology - Based Innovation, Measures of Innovative Performance, Characteristics of Innovative Work Environment, Key Areas of Management Focus For Productive Innovation, Measures For Building High-Performing Innovative Technology Based Organisations.

Text Books:

1. Tarek Khalil, Management of Technology– The Key to competitiveness and Wealth Creation, MC Graw Hill, 2009
2. Krishnamacharyulu&Lalitha, Management of Technology, HPH, 2008

References:

1. Schilling, Melissa A., Strategic Management of Technological Innovation, 3rd Ed, McGraw-Hill Irwin, 2010.
2. HossienBidgoli, The handbook of technology management : Core concepts, financial tools and techniques, operations and Innovation management, John Wiley & Sons, Inc., 2010
3. Richard C DOrf. The Technology Management Handbook,
4. Hill, C.W.L. Establishing a standard: Competitive strategy and technological standards in winner-take-all industries Academy of Management Executive, 11 (2), 7-25, 1997

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PROGRAM OUTCOMES					
a	b	c	d	e	f
x	x	x	x		

MBA II YEAR I SEMESTER

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A93003/C: TECHNOLOGY APPRECIATION AND INTELLECTUAL PROPERTY RIGHTS

Course Objectives: To enable students about role of innovation in competitive advantage of firm, to have knowledge of Intellectual Property Rights and Trade Secrets.

Course Outcomes: At the end of the Course students will be able to

1. Explain the role of Technology and Innovation in Business.
2. Identify the Qualities of an Entrepreneur and Business Opportunities.
3. Interpret the Intellectual Property Rights issues for Technology Innovations
4. Explain the Elements and Applications of Copy Right laws.
5. Evaluate the status and Liability of Trade Secrets.

Unit I:

Innovation Today: Role of Technology in Business, Emerging Trends in Business, Importance of Intellectual Property Rights, Innovation in Global Economy.

Unit II:

Entrepreneurship Technology: Introduction Entrepreneurship, Qualities and Characteristic of Entrepreneur, Technology Appreciation and Business Opportunities.

Unit III:

Overview of Intellectual Property Rights: Introduction, Types of Intellectual Property, International organization, Agencies and Treaties, Importance of Intellectual Property Rights.

Unit IV:

Law of Copy Rights and Patents: Fundamental of copy rights law, Originality of material, rights of reproduction, Rights to Perform the Work Publicly, Copy Right Ownership Issues, Copy Right Registration, Notice of Copy Right, International Copy Right Law.

Unit V:

Trade Secret law: Determination of Trade Secrete Status, Liability for misappropriation Right of Trade Secrets, Protection for Submission, Trade Secrete Litigation, Misappropriation right of publicity, False Advertising.

Text Books:

1. Deborah. E. Bouchoux, Intellectual Property Right, Cengage Learning, 2014
2. Prabuddhagangulli, Intellectual Property Rights Nleashmy the Knowledge Economy, Tate McGraw Hill Publishing Company Ltd.2012

References:

1. Christopher May, Susan K. Sell, Intellectual Property Rights, and Lynne Rienner Publishers.
2. Hideyasu Sasaki, Intellectual Property Protection for Multimedia Technology, Information Science Publishing.

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PROGRAM OUTCOMES					
a	b	c	d	e	f
	x		x		

MBA II YEAR I SEMESTER

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A93003/D: BUSINESS FORECASTING

Course Objective: To enable students to analyze and apply various Forecasting models for Business Forecasting.

Course Outcomes: At the end of the course the Student will be able to

1. Identify and Solve Regression Problems.
2. Identify Dummy variables and Regression Models.
3. Understand Time Series Analysis and its Applications.
4. Understand Forecasting Using an ARMA Models.
5. Understand and Solve Seasonal Models.

Unit I:

Regression Analysis: An Introducing the Linear Regression, Building a Regression Model, Making inferences using the estimated model, Using the Regression model to make predictions, Errors, Residuals and R-square, Hypothesis testing in a Linear Regression, 'Goodness of Fit' measures (R-square, Adjusted R-square).

Unit-II:

Dummy variable Regression (using Categorical variables in a Regression): Dummy variable Regression (using Categorical variables in a Regression), Interpretation of coefficients and P-Values in the presence of Dummy variables, Multicollinearity in Regression Models, Mean centering of Variables in a Regression Model, Building Confidence Bounds for Predictions using a Regression Model, Interaction effects in a Regression, Transformation of Variables, The log-log and Semi-log Regression Models.

Unit-III: Logistic Regression: Introduction of Logistic Regression, Building of Logistic Regression Model.

Linear Time Series Analysis and Its Applications: Stationary, Correlation and Autocorrelation Function, White Noise and Linear Time Series, Simple Autoregressive Models, Properties of AR Models, Identifying AR Models in Practice, Goodness of Fit, Forecasting.

Unit IV:

Simple Moving-Average Models: Properties of MA Models, Identifying MA Order, Estimation, Forecasting Using MA Models, Simple ARMA Models, Properties of ARMA(1,1) Models, General ARMA Models, Identifying ARMA Models, Forecasting Using an ARMA Model, Three Model

Representations for an ARMA Model, Unit-Root Non-Stationary, Random Walk, Random Walk with Drift, Trend-Stationary Time Series, General Unit-Root Non-Stationary Models, Unit-Root Test.

Unit-V:

Seasonal Models: Seasonal Differencing, Multiplicative Seasonal Models, Regression Models with Time Series Errors, Consistent Covariance Matrix Estimation, Long-Memory Models.

Conditional Heteroscedastic Models: Characteristics of Volatility, Structure of a Model, Model Building.

Text Books:

1. Gupta, S.C., Kapoor V. K., Fundamentals of Applied Statistics.
2. Rueys.Tsay, Analysis of Financial Time Series, 2/e

References:

1. Ngai Hang Chan, Time Series, Second Edition, A John Wiley & Sons, Inc., Publication.
2. Michael Gilliland, Len Tashman, UdoSglavo, Business Forecasting, Practical Problems and Solutions
3. Duncan, A.J., Quality Control and Industrial Statistics.
4. B. L. Agarwal, Basic Statistics

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PROGRAM OUTCOMES					
a	b	c	d	e	f
x	x	x	x		

MBA II YEAR I SEMESTER

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A93004F: INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Course Objective: To enable students to understand the Investment Analysis, Portfolio Bond analysis, Asset allocation techniques for investment alternatives.

Course Outcomes: At the end of the Course students will able to

1. Interpret the concepts of Risk and Return of a Portfolio
2. Apply various of techniques for Construction of an Efficient Portfolio
3. Explain various Theorems of Valuation of Bonds
4. Use the advanced Evaluation Techniques of Securities
5. Evaluate Mutual Funds schemes by using in Different Models of Mutual Funds.

Unit I:

Risk and Return: Meaning of Risk and Return, Types of Risk, Risk and Return of a Single Asset, Risk and Return of Portfolio- Portfolio Selection

Unit II:

Portfolio Analysis: The Returns and Risk from Investing-Markowitz Portfolio Theory, Mean Variance Approach and Portfolio Selection - Efficient Portfolio and Single Index model - CAPM-APT

Unit III:

Bond Analysis: Types of Bonds, Interest Rate, Terms Structure of Interest Rates, Measuring Bond Yields- Bond Theorems.

Unit IV:

Asset Allocation Techniques: Definition of Asset Allocation, Investor's objectives- Mean Variance definition- Analytical Mean Variance -Numerical Methods - Impact of Constraints- Simple Correlation Model

Unit V:

Mutual Funds: Types Of Mutual Fund Schemes, Structure, NAV, Risk Return, Performance Evaluation Models- Sharpe Model, Treynor Model & Jensen Model.

Text Books:

1. M.Y Khan, P.K Jain, Financial Management-Text and Problems,TMH,6/e, 2012
2. Prasanna Chandra, FinancialManagement Theory and practice, TMH,8/e, 2012

References:

1. PunithavathiPandian,Security Analysis and Portfolio Management,TMH4/e,2012
2. IM Pandey, Cases in Financial Management,TMH,2/e,2012
3. ShashiK.Gupta,R.K.Sharma,FinancialManagement,Kalyani Publishers,5/e,2012

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PROGRAM OUTCOMES					
a	b	c	d	e	f
	x	x	x		

MBA II YEAR I SEMESTER

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A93004M: CONSUMER BEHAVIOUR

Course Objective: To introduce students to Consumers, Consumer Behavior in the market place and their impact on marketing strategy and factors that influence consumer decision making process.

Course Outcomes: At the end of the course students will be able to

1. Explain the Consumer Behavior and Marketing Concepts.
2. Interpret Psychographic influences on Consumer Behavior
3. Analyze the consumer decision making stages and deduce relevant strategies
4. Evaluate the group influences on Organization and Institutional Consumer Behavior
5. Analyze social and cultural influences on Consumer Behavior.

Unit I:

Introduction and Overview to Consumer Behavior: Definition, Importance, Evolution of Consumer Behavior, Understanding Consumers and Market Segments, Opportunity Identification, Analysis and evaluation.

Unit II:

Psychographic Dimensions: Consumer Motivation, Perception, Learning, Motivation and Values, Personality, Attitudes and Persuasion

Unit III:

Decision Making Process: Buying and Disposing High and Low Involvement, Consumer Decision Making, Pre-purchase Processes, Purchase, Post Purchase processes, Consumption and Evaluation, Brand Loyalty and Repeat Purchase Behavior.

Unit IV:

Social Factors: Groups and Consumer Behavior, Social Stratification, Reference Groups and Family influences, Organizational and Institutional Consumer Behavior.

Unit V:

Culture and Consumer Behavior: Economic, Demographic, Cross Cultural and Socio-Cultural Influences, Consumer Behavior in the Networked Era, Alternative Views on Consumer Behavior, Marketing Ethics and Consumer Behavior.

Text Books:

1. Schiffman, L.G and Kumar: Consumer Behavior, Pearson, 11/e, 2015
2. David L. Loudon and Albert J.DellaBitta, Consumer Behavior, TMH, 4/e, 2011

References

1. S. Ramesh Kumar, Consumer Behavior: The Indian Context (Concepts & Cases), Pearson, 2017.
2. Suja R Nair, Consumer Behaviorand Marketing Research, HPH, 2/e, 2015.
3. Michael R.Solomon Consumer Behavior: Buying, Having, & Being, Pearson, 12/e,2017
4. RamanujMajumdar, Consumer Behavior, PHI, 2011.

Journals:

Indian Journal of Marketing, MICA Communications Review.

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PROGRAM OUTCOMES					
a	b	c	d	e	f
x	x			x	x

MBA II YEAR I SEMESTER

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A93004H: EMPLOYEE RELATIONS

Course Objective: The aim of the course is to understand the concept of Employee Relations and its importance in handling Grievances in the Organization.

Course Outcomes: At the end of the course students will be able to

1. Explain the concepts and contributors to Employee Relations
2. Explain the recent trends and Industrial Relations and Collective Bargaining
3. Analyze different Mechanisms to handle Grievances and Code of Discipline in the Organization
4. Apply different Industrial Acts related to Industrial Relations Management
5. Analyze the role of different Labor Organizations and their role in Industrial Relations.

Unit I:

Employee Relations: Industrial Relations and Employee Relations, Importance, the Key Contributors to Employee Relations

Unit II:

Collective Bargaining-Recent Trends in Industrial Disputes-Lay off, Termination Retrenchment, Closures, VRS, Trade Unions.

Unit III:

Grievances and Redressal Mechanisms: Grievance, Grievances Handling Procedure, Code of Discipline in Industries, Standing Orders, Settlements, Managing Foreign Nationals in Indian Organizations.

Unit IV:

Industrial Acts: Industrial Disputes Act 1947, Payment of Gratuity Act 1982, ESI Act 1948.

Unit V:

Labour organizations: Role of Indian Labour Laws and International Bodies such as ILO-Social Audit.

Text Books:

1. C S Venkataratnam, Manoranjan Dhal, Industrial Relations, Oxford University Press, 2/e, 2017.
2. Memoria P. Subba Rao, Dynamics of Industrial Relations, Himalaya, 16/e, 2016

References:

1. ArunMonappa, Industrial Relations, TMH, 2/e, 2009
2. Tapamoy Deb, Managing Human Resources & Industrial Relations, Excel, 2009
3. B D Singh, Industrial Relations & Labour Laws, Excel, 2009.
4. Sinha, Industrial Relations, Trade Unions and Labour Legislation, Pearson, 2009.
5. P.K.Padhi, Labour and Industrial Laws, PHI, 2009.

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PROGRAM OUTCOMES					
a	b	c	d	e	f
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MBA II YEAR I SEMESTER

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A93005F: FINANCIAL SYSTEMS AND SERVICES

Course Objective: Enable students to possess knowledge about the finance concepts, markets and roles of intermediaries and its regulatory bodies. The course also provides information about the prevailing financial system in India.

Course Outcome: At the end of the course students will be able to

1. Explore the structure of Indian Securities Market and Financial Services.
2. Explain the Concepts and Services offered by Merchant Banking.
3. Differentiate between lease and Hire Purchase System and their implication on Financial Decisions.
4. Interpret the functioning of IRDA in Regulation of Insurance Companies
5. Evaluate the credit rating and Financial Services for Decision Making.

Unit I:

Financial Markets: Indian Securities Market- An Overview, Introduction, Market Segments, Primary market, Secondary market, Products and Participants, Derivatives Market.

Financial Services: Concept and Meaning, Classification- traditional & Modern Activities. Fund based and Non fund based activities. Financial Engineering, Need for Financial Innovation, New Financial Products and Services. Current Scenario and Challenges to the financial services sector in India.

Unit II:

Merchant Banking: Concept & Evolution of Merchant banking to India. SEBI Regulations to MB 1992, Functions of MBs- Underwriter, Banker, Broker, Registrar, Debenture Trustee and Portfolio Manager. MBs activities and SEBI Guidelines related to Issue Management.

Unit III:

Leasing and Hire Purchase: Leasing Concept and Classification, Financial Rationale, Evolution of leasing Industry in India. Legal, Tax and Accounting aspects of Leasing in India Financial Evaluation of Leasing.

Hire Purchase: Concepts & Characteristics, Legal and Tax Framework, Financial evaluation of Hire Purchase Deals.

Unit IV:

Insurance: Definition&Basic Characteristics of Insurance, Requirements of an Insurable Risk, Types of Insurance, Benefits and Cost of Insurance to Society, Fundamental Legal Principles of Insurance, Functions of Insurer, IRDA and Recent Trend in Insurance Sector in India.

Unit V:

Other Financial Services: Factoring and Bill Discounting Concept, Process and Forms, Functions of a Factor, Legal Aspects of Factoring and Bill Discounting, Financial Evaluation of Factorial Services, Cost of Factoring, Decision Analysis and Factoring Scenario in India.

Credit rating Concept and Utility: Credit Rating Agencies in India and their Performance, Financial Dimensions of Credit Rating Methodology, Types of Rating and Symbols.

Text Books:

1. Meir Kohn, 2015 Financial Institutions and Markets, Oxford University Press, South Asia Edition, 2/e, 2012.
2. M.Y.Khan, Indian Financial System, TataMcGraw-Hill, 4/e, New Delhi, 2004

References:

1. Frank.J.Fabozzi& Franco Modigliani, Foundations of Financial Markets and Institutions,Pearson Education Asia, 3/e, 2002.
2. H.R Machiraju, Indian Financial Systems, Vikas Publishing House Pvt. Ltd,2002.
3. Pathak, Indian Financial Systems ,Pearson Education, 2012

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MBA II YEAR I SEMESTER

PROGRAM OUTCOMES					
a	b	c	d	e	f
	x	x	x		

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A93005M: B2B MARKETING

Course Objective: To identify the Industrial, Marketing, and Business terms and concepts that is significant within the field of Industrial Marketing or Business-to-Business Marketing.

Course outcomes: At the end of the course students will be able to

1. Identify various Marketing concepts involved in Organizational Buying.
2. Comprehend the Buying Process of Business Markets.
3. Analyze the opportunities for Business to Marketing
4. Apply the Marketing Mix concepts to B2B Markets
5. Apply the Communication Strategies for B2B Markets

Unit I:

Market Opportunity Identification, Analysis & Evaluation, Introduction to B2B Marketing

Unit II:

Customer Analysis, Customer Relationship Management Strategies for Business Markets

Unit III:

Assessing Market Opportunities, Environmental Changes Impacting Supply Chain Power, Strategic Market Planning,

Unit IV:

Managing Products for Business Markets, Managing Business Marketing Channels, Pricing, Key Account Management

Unit V:

Business Marketing Communication-Business Marketing Communication-B2B Branding

Text Books:

1. Vitale, Giglierano, &Pfoerstch, Business to Business Marketing, Analysis and Practice, Pearson/Prentice-Hall,2011.
2. Dwyer, F. Robert & Tanner, John F. Jr. Business Marketing, McGraw-Hill, 4/e, 2009

References:

1. Myers, Chris A., The Marketing Plan Companion: Analysis and Cases, Kendall Hunt Publishing 2013
2. Michael D Hutt, Dheeraj Sharma, Thomas W Speh, B2B Marketing,a South-Asian Perspective Cengage Learning,11/e, 2012
3. SharadSarin, Strategic Brand Management for B2B Markets, A Road Map for Organizational Transformation, SAGE Publications.

ANURAG GROUP OF INSTITUTIONS (AUTONOMOUS)

PROGRAM OUTCOMES					
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MBA II YEAR I SEMESTER

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A93005H:COMPENSATION & BENEFITS MANAGEMENT

Course Objectives: Students learn about role of compensation, pay system, pay rates, employee benefits & compensation challenges in an organization.

Course Outcomes: At the end of the course students will be able to

1. Interpret the compensation concepts in the context of compensation practice
2. Apply the different ways to strengthen the pay-for-performance link.
3. Analyze the process of designing for the successful reward system.
4. Evaluate the concepts of Payment and employee benefits issues for contingent workers.
5. Develop various measures for dealing international compensation.

Unit I:

Introduction to Compensation Management: Concept of Compensation, Exploring and Defining the Compensation Context, System of Compensating, Compensation Dimensions, Concept of Reward, Role of Compensation in Organization, Non financial Compensation System and Concept of Total Reward System- New trends in Compensation Management, The 3-P compensation Concept.

Unit II:

Compensation and Employee Behavior: Bases for Traditional Pay System and Modern Pay System- Establishing Pay Plans, Aligning Compensation, Strategy with HR Strategy and Business Strategy- Seniority and Longevity Pay- Linking Merit Pay with Competitive Strategy, Incentive Pay, Person Focus to Pay- Team Based Pay.

Unit III:

Designing Compensation System: Building Internally Consistent Compensation System, Creating Internal Equity through Job Analysis and Job Valuation, Building Market Competitive Compensation System- Compensation Surveys, Integrating Internal Job Structure with External Market Pay Rates, Building Pay Structures that Recognize Individual Contributions, Constructing a Pay Structure, Designing Pay for Knowledge Program.

Unit IV:

Employee Benefits Management: Components- Legally required Benefits- Benefits Administration- Employee Benefits and Employee Services- Funding Benefits through VEBA- Costing the Benefits- Components of Discretionary Core Fringe Compensation- Designing and Planning Benefit Program- Totally Integrated Employee Benefit Program.

Unit V:

Strategic Compensation Challenges: International Compensation and Competitive Strategies, Executive Compensation Packages, Compensating Executives, Compensating the Flexible Workforce, Contingent Employees and Flexible Work Schedules, Compensation for Expatriates and Repatriates, Strategic Issues and Choices in Using Contingent and Flexible Workers.

Text Books:

1. Henderson, Richard I. Compensation Management in a Knowledge Based World, Pearson 9/e, 2007.
2. Joseph J. Martocchio, Strategic Compensation, Pearson Ed Richard I 3/e, 2006.

References:

1. Milkovich & Newman, Compensation, Tata McGraw-Hill, New Delhi, 2005
2. Dr. Kanchan Bhatia, Compensation Management, Himalaya Publishing House, 2011.
3. Tapomoy Deb, Compensation Management, Excel Books, New Delhi, 2009.
4. Dipak Kumar Bhattacharyya, Compensation Management, Oxford University Press, 2/e, 2004

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PROGRAM OUTCOMES					
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MBA II YEAR I SEMESTER

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A93006F:STRATEGIC MANAGEMENT ACCOUNTING

Course Objective: Students learn to take strategic decisions by using various Management Techniques.

Course Outcomes: At the end of the course the students will able to

1. Explain Management Accounting Information used in Strategic Decision Making
2. Analyze different types of Planning & Control Techniques
3. Interpret need & types if Responsibility Accounting.
4. Differentiate various Costing Analysis
5. Assess strategic decisions for Product Life Cycle.

Unit-I

Introduction to Management Control: Strategic Management Accounting, Meaning, Scope, Strategic Importance, Nature & Characteristics of Management control System. Cost Behavior & Decision Making, Fixed & Variable Cost, CVP Analysis, Managerial Costing, Concept of Break Even Analysis, Uses for Decision Making.

Unit –II

Strategic Planning and Control & Accounting for Control: Strategic Planning, Management Control & Operational Control, Meaning and Purpose, Standard Costing, Concept & Purpose of Standards, Types of Standards, Variance Analysis – types of Variances:

Budgetary Control: Meaning & Purpose, Component of Effective Budgeting Program, Performance Budgeting, Zero Based Budgeting, Concept, Importance & Relevance.

Unit – III

Responsibility Accounting: Responsibility Centers, Need for Division, Types of responsibility Centers, Performance Reports, Responsibility Accounting, Transfer Pricing

Unit – IV

Activity Based Costing & Customer Account Profitability Analysis: Activity Based Costing Systems, Meaning, Tracing Cost from activities to Products & Services – Activity Based Management, Activity cost Drivers, Activity Based Costing Vs Traditional Costing. Customer Account Profitability Analysis, Meaning & Need for CAP analysis – Managing Customer Profitability Management Relationships, Customer Cost in Service Companies.

Unit - V

Strategic Decisions for Product Life Cycle:

Product Life Cycle Costing, PLC Assessment, Cost Assessment, Pricing & Evaluation Criteria for Product at different Stages of PLC, Target Costing & Cost Analysis for Pricing Decisions.

Text Books:

1. Hansen & Mowen, Management Accounting, Hardcover Publications, 7/e, 2009
2. Khan M.Y. & Jain P.K. Management Accounting Text, Problems & Cases, Tata McGraw Hill, 7/e, 2018.

References:

1. Sudhindrabhat, Management Accounting Excel Books, New Delhi, 5/e, 2010
2. Garrison, Noreen, Brewer, Managerial Accounting, McGraw Hill, 14/e, 2012,
3. Anthony, Dearden, Managerial Control System, Tata McGraw Hill, 12/e, 2007

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PROGRAM OUTCOMES					
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MBA II YEAR I SEMESTER

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A93006M: SALES AND DISTRIBUTION MANAGEMENT

Course Objective: To Familiarize students with the concepts of sales and distribution strategies and enable them to develop effective distribution management strategies.

Course Outcomes: At the end of the Course students will be able to

1. Explain the concepts of Sales and Distribution Management.
2. Analyze the Role of Power and Conflict in Channel Management
3. Describe the Process and Managing of the Sales Force
4. Evaluate different techniques of Sales Analytics
5. Apply Sales Force Compensation Methods Effectively in an Organization.

Unit I:

Introduction: Evolution of Sales Management, Nature and Importance , Roles, Types and Skills of Sales Managers, Sales Objectives, Strategies and Tactics, Emerging Trends, Linking Sales and Distribution Management, Buying Decision, Sales Knowledge and Sales Related Marketing Policies, Sales Process, Transactional and Relationship Selling

Unit II:

Sales Planning and Budgeting: Strategic Planning, Role of Marketing & Sales, Marketing & Personal Selling Strategies, Sales Strategy, Developing Sales Forecast, Forecasting Approaches, Sales Budget, Defining Sales Territories, Procedures, Assigning Territories, Managing Territories, Sales Quotas

Unit-III:

Sales Force Management: Concepts of Sales Organization, Types of Sales Organization Structures, Specialization within Sales Organization, Sizing and Staffing the Sales Force, Training and Motivating Sales Force, Compensating and Leading Sales Force, Sales force Expenses, Marketing Audit, Sales Force Audit, Evaluation of Sales Organizations, Evaluating and Controlling the Performance of Sales Force.

Unit-IV:

Distribution Management: Definition, Need for Distribution Management, Need for Distribution Channels, Value Addition of Distribution Management, Marketing Channels, Channel Formats, Relationship of Flows to Service Levels, Channel Levels, Service Channels-

Retailer as a Salesman, Trading /Retail Formats, E-Tailing, Wholesale, Functions & Classification, Major Wholesaling decisions, Distributors, Dealers/ Stockists.

Unit-V:

Designing Channel Systems: Channel Design Factor, Channel Planning Process, Ideal Channel Structure, Training, Motivating & Evaluating Channel members, Channel Design Comparison, Implementation, Vertical Integration, Channel Management, Power & Conflict, Principles of Channel Management, Channel Information System, International Sales and Distribution Management.

Text Books:

1. Krishna K. Havaladar, Vasant M. Cavale Sales and Distribution Management, McGrawHill, 2/e, 2011
2. S.L Gupta, M K Rampal, Cases in Sales and Distribution Management, HPH, 2009

References:

1. K. SridharaBhat, Sales and Distribution Management, HPH, 1/e, 2011
2. Still, Cundiff, Govoni, Sales Management, Pearson, 5/e, 2013
3. Dinesh Kumar, Marketing Channels, Oxford, 2012
4. Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, Pearson, 5/e, 2011
5. Spiro Stanton, Rich, Management of Sales Force, TMH, 13/e, 2010
6. Dr S.L. Guptha, Sales and Distribution Management, Excel Books, 2/e, 2010
7. Pingali Venugopal, Sales and Distribution Management, Sage, 2012

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PROGRAM OUTCOMES					
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	x			x	x

MBA II YEAR I SEMESTER

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A93006H: PERFORMANCE MANAGEMENT SYSTEM

Course Objective: Students learn about the Performance Management System, Strategies, Employee Development Plans and Reward System to manage the Employee Performance.

Course Outcomes: At the end of the course students will be able to

1. Explain the Concepts & Importance of Performance Management System.
2. Apply the Performance Management System for Personal Development.
3. Evaluate the Strategies for assessing the Performance of an Employee.
4. Assess Employee involvement for effective Performance and Coach Employees for Individual Development.
5. Apply the Strategies for Rewards & Performance Management.

Unit I:

Introduction to Performance Management: Definition of Performance Management, Evolution of Performance Management, Definitions and Differentiation of Terms Related to Performance Management. Importance of Performance Management, Linkage of Performance Management to other HR Processes.

Unit II:

Reviewing & Managing Performance: Performance Review Discussion, Using Performance Management Systems, Data for HR Decision and Performance Improvements, Performance Management Systems, Personal Development Plans.

Unit III:

Performance Management and Strategic Planning: Definition and Purposes of Strategic Planning, Process of Linking Performance Management to the Strategic Plan, Building Support and Alternative models for Assessing Performance-Balance score card.

Unit IV:

Performance Management & Employee Development: Personal Development Plans, Direct Supervisor's Role, Performance Management Skills, Coaching, Coaching Styles, Coaching Process, Performance Review Meetings.

Unit V:

Management of Rewards: Traditional and Contingent Pay (CP) Plans, Reasons for Introducing CP, Putting Pay in Context, Pay Structures Reward Management, Components of Reward Management, Linkage of Performance Management to Reward, Ethics in Performance Management.

Text Books:

1. T.V.Rao, Performance Management and Appraisal Systems, 2008.
2. Herman Aguinis, Performance Management, Pearson Education, 2009.

References:

1. T.V.Rao, 360 Degree Feedback and Assessment and Development Centers, Excel, 2005.
2. Kandula, Performance Management, PHI, 2009.
3. Michael Armstrong, Performance Management, Kogan Page, 2007.
4. A.S.Kohli, T.Deb, Performance Management, Oxford Higher Education, 2008.
5. Dinesh K Srivastava, Strategies for Performance Management, Excel, 2005.
6. PremChedda, Performance Management Systems, MacMillan, 2008.

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PROGRAM OUTCOMES					
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MBA II YEAR I SEMESTER

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**A93101: INTERNSHIP/ GROUP PROJECT
(Seminar)**

Course Objective: The Objective of this course is to Engage and Empower Students by allowing them to discuss and Solve Real Business Challenges.

Course Outcomes: At the end of the course the students are able to

1. Demonstrate their ability to apply learned skills and also students push boundaries
2. Propose and explore much needed solutions across disciplines and cultures.
3. Improve the personality and become confident to face the employment process.

Exercise:

1. Apply business concepts and theories to Real-World Decision-Making.
2. Address the specific business disciplines; such as Human Resources Management, Operations Management, Marketing, Accounting, Statistics, Economics, Finance, and Business Law.
3. Observe and participate in business operations and Decision-Making.

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MBA II YEAR I SEMESTER

PROGRAM OUTCOMES					
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A93102: SEMINAR

Course Objective: The Objective of this course is to Engage and Empower Students by allowing them to discuss about the delineated topic.

Course Outcomes: At the end of the course the students are able to

1. Gain expert knowledge in the delineated topic
2. network with others and renewing motivation and confidence
3. Acquire quality team-building experience

Exercise:

- 1.The students need to choose a contemporary issue and analyze the situation and need to address them.
2. The students need to submit their study on the selected issue and give a seminar presentation.

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PROGRAM OUTCOMES					
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MBA II YEAR II SEMESTER

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A94001/A: LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course Objective: The Course Objective is to provide an exposure to the concepts of Logistics, Supply Chain Drivers in an Organization.

Course Outcomes: At the end of the course students will be able to

1. Explain the concept and importance of supply chain management
2. Recognize various components of supply chain
3. Interpret the sectors influences supply chain management
4. Explain the impact of cross functional drivers in supply chain management
5. Evaluate the issues and challenges in global supply chain management

Unit I:

Introduction to Supply Chain: Definition, Objectives and Importance of Supply Chain. Process View of Supply Chain, Competitive Supply Chain Strategies, Achieving Strategic Fit, Expanding Strategic Scope, Drivers for Supply Chain Performance, Obstacles to Achieving Fit.

Unit II:

Designing the Supply: Planning Demand and Supply in a Supply Chain, Demand Forecasting in Supply Chain, Aggregate Planning in Supply Chain Logistics Management, Inbound, Internal and Outbound Logistics in SCM, 3PL, 4PL, International Logistics, The Logistical Value Proposition

Unit III:

Managing Supply Chain: Sourcing of Material, Global Sourcing, Issues and Problems, E-Procurement, Designing and Planning Transportation Networks, Transportation in a Supply Chain, Inventory policies, JIT, VMI, Role of Stores Management in SC, Inventory as an Element of Customer Service.

Unit IV:

Managing Cross Functional Drivers in a Supply Chain:Sourcing Decisions in a Supply Chain and Procurement Strategies, Pricing and Revenue Management in a Supply Chain, Information Technology and Coordination in a Supply chain. Lean manufacturing, Integration of Lean manufacturing and SCM, Reverse Logistics

UnitV:

Supply Chain Management-Global Perspective:Managing Global logistics and Global Supply Chains, Logistics in a GlobalEconomy, Views of Global Logistics, Global Operating Levels, Reverse Logistics, Supply Chain Sustainabilityand Green Logistics.

Text Books:

1. Shah, J, Supply Chain Management, Pearson Publications,1/e, 2009.
2. Sunil Chopra and Peter Meindl, Supply Chain Management, Strategy,Planningand Operations, Pearson Publications, 3/e, 2009

References:

1. Crandall, Richard E, Principles of Supply Chain Management, CRC Press, 1/e, 2010.
2. Chandrasekaran,N,Supply Chain Management Process, System and Practice,Oxford Publications,1/e, 2010.
3. Altekar, V. Rahul, Supply Chain Management, PHI, 2005.
4. Kachru, Logistics and Supply Chain Management, Excel, 2009.
5. Donald J.Bowersox and David J.Closs, Logistical Management, The Integrated Supply Chain Process, TMH, 2006
6. K. Sridhar Bhatt, Logistics and Supply Chain Management, HPH,4/e, 2009.

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PROGRAM OUTCOMES					
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MBA II YEAR II SEMESTER

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A94001/B: INTERNATIONAL TRADE LAWS

Course Objective: To enable students to develop a core understanding of how the Rules and Regulations, International Trades operate in Practices, as well as in Theory.

Course Outcomes: At the end of the course students will be able to

1. Explain the concepts of International Trade Law.
2. Identify sources of International Trade Law & Treaties.
3. Recognize the Peculiarities of an Internal Contract.
4. Explain the concept of Insurance and Negotiable Instruments in International Trade
5. Interpret types of Intellectual Property Rights.

Unit I:

Introduction to International Trade Law: Definitions, International Trade and Commerce; Basic Idea on International Trade, Origin and Development of International Trade Law, Nature and Scope, International Trading System, Liberalization of Trade and Commerce

Unit II:

Sources of International Trade Law: International Treaties, Kinds, Significance and the Sphere of Application, Bilateral Treaties, Kinds, Significance and the Sphere of Application.

Unit III:

International Sale Contract: Definition of an International Commercial Contract; Legal Peculiarities of an International Commercial Contract; International Contracts of the sale of goods.

Unit IV:

Insurance against Contract in International Trade: Use of Negotiable Instruments in International Trade, Marine Insurance, Formulation of Marine Insurance Contract, Insurable Interest, Losses, Aviation Insurance and International Trade.

Unit V:

Patents and Copy Rights: Definitions, Types of Intellectual Property Rights, Patent, Copy Rights, Bio-Diversity, Geographical Indications.

Text Books:

1. S Lester, B Mercurio, World Trade Law, Text, Materials and Commentary Hart Publishing Oxford, 2012
2. Peter Van den Bossche and Werner Zduoc, The Law and Policy of the World Trade Organization CUP, Cambridge, 2013

References:

1. The Oxford Handbook of International Trade Law edited by Daniel L. Bethlehem, Donald McRae, Rodney Neufeld, Isabelle Van Damme,
2. Public International Law, Contemporary Principles and Perspectives, Gideon Boas, Edward Elgar Publishing, 2012.

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PROGRAM OUTCOMES					
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	x	x	x	x	

MBA II YEAR II SEMESTER

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A94001/C: MARKETING ANALYTICS

Course Objective: To enable students to identify tools for generating marketing insights from empirical data in such areas as segmentation, targeting and positioning etc,

Course Outcomes: At the end of the Course students will be able to

1. Interpret the Concepts of Marketing Analytics and Strategy Implications
2. Apply the Market Development CLV Strategies
3. Demonstrate the marketing mix and customer management skills
4. Analyze the pricing and Revenue Management Strategies for Effective Marketing
5. Evaluate the Digital Marketing Techniques for Better Strategy Formulation.

Unit I:

Introduction: Marketing Analytics and Marketing Strategy, Resource Allocation Perspective for Marketing Analytics, Product Management.

Unit II:

Market Development: Market Sizing, Segmentation, Targeting, Customer Satisfaction and Customer Life Time Value, Brand Equity.

Unit III:

Marketing Mix: Modeling, Allocation, Consumer Analytics, Product Management, Promotion, Retail Tracking.

Unit IV:

Pricing and Revenue Management: Strategic Pricing Approach, Implementing tools to support Pricing Strategy, Tactical Pricing.

Unit V:

Digital Marketing: Web analytics, Search Engine Marketing Vs Search Engine Optimization, Data Mining, Social Media, Customer Management, Future of Marketing Analytics.

Text Books:

1. Stephen Sorger, Marketing Analytics, Strategic Models and Metrics, San Bernadine, Calif, Admiral Press,1/e,2013
2. Ashok Charan, Marketing Analytics: A Practitioner's Guide To Marketing Analytics And Research Methods, World Scientific Publishing Co, 2015

References:

1. Lilien, Gary L, ArvindRangaswamy, and Arnaud de Bruyn, Principles of Marketing Engineering and Analytics, State College, PA: DecisionPro, Inc, 3/e 2017
2. Wayne L. Winston, Marketing Analytics, Data-Driven Techniques with Microsoft Excel, John Wiley & Sons P&T,1/e, 2012
3. Mike Grigsby, Advanced Customer Analytics: Targeting, Valuing, Segmenting and Loyalty Techniques (Marketing Science), London; New York, Kogan Page, cop. 2016.
4. Paul Farris, Neil Bendle, Phillip Pfeifer, David Reibstein, Marketing Metrics FT Press,3/e,2015
5. Julie Hennessy and Evan Meagher. Using Customer Relationship Management to Analyze the Lifetime Value of a Customer, Note KEL695. Kellogg Case Publishing, 2012
6. Shmueli, G. Patel, N. R., & Bruce, P. C. Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner, 2010.
7. Chris Chapman, R for Marketing Research and Analytics (Use R!), Springer, 2015
8. Alan Charlesworth, Digital Marketing: A Practical Approach, Routledge, 2/e, 2014



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PROGRAM OUTCOMES					
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	x	x	x		

MBA II YEAR II SEMESTER

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A94001/D: PROJECT APPRAISAL AND FINANCE

Course Objectives: To enable the students to possess the knowledge of Project Planning, Analysis, Selection, Implementation and Financing Projects.

Course Outcomes: At the end of the course the students are able to:

1. Understand the Structuring of Project Financing.
2. Evaluate by using various Project Valuation Methods.
3. Demonstrate the various Techniques for Project Selection.
4. Analyze the various sources of funds for financing the Project.
5. Determine the risks involved in Implementation of the Project.

Unit I:

Overview and Structuring of Project Financing: Strategic Planning & Capital Budgeting, Generation of Ideas, Different Types of Strategies, Scouting for Project Ideas, Preliminary Screening, Project Rating Index, Credit Rating of Projects and Financing Proposals, Sources of positive Net Present Value, Diversification Debate, on being an Entrepreneur

Unit II:

Valuing Projects: Situational Analysis, Collection of Secondary Information, Market Survey, Demand Forecasting, Market Planning, Technical Analysis, Manufacturing Process / Technology, Product Mix, Plant Capacity, Location and Site, Machineries and Equipment, Structures and Civil works, Environmental Aspects, Project Charts and Layouts, Schedule of Project Implementation, Need for Considering Alternatives, Financial Estimates and Projections.

Unit III:

Project Selection: Time Value of Money, Investment Criteria, Project Cash Flows, Cash Flow Estimations, Cost of Capital & Capital Budgeting Techniques, Risk Analysis of Single Investments, Advanced Techniques, Risk Analysis, Firm Risk & Market Risk, Portfolio Related Risk Measures, Portfolio Theory and Capital Budgeting, CAPM and capital Budgeting, Choice Between Mutually Exclusive Projects of Unequal Life, Inflation and Capital Budgeting, Judgmental, Behavioral, Strategic and Organizational Considerations.

Unit IV:

Financing of Projects: Capital Structure, Different Forms of Financing, Raising Venture Capital, Raising Capital in International Markets, Financing Infrastructure Projects, FIs lending exclusively to Infrastructure Projects, Venture Capital, VC Investors, The VC Investment appraisal Process and Management, The Indian VC Industry, Regulation of VC Industry in India, Current Concerns of the Indian VC Industry, How Banks and FIs lend to Projects.

Unit V:

Project Implementation and Management: Project Planning, Project Control and Implementation, Network Techniques for Project Management, Development of Project Network, Time Estimation, Determination of the Critical Path, Scheduling when Resources are limited – PERT Model – CPM Model, Network Cost System, Project Review and Administrative Aspects, Control of In-Progress Projects, Post-Completion Audits.

Text Books:

1. Dr.Prasanna Chandra, Projects Planning, Analysis, Financing, Implementation & Review,Tata McGraw Hill 8/e, 2017.
2. Harold Kerzner, Project Management, A system Approach to Planning, Scheduling and Controlling,Wiley,10/e, 2012.

Reference:

1. Erik Larson, Clifford Gray, Project Management, The Managerial Process, McGraw Hill, 2017

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PROGRAM OUTCOMES					
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	x	x	x		

MBA II YEAR II SEMESTER

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A94002F: MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

Course Objectives: To enable the students to possess the knowledge of Merging, Acquisition and its types, Process, Valuation, Financing, Merging Process and Corporate Restructuring Techniques.

Course Outcomes: At the end of the course the students will be able to

1. Describe the Concepts & types of Mergers, Merging Strategy Approaches.
2. Explain the different types of Corporate Restructuring Strategies.
3. Explain the different types of Takeover Strategies.
4. Explain the due Diligence Strategies and Process of Merging Integration.
5. Intercept the various methods of Financing.

Unit I:

Mergers and Acquisitions: Types of Merger, Theories of Mergers, Operating, Financial and Managerial Synergy of Mergers, Value Creation in Horizontal, Vertical and Conglomerate Mergers, Internal and External Change Forces Contributing to M & A Activities, Impact of M & A on Stakeholders, Industry Life Cycle and Product Life Cycle Analysis in M&A Decision, Strategic Approaches to M&A- SWOT Analysis, BCG Matrix.

Unit II:

Corporate Restructuring: Significance, Forms Of Restructuring, Joint Ventures, Sell Off and Spin Off, Divestitures, Equity Carve Out, Leveraged Buy Outs (LBO), Management Buy Outs, Master Limited Partnership, Limited Liability Partnership (LLP) In India, Nature And 91 Incorporation of LLP-De Merger, Strategic Alliance, Buyback Of Shares.

Unit III:

Takeovers, Types, Takeover Strategies: Takeover Defenses, Financial Defensive Measures, Methods of Resistance, Anti-Takeover Amendments, Poison Pills, Legal Aspects of Mergers/Amalgamations and Acquisitions/Takeovers, Combination and Competition Act- Competition Commission of India (CCI), the SEBI Substantial Acquisition of Shares and Takeover Code

Unit IV:

Merger Process: Dynamics of M&A Process, Identification of Targets, Negotiation, Closing the Deal. Five Stage Model, Due Diligence, Types, Due Diligence Strategy and Process, Due Diligence Challenges, Process of Merger Integration, Organizational and Human Aspects, Managerial Challenges of M & A.

Unit V:

Methods of Financing Mergers: Cash Offer, Share Exchange Ratio, Mergers as a Capital Budgeting Decision Synergies from M&A, Operating and Financial Synergy Accounting for Amalgamation, Amalgamation in the Nature of Merger and Amalgamation in the Nature of Purchase, Pooling of Interest Method, Purchase Method.

Text Books:

1. Patrick A. Gaughan, Mergers, Acquisitions, and Corporate Restructurings, 5/e, 2010
2. Rabi Narayan Kar and Minakshi, Mergers Acquisitions & Corporate Restructuring Strategies & Practices, Taxmann's, 3/e, 2017

References:

1. De Pamphilis, Mergers, Acquisitions and other Restructuring Activities, 8/e, Academic Press, 2016

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PROGRAM OUTCOMES					
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MBA II YEAR II SEMESTER

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A94002M: DIGITAL AND SOCIAL MEDIA MARKETING

Course Objective: To understand and estimate the mindset of online consumer and design strategies to enhance Consumer Digital Marketing Experiences.

Course Outcomes: At the end of the course students will be able to

1. Explain the Evolution and Landscape of Digital Marketing.
2. Analyze the Social Media Marketing Strategy for Consumer Engagement.
3. Interpret the concepts of various Digital Promotion Strategies.
4. Evaluate the CRM and web analytics techniques
5. Use social media analytics and integrative media strategies

Unit I:

Introduction: Evolution of Digital Marketing, Importance, Scope, The Digital Consumer & Communities Online, Digital marketing Landscape.

Unit II:

Social Media Marketing: Adwords, ORM, Search Engine Marketing, PPC and Online Advertising, Social Media Marketing, Social Media Strategy & Customer Engagement.

Unit III:

Affiliate Marketing: Affiliate marketing & strategic partnerships, Affiliate Marketing Networks, Promoting the Affiliate Products, Social Affiliate, Email Marketing, Content strategies.

Unit IV:

Analytics: CRM & CX in Digital Marketing-Digital Marketing, Data and Analytics-Social Listening-Web Analytics.

Unit V:

Integrating Digital & Social Media: Social media analytics- Mobile Marketing-Integrating Digital and Social.-Media Strategies

Text Books:

1. Michael Solomon and Tracy Tuten, Social Media Marketing , Pearson, 2013
2. Social Media Marketing for Beginners: Create successful campaigns, Gain more Fans, and boost sales from any Social Network by F.R. Media, 2/e, June 2014

References:

1. Jan Zimmerman and Deborah Ng, Social Media Marketing All in One For Dummies , 2012
2. Douglas A. Norman, The Design of Everyday Things, Apr 2011.
3. Jack Z. Scissors and Roger B. Baron Advertising Media Planning, 2010
4. Bhatia Punit, Fundamentals of Digital Marketing, Pearson, 2017
5. Ian Doodson, The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaign, Wiley, 2016

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PROGRAM OUTCOMES					
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MBA II YEAR II SEMESTER

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A94002H:TEAM DYNAMICS AT WORK

Course Objective: The Students will be able to build a healthy workplace culture and help people to understand that having a diverse team will better allow the organization to achieve its ambitious objectives.

Course Outcomes: At the end of the course students will be able to

1. Explain the Dynamics of Team & Team Building.
2. Describe the different Learning Methodologies in Team Decision-Making.
3. Analyze the different Stages of Group and its Development.
4. Evaluate the Team Building and Negotiation Strategies.
5. Apply Conflict Resolution & Stress Management Strategies.

Unit I:

Introduction to Teams: Team Composition, Formation of Teams and Development, Team Performance and Motivation, Team Conflict and Leadership, Team Decision Making, Group Dynamics, Dynamics of Teams and Team Building.

Unit II:

Leadership and Training: Leadership, Team Decision Making, Discovering, The Interpersonal Orientation Through Training Needs Analysis, Firo-B, Experiential Learning Methodologies, T-Group Sensitivity Training, Encounter Groups.

Unit III:

Group Development: Introduction to Groups, Nature of Groups, Stages of Group Development, Encounter Groups, Appreciative Enquiry, Discovering Facets of Interpersonal Trust through Johari Window, Communication skills.

Unit IV:

Negotiation Skills: Introduction to Negotiation, Negotiation skills and strategies for Team building, Team Morale Team Building strategies at Work place.

Unit V:

Conflict Management: Nature of Conflict, Theories of Conflict, Workplace Conflict, Conflict Resolution in Teams, Competitive Vs Collaborative Behavior, Developing Collaboration .Work Stress and Stress Management.

Text Books:

1. Levi, Daniel, Group Dynamics for Teams, SAGE Publications, 5/e, 2014.
2. Simon Hartley, Stronger Together, How Great Teams Work, Little, Brown Book Group UK

References:

1. Greg L Stewart, Charles C Manz, Team Work and Group Dynamics, John Wiley and Sons.

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PROGRAM OUTCOMES					
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MBA II YEAR II SEMESTER

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A94003F: FINANCIAL DERIVATIVES

Course Objective: The Objective of this course is to make students efficient in the area of Financial Derivatives, giving them the knowledge of basics in Financial Derivatives, Future Markets, Option Strategies, etc.

Course Outcomes: At the end of the course the students will be able to

1. Explain the Concepts and Types of Derivatives Market.
2. Interpret the structure and Strategies of Futures and Forwards.
3. Use the applications of Options Model in Derivative Markets.
4. Analyze the Option Strategies and Manage the Risk using Options in Derivative Market.
5. Value the Swaps and manage the Risk using swaps.

Unit I:

Introduction to Derivatives: Development and Growth of Derivative Markets, Types of Derivatives, Uses of Derivatives, Financial and Derivative Markets, Fundamental linkages between Spot & Derivative Markets, The Role of Derivatives Market, Uses & Misuses of derivatives.

Unit II:

Future and Forward Market: structure of forward and Future Markets, Mechanics of Future markets, Hedging Strategies, Using Futures. Determination of Forward and Future Prices - Interest Rate Futures, Currency Futures and Forwards

Unit III:

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

Unit IV:

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

Unit V:

Swaps: Concept and Nature, Evolution of Swap Market, Features of Swaps, Major Types of Swaps, Interest Rate Swaps, Currency Swaps, Commodity Swaps, Equity Index Swaps, Credit Risk in Swaps, using Swaps to Manage Risk, Pricing and Valuing Swaps.

Text Books:

1. OP Aggarwal, Financial Derivatives and Risk Management, 2/e, HPH, 2012.

2. S. Kevin, Commodities and Financial Derivatives, PHI, 2/e, 2014.

References:

1. N. R. Parusuraman, Fundamentals of Financial Derivatives, 3/e, Wiley, 2014.
2. Manu Sharma, Financial Derivatives, A case study based learning, Dream tech, 2015.
3. S. L. Gupta, Financial Derivatives, Theory, Concepts and Problems, 1/e, PHI, 2010.
4. John C Hull, Fundamentals of futures and Options market, Pearson Education, 2010.
5. Dhanesh Kumar Khatri, Derivatives and Risk Management, PHI, 2016.

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PROGRAM OUTCOMES					
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MBA II YEAR II SEMESTER

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A94003M:SERVICES AND RETAIL MANAGEMENT

Course Objective: To Familiarize students with the Theoretical Foundations and Practical application of Marketing of services and to appreciate the challenges facing the Services Marketing in Traditional Commercial Marketing.

Course Outcomes: At the end of the Course students will be able to

1. Explain the Concepts and Characteristics of Services Marketing.
2. Appraise the process of Designing Services Marketing Mix
3. Evaluate the Marketing Mix Strategies for Services
4. Explain the Retailing Management and Growth Strategies
5. Evaluate Store Management Techniques and Atmospherics.

Unit I:

Service Characteristics: Definition, Services, Importance, Characteristics. Classification of Services, Services in the Modern Economy, Consumers and Markets, Service Quality, Gaps Model of Service Quality

Unit II:

Services Marketing Mix I: Services Marketing Mix, Listening to the Customer, Designing the Service, Selecting the Appropriate Customer Portfolio, Positioning a Service, Planning and Branding Service Products, Service Pricing, Service Pricing Strategies.

Unit III:

Service Marketing Mix II: Introduction, Service Delivery Process, Service Encounters Employee role in Service Delivery, Communicating the Service, Marketing Communication Mix, Service Leadership, Meeting Customer Defined Service Standards, Building and Maintaining effective Service Leadership Culture.

Unit IV:

Retailing Management: Introduction, Functions of Retailing, Types of Retailing, Retailing Strategy, Target Market & Retail format, Growth Strategies, Strategic Retail Planning Process, and Factors to be considered for Retail Planning. Retail Organization Structures, Retail pricing Strategies, Pricing Adjustments, Promoting the Merchandise.

UnitV:

Store Management: Objectives of a Good Store Design, Store Design, and Store Layout-Space Planning, Merchandise Presentation Techniques and Atmospherics. Location strategies: Shopping Centers, Freestanding Sites, Location and Retail Strategies, E-tailing.

Text Books:

1. Valarie A. Zeithaml & Mary Jo-Bitner, Services Marketing – Integrating Customer Focus Across the Firm, TMH, 5/e, 2011
2. Levy & Weitz, Retailing Management, TMH, 9/e, 2014.

References:

1. R. Srinivasan, Services Marketing the Indian Context, PHI, 3/e, 2012.
2. Harsh V. Varma, Services Marketing Text and Cases, Pearson, 2/e, 2012.
3. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Services Marketing, Pearson, 7/e, 2013.
4. Ramneek Kapoor, Justin Paul, Biplob Halder, Services Marketing Concepts and Practices, TMH, 2011.
5. Rajendra Nargundkar, Services Marketing, TMH, 3/e, 2012.
6. M.K. Rampal & S.L. Gupta, Service Marketing, Paragon International, 2009
7. Sivakumar, Retail Management, Excel, 2007
8. Berman, Retail Management, A strategic Approach, Pearson India, 11/e, 2011

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PROGRAM OUTCOMES					
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MBA II YEAR II SEMESTER

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A94003H: STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Objective: Students learn about the process of SHRM and can identify the benefits of Training and Development.

Course Outcomes: At the end of the course students will be able to

1. Differentiate Strategic HRM and Traditional HRM.
2. Analyze diverse HR practices for implementation of SHRM.
3. Analyze the influence of demographic factors in HR environment globally.
4. Apply different SHRM strategies of Training and Development and Recruitment.
5. Assess and implement SHRM strategies of Reward, Compensation and Retrenchment.

Unit I:

Introduction: Define SHRM, Strategic Vs Traditional HRM, Barriers and the Process of Strategic HRM, Introduction to Business and Corporate Strategies, Integrating HR Strategies with Business Strategies.

Unit II:

SHRM Practices: Analyzing HR practices followed by different Firm, HR System - HR as a Strategic Partner. The Measurement Challenge, Implementation of SHRM, Process Based Approach.

Unit III:

HR Environment: HR Environment, Technology, Structure, Workforce Diversity, Demographic Changes, Temporary and Contract Labor, Global Environment.

Unit IV:

SHRM Strategies: Recruitment-Definition, Process and Strategies, Retention- Definition, Strategies, Difference between Training and Development, Benefits of T&D, Strategies implemented by HRM.

Unit V:

SHRM Implementation: Define Performance Management and Strategies of PM, Reward and Compensation Strategies, Retrenchment Strategies, Human Aspects of Strategy Implementation.

Text Books:

1. Jefferey Amello, Strategic Human Resource Management, Cengage Learning, Southwestern, 2007
2. K. Zingheim, Jay. R. Schuster, Pay people Right, Patricia, 2000

References:

1. Armstrong Michael, Armstrong handbook of Human Resource Management, KoganPagr, London, 2009.
2. Randy L. Desimone, Jon M. Werner, David M. Mathis, Human Resource Development, Cengage Learning, 2007.
3. Paul Boselie, Strategic Human Resource Management, Tata McGraw Hill. 2011.

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PROGRAM OUTCOMES					
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MBA II YEAR II SEMESTER

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A94004F: INTERNATIONAL FINANCE

Course Objective: Students can learn about the International Trade, Forex Markets, Capital Markets, and Currency Market in present Business World.

Course Outcomes: At the end of the Course students will be able to

1. Explain the Fundamental concepts and factors affecting of International Trade
2. Interpret Functions and Types of Forex Market.
3. Apply the knowledge on International Parity & Exchange Rate Decisions
4. Distinguish different Markets in International Capital Markets
5. Analyze Capital Budgeting Techniques for evaluating Project Proposals.

Unit I:

International Financial Environment: International Flow of Funds, Balance of Payment, Fundamentals of Bop, and Accounting Components of Bop, Factors Effecting International Trade Flow, IMS, Pre Bretton Wood System, Bretton Woods and Post Bretton Wood System.

Unit II:

Foreign Exchange Markets: Functions and Structure of Forex Exchange Markets, major participants, Types of Transactions and Settlement Dates, Foreign Exchange Quotations, Process of Arbitrage

Unit III:

International Parity & Exchange Rate: Measuring Exchange Rate Movements, Factor Influencing Exchange Rates, Government Influence on Exchange Rate, Exchange Rate Systems, Interest Rate Parity, Purchase Power Parity, International Fisher Effect.

Unit IV:

International Capital Market: Overview of Other Markets, Euro Currency Market, Euro Credit Market, Euro Bond Market, International Stock Markets.

Unit V:

International Corporate Finance: Multinational Capital Budgeting Decisions, Cost of Capital, Cost of Debt, Adjusted Present Value Approach.

Text Books:

1. Jeff Madura, International Corporate Management, Cengage, 2012.

2. P.G.Apte, International Financial Management, TMH 2012

References:

1. Sharan V, International Financial Management, PHI,5/e,2012
2. Alan C.Shapiro, Multinational Financial Management,Joh Wiley,2012
- 3.S.EunChoel and Risnick Bruce, International Financial Management,TMH,2012



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PROGRAM OUTCOMES					
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MBA II YEAR II SEMESTER

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A94004M: INTERNATIONAL MARKETING

Course Objective: To enable the student understand the Global Markets, Formulation of Global Marketing Strategies and their Implementation.

Course Outcomes: At the end of the Course students will be able to

1. Explain the need and concepts of international markets
2. Evaluate and Develop Strategies for International Product and Services
3. Analyze the Complexities in International Pricing Strategies
4. Assess the Functions and Strategies of Distribution of International Marketing
5. Evaluate the IMC Strategies for Emerging Markets

Unit I:

Introduction: Definition of International Marketing, Definition, Scope, Features, Difference between Domestic and International Marketing, Need for Going International, Competition in International Business

Unit II:

International Products & Services: Products and Services, Product Levels, International Product Adaptation & Branding Strategies-Global Services

Unit III:

International Pricing: Pricing, Importance of Pricing, International Pricing Strategies in International Trade, Issues and challenge.

Unit IV:

International Distribution Channels: Functions, Complexities and Distribution Strategies for International Marketing

Unit V:

International Promotion Mix: Strategies, IMC in International Context, Emerging Markets, Future of International Marketing.

Text Books:

1. Philip R. Cateora, John L Graham, Mary C Gilly, International Marketing, 13/e, McGraw, 2017.
2. Eric G. Harris, International Marketing, Sage Publications, 2012

References:

3. SvendHollensen, MadhumitaBenerjee, Global Marketing, Pearson, 4/e, 2010.

4. P.K.Vasudeva, International Marketing, Excel Books, 4/e, 2012
5. Dr.Gajender Sharma, International Marketing, Excel Books, 1/e, 2010
6. Justin Paul, International Marketing - Text and Cases, TMH, 2013.
7. Warner J.Keogan, Naval K.Bghargava, Global Management, 7/e, Pearson, 2011
8. Sreeramulu, NeelakantamTatikonda, International Marketing, Paramount Publishing House,2013
9. Rajagopal, International Marketing, Vikas,2/e 2011

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PROGRAM OUTCOMES					
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x		x			x

MBA II YEAR II SEMESTER

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A94004H: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Objective: The Students will be able to understand International Human Resource Management and skills required by HR professionals operating within global organizations.

Course Outcomes: At the end of the course students will be able to

1. Explain the concepts & Issues of International Human resource management
2. Develop competency in dealing to describe the International HRM Planning and Staffing Decisions
3. Interpret the strategic and functional roles of HRM in various International Contexts.
4. Analyze external forces that have the potential to shape International HRM.
5. Develop generic and transferable skills-especially in diagnosing International HRM Issues

Unit I:

Introduction to IHRM: Definition, The drivers of Internationalization of Business, The different setting of International Human Resource Management. Development of IHRM, Difference between IHRM and Domestic HRM, Culture and Employee Management issues impact of Country Culture on IHRM

Unit II:

International Expansion Strategies: Linking HR to International Expansion Strategies, Socio-cultural context, Culture and Employee Management Issues, Responding to Diversity, Challenges of Localization and Global Integration.

Unit III:

Managing International Work Force: Mastering Expatriation, Institutional & Structural Context- Managing Alliances and Joint ventures, HR challenges in Cross Border Integrations

Unit IV:

Acquisition & Performance Appraisal of International Work Force: Legal issues in global workforce management, Staffing in International context, Appraisal of Expatriate, Third and Host Country Employees, Issues in International Performance Management, International Training.

Unit V:

International Compensation: Approaches, Composition, Social Security Systems Across Countries, Emerging Issues, International Labour Relations, HRM Practices In Different Countries practices Across The Countries, Emerging Issues In Compensation Management.

Text Books:

1. Dowling, P.J. and Welch, D. E. International Human Resources Managemen, Cengage Learning, 4/e, 1999
2. Ashwathappa, K. and Dash, S. International HRM. Tata McGraw Hill Publishing Company Limited 2008

References:

1. SubbaRao, P. International Human Resource Management. Himalaya Publishing House 1/e, 2009.
2. Rao, P. L. International Human Resource Management. Excel Books, 2008
3. Marquardt, M. & Engel, D., Global Human Resource Development, Prentice Hill, 1993 P.L Rao, International Human Resource Management: Text and Cases, Excel books India, 2008
4. K.Ashwathappa and sadhnadash, International Human resource Management, McgrawHill

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PROGRAM OUTCOMES					
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MBA II YEAR II SEMESTER

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A94101/ A94102: FIELD WORK/ MAJOR PROJECT

THE FINAL PROJECT IS DIVIDED IN TO STAGE I: STAGE II AND MAIN PROJECT REPORT AND VIVA.

Aim: The aim of multi stage evaluation is to enable students do original work on their own so that they can get the benefit in terms of gaining practical knowledge and possible employment.

A94101: Stage I: RESEARCH METHODOLOGY (Chapter I of the Main Report) – **25 Marks -Seminar Presentation.**

Students should be advised to do final MBA projects on topics close to the job they prefer to do after MBA. The faculty should guide them and focus on the methodology of doing a project so that the students can understand how to study the problems they come across while working. The following is the suggested check list for doing STAGE I of the project.

- **Topic**
- **Chapter I**
 - Brief Introduction
 - Review of Literature
 - Research Gaps
 - Research Questions
 - Objectives of the Study
 - Hypotheses
 - Scope of the Study
 - Period of the Study
 - Sample
 - Data Collection
 - Primary Data
 - Secondary Data

A94102: Stage II: Main Project Report and Viva-Voce (Chapter III of the Main Report)-**50 Marks**

In addition to the above two stages the students should write the third chapter on Data Interpretation, Conclusion & Suggestions and submit the final report by including the following.

References:

Appendix I: Questionnaire (if any).

Appendix II: Definition of concepts, models, formulas used in the report.

Note: Faculty should advise students to give only references to the websites and journals and not to directly download them in the project report. Maximum 30% can be downloaded and rest should be original.

After the submission of the report by consolidating the work done in stage 1, 2 and 3, an external viva will be held by the university to give the grade as per the university guidelines.