Department of Management Studies

COURSE STRUCTURE AND SYLLABUS

OF

MASTER OF BUSINESS MANAGEMENT
FIVE YEAR INTEGRATED PROGRAMME

2016
### COURSE STRUCTURE AND EXAMINATION PATTERN OF MBA FIVE YEARS INTEGRATED PROGRAMME

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Note: IHC is a Non-Credit paper

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# COURSE STRUCTURE AND EXAMINATION PATTERN OF MBA FIVE YEARS INTEGRATED PROGRAMME

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### COURSE STRUCTURE AND EXAMINATION PATTERN OF
MBA FIVE YEARS INTEGRATED PROGRAMME

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<td>1. Financial Services &amp; Systems (F)</td>
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<td>3. Labour Laws &amp; Employee Relations (HR)</td>
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<td>4. Advanced Excel (SYS)</td>
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<td>Project Work</td>
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<td>2</td>
<td>GRADE</td>
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| Semester Credits | 21 | 22 | 250 |

| Total Credits for the course | 228 | 2800 |

GE/ID- Generic Elective ID- Interdisciplinary
DSE- Discipline Specific Elective
F- Finance; M- Marketing; HR- Human Resources; SYS- Systems ;
LESSON 1 (SHORT FICTION) - TEXT - The Eyes are not Here - by Ruskin Bond

Pronunciation - Consonant Sounds
Grammar - Nouns
Vocabulary - Roots
Spelling - Pick out the words which are wrongly spelt and correct them.
Punctuation - Capitalization
Conversation + Role Play
Introducing yourself in a formal or social context to the strangers
Reading Passage - Historical place: Chayasomeshwaralayam (Nalgonda)
Writing - Guided writing/expansion
Soft Skills - Motivation and goal setting
Value Orientation - Well begun is half done

LESSON TWO (PROSE) - Text - “Work Brings Solace” - Wings Of Fire - A.P.J. Abdul Kalam

Pronunciation Vowel : Monophthongs
Grammar - Pronoun
Vocabulary - Prefix and suffix
Spelling - Use ‘Un’ or ‘dis’ to complete the antonyms
Punctuation - Capitalization
Conversation + Role play - Starting a conversation/controlling a conversation
Reading Passage - An important event of Telangana history: Telangana Formation Day
Writing - Sequencing
Soft skills - Self confidence
Value Orientation - Doubt is the beginning of wisdom.

LESSON THREE (POETRY) - Text Bangle Sellers - Sarojini Naidu

Pronunciation - Vowel Diphthongs
Grammar - Helping verbs
Vocabulary - Homophones, homonyms, homographs
Spelling - Complete the words using ‘tian’ on ‘tion’
Punctuation - Comma and full stop
Conversation + role play Describing your college and course of study
Reading passage - A popular Telangana festival: Bathukamma Festival
Writing - Paragraph/descriptive writing
Soft skills - Body language/nonverbal communication
Value orientation - Actions speak louder than words.
LESSON FOUR-( DRAMA) Text Merchant of Venice Act IV Scene –I William Shakespeare

Pronunciation -Varied pronunciation of some letters of the Alphabet
Grammar -Main verbs and tenses
Vocabulary -Collocation
Spelling -Complete the following spellings using ‘tion’ or ‘ment’
Punctuation- Question mark and exclamation mark
Conversation + Role play- Leaving a message on the answering machine/ making an appointment on telephone
Reading Passage -A famous tourist attraction in Nalgonda :Nagarjunsagar, Nalgonda
Writing- Dialogue
Soft skills- Inter personal skills
Value Orientation -Faith will move mountains

LESSON FIVE ( LAB) – Language & Soft skills Lab: Pronunciation , Conversation, Reading, Soft Skills and Values.
మహత్‌మా గాంధీ కార్యాలయం, నల్గొండ
C.B.C.S Pattern of B.A, B.Sc & B.Com
Syllabus and Examination Method
TELUGU (SECOND LANGUAGE)
1st Semester

చేపోయే విషయాలు:

1. తమాషల ప్రామాణికత
2. రివ్యు
3. సంపద విధానం

1. మాటలు

మాటలు (నిజం)

మాటలు సర్వే, వైవిధ్యాల రంధనం

నిరవం మాటలు, వైవిధ్య

ప్రామాణికత పరిస్థితులు మొదలుదలు సమాచార పంపిన సంస్థ (అంకట్లు మంచం)

సంస్థ (మంచం) మాట పరిస్థితులకు పైతాను మంచం అంచును పంపిన (మంచం). మాట పరిస్థితులకు

మాట, మాట పరిస్థితి సంఖ్య (మంచం) సమాచారం సంఖ్య పరిస్థితి.
Semester I

Course No.1.3

BUSINESS ORGANIZATION

The objective of this course is to enable the student to know about various forms of business organizations.

Unit – I: Introduction to Business
Meaning of Commerce, Trade, Aids to Trade - Distinction between Trade, Commerce and Industry - Qualities of successful businessman.

Unit – II: Forms of Business Organization – Sole Proprietorship
Characteristics of business organization- Forms of undertakings – Factors influencing choice and suitability for organization.

Unit – III: Partnership Firm
Partnership – Definition - Characteristics-Kinds of partners - Registration of partnership – An ideal partnership - Distinction between partnership and co-ownership - Advantages and disadvantages of partnership. Meaning of co-operative organization – principles of co-operation – types of co-operative societies - advantages and disadvantages of co-operative societies-

Unit – IV: Company Organization
Introduction to company organization – definition – characteristics - Kinds of companies-Distinction between Public and Private Companies - Merits and demerits of company form of organization Distinction between company and partnership. Promoters, Formation of a company - Stages involved in company formation - Memorandum and Articles of Association, Prospectus and statement in lieu of Prospectus.

Suggested Readings:
Semester I

**BUSINESS ACCOUNTING**

The objective of this course is to provide basic knowledge of accounting.

Unit – I: Introduction to Accounting
- Meaning of Accounting – Accounting and Accountancy
- Financial Accounting – Definition – scope, objectives of financial Accounting
- Accounting Vs. Book Keeping
- Terminology of Accounting
- Users of Accounting information
- Advantages of Financial Accounting
- Limitations of financial Accounting
- Branches of Accounting.

Unit – II: Recording of Transactions
- Accounting Principles, Concepts and Conventions
- Accounting cycle, Double Entry System and Rules of Debit and Credit
- Journal entries – Ledger
- Subsidiary books
- Cash book – Types of cash books
- Bank Reconciliation Statement
- Trial Balance

Unit – III: Depreciation Account
- Depreciation – Meaning, need and importance of Depreciation
- Causes of Depreciation
- Methods of calculating Depreciation.

Unit – IV: Preparation of Final Accounts
- Introduction, Meaning, Objectives and Characteristics of Final Accounts
- Preparation of Trading Account, Profit & Loss Account and Balance sheet
- Treatment of Adjustments, Practical problems.

**Suggested Readings:**
Semester I

BASIC STATISTICS

The objective of the course is to make the students learn the basic statistical tools useful for Business.

Unit – I: Introduction to Statistics
Meaning – Definition, importance, scope and limitations of statistics – Data collection: Primary and secondary data – Methods of Primary data and secondary data collection Precautions to be taken while using secondary data.

Unit – II: Presentation of Data

Unit – III: Measures of Central Tendency
Definition – Characteristics – Types of Averages and their calculation – Arithmetic Mean, Median, Positional Averages, Mode - Advantages and Disadvantages – Properties of averages and their applications.

Unit –IV: Permutations and Combinations
Permutations of ‘n’ dissimilar objects taken ‘r’ at a time (with or without repetition).

\(^{n}\text{P}_r = \frac{n!}{(n-r)!}\) (without proof). Combinations of ‘r’ objects taken from ‘n’ objects.

\(^{n}\text{C}_r = \frac{n!}{(n-r)!}\) (without proof ) problems .Applications

Unit –V: Probability- concepts and definitions of probability- classical, Relative frequency, subjective and Axiomatic; Additional, marginal, conditional theorem, multiplication theorem

Suggested Readings:

4. Statistical Method: SP Gupta , Sultan Chand & Sons
5. Statistical Methods – Digambara Patri Kalyani Publishers
7. Business Mathematics by V.K Kapoor – sultan chand &sons, delhi
Semester I

INDIAN HERITAGE & CULTURE (IHC)

PART A

1. Introduction
2. Harappan and Vedic Culture
3. Evolution of Caste System
4. Jainism and Buddhism
5. Achievements under Mauryas
6. Achievement under Guptas
7. The Satavahanas
8. Contribution of Pallavas and Cholas
9. Influence of Islam on Indian Culture
10. Achievements of Vijayanaga Rulers
11. Akbar the Great
12. Cultural Development under Mughals
13. Rise of Indian Nationalism
15. Culture in Ramayana and Mahabharatha
Semester I

SEMINAR PRESENTATION

Course No 1.7
Semester II

ENGLISH

Course No 2.1

LESSON Six (FICTION AND SHORT FICTION)
Text The Open Window – H.H. Munro (saki)

Pronunciation - Plosives
Grammar - Nonfinite verbs
Vocabulary - Simile and metaphor
Spelling - Complete the following using ‘ei’ or ‘ie’
Punctuation - Semi colon
Conversation + Role play - Asking for advice/ asking for information
Reading Passage - Yagagirigutta: famous pilgrim place in Nalgonda
Writing - Note Taking and Note Making
Soft skills - Time Management
Value Orientation - Time and tide wait for no one

LESSON Seven (PROSE)
Text - The voice of Humanity – Rabindranath Tagore
Pronunciation - Fricatives
Grammar - Adjectives
Vocabulary - Oxymoron and Hyperbole
Spelling - Complete the following with ‘able’ or ‘ible’
Punctuation - Colon and Long dash
Conversation + Role play - Making a request/ accepting or refusing the request
Reading Passage - Rural Telangana: Devarakonda Fort history
Writing - Informal letter
Soft skills - Leadership skills
Value Orientation - ‘The pen is mightier than the sword’

LESSON Eight - POETRY Text - If - by Rudyard Kipling

Pronunciation - Affricates and Nasals
Grammar - Articles
Vocabulary - Portmanteau words and loan words
Spelling - Complete the following spellings using one of the following suffixes: ‘-ic’, ‘-ive’, ‘-ity’, ‘-al’, ‘-ance’, ‘-ence’
Punctuation - Hyphen and Long dash
Conversation + Role play - Conducting a meeting/seeking opinion of the team members
Reading Passage - Cultural Identity of Telangana: Telangana ballads
Writing - Formal letter
Soft skills - Stress management
Value Orientation - Practice makes one perfect

LESSON Nine (DRAMA) - Text Riders to the Sea by J.M. Synge

Pronunciation - Lateral, frictionless continuants, semi vowels
Grammar - Adverbs
Vocabulary - palindromes
Spelling - Complete the spellings in the following table
Noun Verb Adjective Adverb
Punctuation - Inverted commas
Conversation + Role play - Appearing for a job interview/conducting a job interview
Reading Passage - Handicrafts of Telangana: Pochampally
Writing - Business letter
Soft skills Etiquette and Grooming
Value Orientation - Necessarily is the Mother of invention

Lesson TEN (LAB) - Language & soft skills lab: Pronunciation, conversation, reading
ప్రశ్నలు పరమాణుండం

1. పల్లెవి ప్రత్యేకత విభాగం
2. తెలుగు సాహిత్యం
3. రామనాథ రామానందారి
4. రామనాథ రామానందారి
5. సామర్థుడు జయానంద - తెలుగు విభాగం గాంధి ప్రత్యేకత విభాగం.
PRINCIPLES OF MANAGEMENT

The objective of this course is to enable students to understand the basics of management principles.

Unit – I: Introduction to management
Concept of Management – Meaning and Definition of Management - Nature of Management: as an art or science, as profession - Business Administration and Management.

Unit – II: Planning
Meaning, definition of Planning - nature of Planning - purpose of Managerial Planning - Importance of Planning - Features of a good plan - Classification of Planning - Advantages of Planning - Limitations of Planning - Types of Plans - Planning process - Concept of Management by Objectives.

Unit – III: Organizing

Unit – IV: Supervision & Controlling
Meaning and definition, characteristics of Supervision - Distinction between Direction and Supervision - Need and importance of Supervision - .Meaning of Control - Characteristics of Control - Controlling and human element - Pre-requisites for Control System - Importance of Control - Limitations of Control - Techniques of Controlling -

Suggested Books:
1. Management Text & Cases by V.S.P. Rao, Excel publishers
2. Management by Peter Drucker
3. Principles of Management by Koontz, ODonnel
Objectives of this course are: The Objectives of this course is to facilitate the students to learn the concepts of economics and apply them in real life situations.

Unit – I Introduction

Unit – II Analysis of Demand

Unit – III Production and Costs

Unit – IV Market Structure

Suggested Readings
1. Managerial Economics – PL Mehta – Sultan Chand & Sons
MBA (Integrated) Syllabus

Semester II

BUSINESS COMMUNICATION

Course No 2.5

Objectives

To understand the concept, process and importance of communication
1. To gain knowledge of media of communication
2. To develop skills of effective communication—both written and oral
3. To help students to acquaint with application of communication skills in the business world.

Unit I: Introduction to Communication

Unit II: Types of Communication
Written – Oral – Face-to-face – Silence – Merits and limitations of each type – Mastering the art of delivery – Speaking skills – writing skills – Listening skills – observation skills

Unit III: Business Letters

Unit IV: Oral communication
Meaning nature and scope – Principles of effective oral communication – Techniques of effective speech – Media of oral communication .Group Decision Making – Conflict and Negotiations – Presentation and Interviews – Speeches – Customer Care/Customer Relations – Public Relations (Concept, Principles, Do’s and Don’ts etc. to be studied for each type).

Topics Prescribed for Workshop/lab
a. Mock Interview
b. Interview
c. Public Speech
d. Conflict Situation
e. Decision-making in a group
f. Written Communication
g. Group Discussion

Suggested Readings:
10. Modern Business Correspondence – L.Gartside – The English Language Book Society and Macdonald and Evans Ltd
12. Creating a successful CV- Siman Howard – Dorling Kindersley
CONTENTS:

1) Environmental Studies – Introduction
2) Ecosystems
3) Environmental Valuation
4) Bio-Diversity and its Conservation
5) Environmental Valuation
6) Environmental Economics
7) Environmental Pollution
8) Regional and Sectoral Issues
9) Environment and Development
10) Environmental problems in India
11) Human population and the Environment
12) Social Issues and the Environment
13) Sustainable Resource Management
14) Design of Environmental Policy
15) Environment and Sustainable Development.
Semester II

Course No 2.7

Business Best Practices & Success stories of Emerging Leaders- SEMINAR

Objectives
To enable students to understand the best practices followed by the organizations. By understanding the best practices through internet and interaction with the company executives, the students should be able to understand the best practices. The student may select the following corporate practices or any other practices and study with reference to any company:

1. Balanced Score Card.
2. Benchmarking.
3. Career Planning
4. Competency Mapping
5. Capability Maturity Model
6. People Capability Maturity Model
7. Performance Management System
8. Six Sigma
9. Talent Management
10. Any other functional systems, policies, practices may also be considered for studying.

Report
A report of the best practice must be prepared with the help of the information available in the open source (example websites, newspapers, business magazines). Formal or informal interaction with the managers of the organization may also be attempted to have better clarity.

References

Journals :
Vikalpa, IIMA, IIMB Review, Decision, IIMC, Vision,
Semester III

Course No 3.1

ENGLISH

Unit- I
Reading: SATYA NADELLA
Writing: Report Writing
Pronunciation: Syllables
Listening: Hygiene
Soft skills: Styles of Communication
Speaking: Activity
Grammar: Noun Phrases
Vocabulary: Plurals

UNIT- 2
Reading: LARRY PAGE AND SERGEY BRIN
Writing: Feasibility Reports
Pronunciation: Consonant Clusters
Listening: Pottery
Soft skills: Persuasion Techniques
Speaking: Activity
Grammar: Adjective Phrases
Vocabulary: Greek and Latin Root Words

UNIT 3
Reading: MARTIN LUTHER KING
Writing: Progress Reports
Pronunciation: Word Stress: Functional Stress
Listening: Silk Production
Soft skills: Conflict Management
Speaking: Activity
Grammar: Adverbial Phrases
Vocabulary: Loanwords

UNIT 4
Reading: A.P.J. ABDUL KALAM
Writing: Book Reviews
Pronunciation: Word Stress: Prefixes
Listening: Eco-balance
Soft skills: Logical Fallacies
Speaking: Activity
Grammar: Noun Clauses
Vocabulary: Abbreviations

UNIT 5
Reading: SOFT SKILLS
Writing: Advertisements
Pronunciation: Word Stress: Suffixes
Listening: The Hazards of Radiation
Soft skills: Leadership Skills
Speaking: Activity
Grammar: Adjective Clauses
Vocabulary: Collocations

Textbook Prescribed:
Mahatma Gandhi University, Nalgonda
CBCS SEMESTER - 3 (2017-18) TELUGU SYLLABUS
B.A.,/B.Com.,/B.Sc., / B.B.A., (ఫార్మల్ మాధ్యమం) నాల్గోం – నంబర్ రెండు
నాల్గోం (ఫార్మల్ మాధ్యమం)

పరిచయం
1. పదార్థమైన జాతి సంస్కృతి .... శాతారు
2. మీరీయా సంస్కృతి .... దశనాలు
3. మాయపాత .... పరమాయపాత

మాధ్యమిక సంస్కృతి
1. మాధ్యమిక సంస్కృతి .... మాధ్యమిక సంస్కృతి
2. మాధ్యమిక సంస్కృతి .... మాధ్యమిక సంస్కృతి
3. మాధ్యమిక సంస్కృతి .... మాధ్యమిక సంస్కృతి

ముది, శాతారు (సాంగ్రహం)

శాతారు శాతారు .... శాతారు

సాంగ్రహం

సాంగ్రహం : పిడిచనిబాబు, పిడిదిబాబు, ఎండపారుబాబు, ఫార్మల్బాబు,
మాయబాబు, మాయబాబు పరమాయానం

మాయబాబు : మాయబాబు, మాయబాబు, మాయబాబు, మాయబాబు, మాయబాబు, మాయబాబు, మాయబాబు, మాయబాబు.

Translation
Semester III  

LEGAL ASPECTS OF BUSINESS  

Course No. 3.3

The objective of this course is to create awareness of the various laws pertaining to the business.

Unit – I: Introduction to Contract  

Unit – II: Special Contracts  
Concept of Indemnity Contract - Meaning and definitions of Indemnity Contract - Guarantee Contract – Contract of Bailment and Pledge - Quasi Contract


Unit – IV: Consumer Protection Act and Information Technology Act  
Consumerism – History of Consumerism –Definitions of Consumer, Complainant, Goods, Service -Rights of Consumers Consumer Disputes Redressal Agencies  
The Information Technology Act, 2000, -Digital Signature - Digital Signature Certificate Electronic Governance,- Electronic Records,- Certifying Authorities, - Penalty & Adjudication.

Suggested Books:
1. Business and corporate Laws by N.D. Kapoor, sultan chand  
3. Mercantile law – Garg KC, Sareen Vk, Kalyani Publishers  

The objective of this course is to create awareness of the various laws pertaining to the business.
Semester III  
Course No. 3.4  

BUSINESS ENVIRONMENT

The objective of the course is to create the awareness of framework of business environment.

Unit – I: Business Environment and Analysis

Unit – II: Types of Business Environment

Unit – III: Industrial policies and Regulations

Unit-IV:
Theory of Income and Employment determination

Unit-V:
Indian Financial System

Suggested Books:
6. D.N.Dwivedi: Macro Economics, TMH
Semester III

COURSE NO. 3.5

COST ACCOUNTING

The objective of this course is to make the students to learn the basics of cost accounting system.

Unit – I: Introduction

Unit – II: Unit and job costing

Unit – III: Contract costing

Unit – IV: Process Costing

Suggested Books:
2. Cost accounting – Whedon
3. Cost accounting – SP Iyenger, Sultan Chand Publishers
5. Cost accounting – PK Gosh
6. Cost accounting – NK Prasad
7. Cost accounting – Dk Mittal & Luv Mittal
8. Cost Accounting – Jawaharlal, Tata Mcgraw Hill
Semester III

Course No. 3.6

INFORMATION TECHNOLOGY FOR MANAGERS

The Objective of this course is to make the students to learn the use of computers and their application.

Unit – I Introduction to Computer Concepts:
History – Classifications – Block diagram of a computer, Input-Output devices, Software, hardware, Software categories, Low level, Middle level, high level Languages – Types of memory – Central Processor – Concepts and components.

Unit – II : Systems Software : Need for Operating System:
Types of Operating system(Batch Processing), On-line, Multi Programming, Multi Processing &Time sharing systems) – Compilers, Assembler & Interpreter. Introduction to PC’s Operating System(Ms-DOS) File system concepts , GUI (Windows).

Unit – III: Computers & Communication:
Need for communication – Goals/Uses of Computer Network – Type of Communication (Analog, Digital), Physical Communication media – Classification of Networks (LAN,WAN,MAN) – Features of topologies.

Unit – IV: Internet Concepts:

Suggested Readings:
1. C.S French : Computer studies, Galgotia Book Source
2. V.Rajaram: Fundamentals of Computers, PHI
4. Guy Hart & Davis : ABC’s of Microsoft Office 97, bpb
Semester III

INFORMATION TECHNOLOGY – LAB

Course No. 3.7

MS OFFICE, MS WORD, PPTS & DOS COMMANDS
Semester IV

Course No 4.1

ENGLISH

UNIT 6
Reading: CIVIC SENSE
Writing: Articles
Pronunciation: Word Stress: Stress Shift
Listening: Fast Food and Health Issues
Soft skills: Negotiation
Speaking: Activity
Grammar: Adverbial Clauses
Vocabulary: Oxymorons

UNIT 7
Reading: THE HAZARDS OF FOOD COLOURING
Writing: Letters to the Editor
Pronunciation: Contractions
Listening: A Balanced Diet
Soft skills: Decision-making
Speaking: Activity
Grammar: Types of Sentences - I
Vocabulary: Words Related to Personality

UNIT 8
Reading: ALTERNATIVE CAREERS: THE MAKING OF SHORT FILMS
Writing: Blogs Pronunciation:
Elision Listening: Family Bonding
Soft skills: Influencing People
Speaking: Activity
Grammar: Types of Sentences - II
Vocabulary: Words Related to Film-making

UNIT 9
Reading: THE OPEN WINDOW: SAKI
Writing: Autobiographies
Pronunciation: Weak Verbs
Listening: Organic Farming
Soft skills: Motivation
Speaking: Activity
Grammar: Degrees of Comparison
Vocabulary: Words Related to Farming

UNIT 10
Reading: UNCLE PODGER HANGS A PICTURE: JEROME K. JEROME
Writing: Creative Non-fiction
Pronunciation: Rising Intonation
Listening: The Value of Friendship
Soft skills: Confidence Building
Speaking: Activity
Grammar: Genitive and Possessive Adjectives
Vocabulary: Words Related to Jobs and Work

UNIT 11
Reading: FATHER WILLIAM: LEWIS CAROLL
Writing: Scientific Papers
Pronunciation: Falling Intonation
Listening: Paper Manufacturing
Soft skills: Change Management
Speaking: Activity
Grammar: Phrasal Verbs
Vocabulary: Words Related to the Environment

UNIT 12
Reading: THE TABLE AND THE CHAIR: EDWARD LEAR
Writing: Short Stories
Pronunciation: Rhythm
Listening: Moral Values
Soft skills: Table Manners
Speaking: Activity
Grammar: Direct and Indirect Speech
Vocabulary: Interesting and Uncommon Words

Textbook Prescribed:
మహత్మా గాంధీ యునివర్సిటీ, నల్గొండ
CBCS SEMESTER - 4 (2017-18) TELUGU SYLLABUS
B.A.,/B.Com.,/B.Sc.,/B.B.A., (తెలుగు భాష) విభాగ - ప్రాథమిక తెలుగు
విషయం (తెలుగు తూర్పు)

1. రాణి రాణి కథాభాగం .... రాణి కథాభాగం
2. విద్యా సంప్రదాయం ... గద్యానికి మధ్యమ సంప్రదాయం
3. నాలగొడల చంద్రం ... నాలగొడల చంద్రం

ప్రత్యేకించే కథలు

1. కాదం రాని కాదం రాని .... కాదం
2. అద్భుతం అద్భుతం
3. చాలాభాగం మామూలు ... చాలాభాగం మామూలు

ప్రత్యేకించే విషయాలు

1. గద్యానికి మధ్యమ సంప్రదాయం .... గద్యానికి మధ్యమ సంప్రదాయం
2. క్రియాళాంగం క్రియాళాంగం... క్రియాళాంగం క్రియాళాంగం
3. నాలగొడల చంద్రం ... నాలగొడల చంద్రం
4. ప్రత్యేకించే నాలగొడల చంద్రం ... ప్రత్యేకించే నాలగొడల చంద్రం
5. చాలాభాగం ... చాలాభాగం మామూలు

ప్రగతిలో

మహత్మా గాంధీ యునివర్సిటీ
మహత్మా గాంధీ యునివర్సిటీ.
Semester – IV

MANAGEMENT ACCOUNTING

Course No 4.3.

The Objective of this course is to impart the knowledge of Management Accounting tools for decision making.

Unit – I Introduction to Management Accounting

Unit II- Financial Statement Analysis

Unit – III – Ratio Analysis
Meaning of ratio analysis – Classification of ratios – Advantages and Limitations of Ratio Analysis – Computation and Interpretation of different accenting Ratios – Liquidity, Profitability, Turnover ratios and Solvency ratios (Including Problem)

Unit – IV – Funds Flow and Cash Flow Analysis

Suggested Readings
2. Management Accounting – Anthon Robert N, Kalyani Publishers
4. Management Accounting – Hingoran Ramanadhan & Grewal- Sultan Chand & Sons
5. Management Accounting – Murphy, Mary E

Semester – IV

Course No 4.4

MAHATMA GANDHI UNIVERSITY
BUSINESS ETHICS & CORPORATE GOVERNANCE

The objective is to able to understand ethical and psychological dimensions to contain cybercrimes and also will be able grasp the important issues related to corporate governance.

Unit I

Unit II

Unit III
Cyber crimes and cyber Terrorism - social,Political, ethical and psychological, dimensional, Intellectual property in the cyberspace, Ethical dimensions of cyber crimes - the psychology, mindset & Master of Business Administration.

Unit IV
Corporate Governance I: Does Good Governance Really matters to Corporations? - Importance of corporate Governance – Corporate Governance in India - Board Structures Processes and Evaluation - Director Independence – Board committees, Indian model of Corporate Governance.

References

5. Joseph W.Weiss : Business Ethics, Thomson,
The objective of this course is provide the knowledge of operations management i.e scheduling of production operations, quality control, materials and stores management.

Unit - I: Introduction to Production Management
Definition of Production Management, objectives of Production Management, scope of Production Management, Importance of technology in Production, systems concept of production.- Role of Production Management in total management System.

Unit – II : Production Planning and Control: Basic functions of Production Planning and Control, types of production systems – project ,Job Shop, Assembly, batch and Continuous .Product life cycle vs Process Life cycle.

Unit – III: Scheduling and control of production operations

Unit – IV: Maintenance Management: Objectives – Failure Concept, Reliability, Preventive and Breakdown maintenance, Replacement policies.

Suggested Readings:
Semester IV
Course No.4.6
Fundamentals of Income Tax

The Objective of the course is to provide the candidates with sound knowledge of the important provisions of the Income Tax law and their applications.

Unit I:

Unit II:
Income Tax rate Structure and its Role in Indian Economy, Residential Status, Non Resident persons & Non Ordinary Resident, Previous year and Assessment year Tax: Fees and cess, Capital Expenditure and Capital Income, Revenue Expenditure and Revenue Income, Tax Evasion and Tax Avoidance, Direct and Indirect Taxes.

Unit III:
Heads and Sources of Income: Salary and Fringe Benefit Tax, Income from House Property, Income from Business, Profession or Vocation, Capital Gains, Income from other sources.

Unit IV:
Exemptions Deductions under the I.T. Act, Income exempt u/s 10 of the I.T. Act, Permissible deductions under Chapter VI of I.T. Act, Relief, and Double Taxation Relief.

References

1. Dr H C Meharotra and Dr S P Goyal – Income Tax Law & Accounts: Sahitya Bhavan Publications.
2. Direct Taxes & Practice: Dr. V K Singhania, Taxman Publications.
3. Gour and Narang - Income Tax Law and Practice, Kalyani Publication
4. Taxation: H.Prem raja - Sri Hamsrala publications
6. Income Tax: B.B. Lal, Pearson Education
8. Income Tax: Johar, McGraw Hill Education
9. Taxation Law and Practice: Balachandran & Thothadri
Semester IV

Course No. 4.7

Fundamentals of IT Lab- MS Excel & MS ACCESS
Semester V

PRINCIPLES OF MARKETING MANAGEMENT

Objective: This paper is intended to familiarize the students with the Concepts of Marketing.

Unit-I: Introduction


Unit-II: Marketing and Its Environment

Micro Environment (Company-Suppliers-Marketing Intermediaries- Customers- Connectors-Publics) Macro Environment (Demographic-Economic-Natural- Technological-Political-Legal and Regulatory Cultural-Social) - International Marketing (Global Markets-GA AT and WTO).

Unit-III: Marketing Strategy and Planning


Unit-IV: Market Segmentation

Concept of Target Market - Diffused Market - Concentrated Market - Clustered Market - Market Segmentation (Concept-Types-Patterns-Bases-Benefits-Requirements for Effective Segmentation) - Market Segmentation Analysis for given Products - Product Positioning (Types of Positioning).

Suggested Readings:

1. Philip Kotler: Marketing Management 12e, PHI
2. Lamb: Introduction to Marketing, 8e, Thomson, 2007
4. Jain: Marketing Planning and Strategy, 7e,
5. Czinkota & Kotabe: Marketing Management, 2005
6. Ramaswamy &. Namakumari: Marketing Management
PRINCIPLES OF FINANCIAL MANAGEMENT

The objective of this course is to impart the basic knowledge of Principles of Financial Management.

Unit – I: Introduction to Finance

Unit – II: Basic Financial Concepts

Unit – III: Basics of Project Management

Unit –IV: Long Term Sources of Finance and Capital Structure Planning

Suggested Readings:

2. I.M.Pandey : Financial Management (VikasPublishers, New Delhi)
5. S.N.Maheshwari: Financial management: Principles and Practice , Sultan Chand
7. Lawrence J.Gitman : Principle of Managerial Finance, Pearson Education.
9. Westpm & Brigham – Managerial Finance – PHI
Semester V  
Course No. 5.3 

PRINCIPLES OF HUMAN RESOURCE MANAGEMENT

The objective of this course is to impart the knowledge of Responsibilities and Objectives of HRM, Recruitment of selection, Need for Man power Training, Methods of compensation, Managing careers and Basic Principles and guidelines for effective handling of Industrial disputes and Industrial relations to the students.

Unit-I: Human Resource Management in Action

Unit – II: Human Resource Planning

Unit-III: Recruitment and Selection

Unit - IV: Training and Compensation

Suggested Readings:

a) P.Subba Rao – personnel and Human Resource Management - HPH  
b) Deepak Kumar Bhattacharya – Human resource Management zled- Excel  
c) Richrl. Henderson – Compensation management in knowledge based world – loled Pearson  
Semester V

Course No. 5.4

BUSINESS PROCESS REENGINEERING

Objectives:

This course has been designed to develop an appreciation of process view of business and redesign thereof. The participants would be able to develop an understanding of the use of information technology for process redesign.

UNIT- I

Historical background: Nature, significance and rationale of business process reengineering (BPR), Fundamentals of BPR. BPR and continuous improvement: Co-ordination and complementary efforts, IT capabilities and their organizational impacts

UNIT- II

Major issues in process redesign: Business vision and process objectives, Processes to be redesigned, measuring existing processes, Role of information technology (IT) and identifying IT levels.

UNIT- III

Designing and building a prototype of the new process: BPR phases, Relationship between BPR phases. Implementation of BPR, Stages of implementation and critical aspects.

UNIT- IV

Typical BPR activities within phases: Change management, Performance management, and programme management. Management for BPR Implementation; Re-organizing People and Managing Change.

Suggested Readings:

Semester V 
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Course No. 5.5
BANKING AND INSURANCE MANAGEMENT
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The objective of this course is to make the students to learn the concepts of banking and insurance and to gain an insight on financial services.

Unit—I: Banking System

Unit—II: Negotiable Instruments

Unit—III: Loans and Advances
Types of loans and advances – Principles of sound lending – credit appraisal – Modes of creating charges – Types of charges.

Unit—IV: Insurance

Suggested Books:
- Financial services – Banking and Insurance – Prof. R. Saibaba & Prof AV Ranganadha chary, Kalyani Publishers
- Principles & practice of Insurance – GS Panda, Kalyani Publishers
- Banking Law & Practice – SN Maheswari, SK Maheshwari, Kalyani Publishers
- Banking Theory Law And Practice – Mithani & Gordon, Himalaya Publications.
- Banking and Financial System – Aryasri, TataMcgraw Hill
Semester V

Course No. 5.6

DECISION SUPPORT SYSTEM

Unit – I Introduction

Unit – II Decision Making Systems, Modeling and support

Unit – III – Decision Support System: An Overview

Unit – IV Constructing a Decision Support System:

Suggested Readings
2. Managerial Information Systems – Jermin Canter PHI.
Objective:
The objective of this course is to familiarize the students with the basic concepts, tools and techniques of advertising used in marketing.

Unit -I
Communication process - basic and elements; Marketing Communication - response hierarchy, models and alternatives; Advertising - meaning, nature and importance of advertising, types and objectives. Audience selection; Setting of advertising budget: determinants and major methods.

Unit-II
Media Decisions- Major media types - their merits and demerits; Advertising through internet and interactive media - Issues and considerations; Factors influencing media choice; media selection, media scheduling.

Unit- III
Message Development, Advertising creativity; Advertising appeals; Advertising copy and elements of print advertisement creativity; Tactics for print advertisement.

Unit-IV
Measuring Advertising Effectiveness - Arguments for and against measuring effectiveness; Advertising testing process. Evaluating communication and sales effects; Pre- and Post - testing techniques.

Suggested Readings:
1. Belch and Belch, Advertising and Promotion , Tata McGraw Hill Co.
Objective:

To train the students to understand the learning environment of a firm. The knowledge so obtained will make them capable of providing training to Human Resource of a business firm.

Unit I
Training and Learning :- Concept of training and learning, the learning process, learning curve, principles of learning, training guidelines, experience versus training, kinds of training, system approach to training, programmed instruction, transfer of training.

Unit II
Training Needs Assessment and Curriculum Development :- Identification of Training and Development needs, training needs assessment - various approaches (the job and the Individual), Advantages and disadvantages of basic needs assessment techniques, Assessing curriculum needs, curriculum standards, matching organizational training needs, Developing training materials.

Unit III
Training Methods:-Three Stages of training (Preparatory, implementation and follow up stage), On the job and off - the job methods,, experiential versus non-experiential methods.

Unit IV

Suggested Readings:

Objective: The objective of the course is to enable the learners to comprehend with different project management concepts, measurement and control for business.

Unit I-
Project Management Concepts: Concept and characteristics of a project, importance of project management, types of project, project organizational structure, project life cycle, Statement of Work, Work Breakdown Structure. Project Planning: Project

Unit II-
Planning and Scheduling techniques: developing the project network USING CPM/PERT, constructing network diagram, AON basics, Forward Pass and backward pass, Limitations of CPM/PERT, Precedence Diagramming Method, constructing diagram and computations using precedence diagramming method, PERT/CPM simulation, reducing project duration.

Unit III-

Unit IV-
Project performance Measurement and Control: Monitor and assess project performance, schedule, and cost. Earned value Management, performance measurement. methods to monitor, evaluate, and control planned cost and schedule performance. Project closure/ termination, project audit process, termination steps, final closure. Managing Project Teams: Team development process, team building process, stages in developing a high performance project team, project team pitfalls.

Suggested Books:
3. John M Nicholas —Project Management For Business And Technology|| Prentice Hall Of India Pvt Ltd
MBA (Integrated) Syllabus

MAHATMA GANDHI UNIVERSITY

41

Semester VI

Course No. 6.4

BUSINESS TAXATION

Objective:
To provide basic knowledge of business tax procedures and management under different provisions of the Income tax.

Unit I
Advance payment of tax - Tax deduction/collection at source, documentation, returns, Certificates Interest payable by Assessee/Government Collection and recovery of tax.

Unit II
Assessment, re-assessment, rectification of mistakes Appeals and revisions - Preparation and filing of appeals with appellate authorities. Drafting of appeal, statement of facts and statement of law.

Unit III
Penalties and prosecutions, Settlement Commission, Search, seizure and survey.

Unit IV
Transactions with persons located in notified jurisdictional area, General anti-avoidance rule Tax clearance certificate Securities transaction tax. Information Technology and Tax administration. TAN (Tax Deduction and Collection Account Number), TIN (Tax Information Network).

Suggested Readings:

The objective of this course is to impart the knowledge of company management, legal provisions of company meetings, borrowings and investment of companies, winding up formalities and Corporate Governance importance.

Unit - I: Company Management

Unit – II: Company Meetings
Meaning and Definition – Need for meetings – Types of meetings – Statutory meeting – Annual General meeting – Typical issues in respect of AGM – Extraordinary meeting – class meetings – Matters relating to General meetings.

Unit – III: Borrowing and Investments of the company

Unit – IV: Corporate Governance
Meaning – Reasons for growing demand for corporate governance – importance of corporate governance – pre-requisites regulatory and voluntary actions – recommendations of Birla committee.

Suggested Readings:

1. Business Law and Regulation : SS.Gulshan, Ravi Akula
6. Company Law – Garg & Chawla
7. Company Law – ND Kapoor
SEMESTER VII

MB 701 Management and Organizational Behavior

Subject code: 7.1

Objective: The objective of the course is to impart the fundamental concepts of Management theories and practice. This course will form a foundation to study other functional areas of Management; also provides an insight into behavioral issues pertaining to Organizations.


Suggested Books:
8. Jennifer George and Gareth Jones “Understanding and Managing Organizational Behavior”, Published by Pearson Education Inc.
9. Certo and Certo: Modern Management,10/e,PHI, 2009
MB 702 Financial Accounting and Analysis

Subject code: 7.2  No. of Credits: 4

Objective: The objective of this course is to familiarize the students with the mechanics of preparing and Presentation of financial statements of an organization. Students are expected to analyze and interpret financial statements in this course.

Unit – I:
Meaning & Definition of financial accounting–Scope of accounting science–Accounting as a Business information system; Accounting concepts and conventions, their implications on Accounting system; Double entry system–recording business transactions–Classification of Accounts– Accounting process–Accounting cycle–Primary entry (Journal proper)–Ledger posting preparation of trial balance, suspense account; accounting equation–Static and Dynamic view.

Unit – II:

Unit – III:

Unit – IV:
Funds flow analysis–Concept of funds flow–Statement of changes in working capital–Funds from business operations–Statement of sources and uses of funds–Advantages of funds flow analysis– Cash flow statement–Accounting standard 3 (AS3).

Suggested Books:
MB 703 Marketing Management

Subject code: 7.3                                                                 No.of Credits : 5

Objective: The objective of this course is to make familiar the students with basic marketing concepts and Planning, analysis and implementation and control of marketing Programmes.

Unit – I: Introduction:
Introduction to Marketing, Marketing Philosophies, Marketing Mix-expanded Marketing Mix, Marketing Environment - Company's Micro and Macro Environment and their impact on Marketing decisions, Interface other functional areas.


Unit – III: Marketing Decisions:

Unit – IV: Marketing Strategies:

Suggested Books:
Elective –I MB 704 Business Law and Environment

Subject code: 7.4.1  No. of Credits: 4

Objective:
The objective of this course is to create Legal Awareness and give exposure to various laws and acts which have impact on business and Industry

Unit - I: Law of Contract:

Unit - II: Laws relating to Special Contract:


Unit - IV: Companies Act:

Suggested Books:
Elective –I MB704: Managerial Economics

Subject code: 7.4.2   No.of Credits : 4

Objective: The course is to familiarize the students with basic concepts and techniques of micro economic analysis and its applications to managerial decision making.

Unit – I: Nature & Scope of Managerial Economics:

Unit – II: Demand & Supply Analysis:

Unit – III: Production and Cost Analysis:


Suggested Books:
Elective –II  MB 705 IT APPLICATIONS FOR MANAGEMENT

Subject code: 7.5.1  No.of Credits: 4

Objective: The learning outcome is that the students should be able to comprehend the fundamentals of Information Technology and its application for Management.


Unit – III: Information Systems Planning and Development: Systems Planning - Traditional system development lifecycle (SDLC) - alternate methods for system development-dataflow analysis- system development outside the system- Data Base Concepts- Definition- Advantages, Disadvantages – Normalization – Types of Data Bases – Definition of Distributed Databases.


Suggested Books:
Elective –II MB 705 MANAGERIAL COMMUNICATIONS

Subject code: 7.5.2 No. of Credits: 4

Unit – I:
The role of and process of communication. Barriers to communication, Surmounting barriers to communication, Types of communication; listening process – Elements of good listening. Improving listening competence. Importance of feedback – Principles of feedback

Unit – II:
Characteristics of non verbal communication – Types and functions of non verbal communication; Interpreting non verbal communication; Negotiations – Approaches to negotiations - Preparing for and conducting negotiations

Unit – III:
Making Presentations - Choosing a method of speaking - Analyzing the audience - Nonverbal dimensions of presentation - Speeches for commemorative occasions - Effective presentation strategies. Persuasive speaking

Unit – IV:

Suggested Books:
B 706 Information Technology – LAB - I

Subject code: 7.6  
No. of Credits: 2

Objective: The objective of this course is to provide basics of I.T and its applications through MS Word, MS PowerPoint and MS Excel.

Unit I: Working with MS Word:
- Getting started with Word, Opening & saving documents
- Working with Texts, Paragraphs and Tables, Lists, Page numbers
- Inserting Graphs, Pictures, Watermarks, Endnotes, Footnotes, Citations, Table of Contents
- Protecting Documents
- Creating Mailing List and Mail Merge.

Unit II: Working with MS Power Point:
- Getting Started with Power Point, Opening & Saving Power Point,
- Terminology and elements of Presentations, Using themes, styles and backgrounds,
- Creating, formatting and making use of charts, graphs and tables Inserting, or matting and editing Smart Art, pictures and clipart Incorporating sound, video and animation into a presentation Creating macro enabled presentations

Unit III: Getting started with MS Excel - I
- Opening a blank or new workbook, general organization.
- Highlights and main functions: Home, Insert, page layout, formulas.
- Using the Excel help function.

Unit IV: Getting started with MS Excel - II
- Entering, Editing, Copy, Cut, Paste, Paste Special.
- Formatting Data and Using the Right Mouse Click.
- Saving, Page Setup, and Printing.
- Using Headers and Footers.
- Working with Data in MS EXCEL
- Manipulating Data, using Data Names and Ranges, Filters and Sort and Validation Lists.
- Data from External Sources.
- Using and Formatting Tables.
- Basic Formulas and Use of Functions.
- Data Analysis Using Charts and Graphs.
- Managing, Inserting, and Copying Worksheets.
- Securing the Excel Document
- Simple Formulas and Functions.

Suggested Books:
2. Paul Cornell, “Accessing & Analyzing DATA with MS-EXCEL”.
SEMESTER VII

MB 801 Human Resource Management

Subject code: 8.1                                                                   No. of Credits: 4

Objective: The objective of this course is to give students basic concepts of Human Resource management, its functions, methods and applications.

Unit – I:

Unit – II:

Unit – III:

Unit – IV:

Suggested Books:
Objective: The objective of this course is to acquaint the students with the broad framework of financial decision making in a business.

Unit – I: The Finance function:
Nature and Scope; Evolution of finance function – Its new role in the contemporary scenario – Goals of finance function – maximizing vs. satisfying; Profit vs. Wealth vs. Welfare; the Agency relationship and costs; Risk-Return trade off; Concept of Time Value of Money – Future Value and Present value.

Unit – II: The Investment Decision:
Investment decision process- Project generation, project evaluation, project selection and project implementation. Developing Cash Flow; Data for New Projects; Using Evaluation Techniques – Traditional and DCF methods. The NPV vs. IRR Debate; Approaches for reconciliation. Capital budgeting decision under conditions of risk and uncertainty; Measurement of Risk – Risk adjusted Discount Rate, Certainty Equivalents and Beta Coefficient, Probability tree approach, Sensitivity analysis.

Unit – III: The Financing Decision:
Sources of finance – a brief survey of financial instruments; Capital Structure Theories, Concept and financial effects of leverage; The capital structure decision in practice: EBIT – EPS analysis. Cost of Capital: The concept – Average vs. Marginal Cost of Capital; Measurement of Cost of Capital – Component Costs and Weighted Average Cost of Capital

Unit – IV: Current Assets Management and Dividend Decision:

Suggested Books:
MB 803 Statistics for Management

Subject code: 8.3  No. of Credits: 4

Objective: The objective of this course is to make familiar the students with basic concepts statistics and its application in business.

Unit – I:

Unit – II:

Unit – III:
Sampling Theory-The basics of sampling-steps and methods of sampling. Hypothesis Testing-Steps. Large Sample tests-Test for one and two proportions, Test for one and two means, Test for two S.D.’s.

Unit – IV:

Suggested Books:
ELECTIVE –III MB 804 Operations Management

Subject code: 8.4.1
No. of Credits: 4

Objective: The objective of this course is to provide the knowledge of production department and its operations in business.

Unit - I: Introduction to Operations Management:
Introduction to Operations Management - Systems concept of production, Production Cycle - process technologies.- Project, Job Shop, Assembly, batch and Continuous. Interface between the operation systems and systems of other functional areas.

Unit – II: Production Management:
Production Planning, Production control, scheduling, Product sequencing- Sequencing of products with simple problems. Plant Capacity, Plant layout, plant Location.

Maintenance Management: Objectives – Failure Concept, Reliability, Preventive and Breakdown maintenance.

Unit - III: Quality Management:
Standards and specifications, Quality Assurance and Quality Circles – Statistical Quality Control –Control Charts for Variables- Average, Range and S.D., Control charts for Attributes- fraction defective and number of defects.


Inventory Management:

Suggested Books:
ELECTIVE –III MB 804 Customer Relationship Management

Subject code: 8.4.2  No. of Credits: 4

Objective: The objective of this course is to understand the role, value and prospects of CRM and To provide managerial insights into the process of forming, managing and enhancing customer relationships.

Unit – I: Evolution of Customer Relationship:

Unit – II: CRM Concepts:

Unit – III: Planning for CRM:

Unit – IV: CRM and Marketing Strategy:
CRM Marketing Initiatives, Sales Force Automation, Campaign Management, Call Centers. Practice of CRM: CRM in Consumer Markets, CRM in Services Sector, CRM in Mass Markets, CRM in Manufacturing Sector.
Components of ECRM Solutions: Data Warehousing, Data Mining of CRM, Evaluation of Technical solution for CRM. Role of contact centre in Building Relationship.

Suggested Books:
ELECTIVE –IV MB 805 Operations Research

Subject code: 8.5.1 No. of Credits: 4

Objective: The objective of this course is to acquaint the student with the applications of Operations Research to business and industry and help them to grasp the significance of analytical techniques in decision making.

UNIT – I Introduction to OR: Origin, Nature, definitions, Managerial applications and limitations of OR. Linear Programming: Mathematical model, Formulation of LPP, assumptions underlying LPP, Solution by the Graph, Exceptional cases, Solution to LPP Simplex Method.

UNIT – II Transportation Problem (TP): Mathematical model, IBFS using northwest corner rule, Row and Column Minimum methods, Matrix minimum method(LCM) and Vogel's approximation method, Unbalanced TP, Degeneracy, Optimality Test and Managerial applications. Assignment Problem (AP): Mathematical model, Unbalanced AP, Restricted AP, Travelling salesman problem, Managerial applications of AP and TSP.


UNIT – IV Queuing Theory: Concepts of Queue/Waiting Line - General structure of a Queuing system-Operating characteristics of Queues, deterministic Queuing models - Probabilistic Queuing Model –Cost Analysis - Single Channel Queuing model - Poisson arrival and exponential service times with infinite population.

Game Theory: concepts, saddle point, Dominance, Zero-sum game, two, three and more persons games, analytical method of solving two person zero sum games, graphical solutions for (m x 2) and (2x n) games. Applications of Simulation.

Suggested Books:
ELECTIVE –IV MB 805 Financial Institutions & Markets

Subject code: 8.5.2 No. of Credits: 4

Objectives -: To acquaint the students with Financial Markets and its various segments. To give the students an understanding of the operations and developments in financial markets in India.

Unit I

Unit II

Unit III
INDIAN CAPITAL MARKET - Structure of Indian Capital Market, Characteristics of Indian Capital Market, National Stock Exchange - Working of NSE, Bombay Stock Exchange - Working of BSE Calculation of sensex and derivatives, Over the Counter Exchange of India – Advantages, objectives and working of OTCEI.

Unit IV
NON BANKING FINANCIAL INTERMEDIARIES
Definitions, its structure and characteristics, Distinctions between bank and NBFCs, Working and progress of the following: Lease Financing, Mutual Funds, Factoring, Housing Finance, Venture Capital Finance, Merchant Banking. DEVELOPMENT BANKS IN INDIA - Working and progress of the following: Industrial Finance Corporation of India, Industrial Investment Bank of India, Small Industries Development Bank of India, State Finance Corporations, State Industrial Development Corporations. INVESTMENT INSTITUTIONS IN INDIA Working and progress of the following: Unit Trust of India, Life Insurance Corporation of India, General Insurance Corporation of India, Post Office Small Saving Schemes, Provident Funds.

Suggested Books:
1. Financial Institution and Market -: L.M. Bhole
2. Financial Markets and institutions in India -: Dr. G.V. Kayandepatil
3. Financial market and institutions in India -: Dr. Mukund Mahajan
4. Business finance and Financial Services -: Dr. Mukund Kohok
5. Indian Financial System -: Dr. M.Y.Khan
6. Investment and Securities Markets in India -: V.A. Avadhani
7. Economic Reforms and Capital Markets in India -: Anand Mittal
8. Financial Markets and Institutions -: Dr. G.V. Kayandepatil, Dr. B.R. Sangale, Dr. G.T. Sangle, Prof. N .C. Pawar.
806 Statistical tools using Excel-Lab

Subject code: 8.6  No. of Credits: 1

Unit I: Using Excel for Data Analysis

Getting started with Primary Data – Entering Data into Excel

Unit II: Working with Charts & Graphs

Data Analysis Using Charts and Graphs. Bar diagram, Multiple Bar diagram, Pie diagram

Unit III: Descriptive Statistics

Measure of central tendency: mean, median, mode, Measure of dispersion: variance, standard deviation, Coefficient of variation. Correlation, regression lines.

Unit IV: Inferential Statistics 1

t-Test, F-test, ANOVA one way classification, chi square test, Independence of attributes.

Inferential Statistics 2

Time series: forecasting Method of least squares, moving average method. Inference and discussion of results.

REFERENCES

SEMESTER - IX

MB 901 Business Research Methods

Subject code: 9.1  No. of Credits: 4

Objective: The objective of this course is to give students a complete exposure to all aspects of conducting research, analysing and interpreting the data with tools.

Unit – I: Meaning and importance of marketing research:
Marketing Research, marketing information system -Marketing decision support system. Research design Introduction to design of experiments -Exploratory, causative, conclusive and experimental designs.

Unit – II: Marketing research process:
Sources and methods of gathering marketing information - Respondents, Experiments, Simulation (as a source of Data Generations) and Panels. Sampling design and Sample size determination. Measurement and scaling - Concept of measurement and scaling – Types of Scales – Nominal ,Ordinal, Interval and Ratio Scales - Attitude scales Thurstone’s, Likert’s, Guttman’s, Semantic differential, Reliability and validity of a scales. Design of questionnaire.

Unit – III: Decision Making Tools:

Unit – IV: Non-Parametric Statistics in Research, Multi-Variate analysis

Suggested Books:
MB 902 Total Quality Management

**Subject code:** 9.2  
**No. of Credits:** 4

**Objective:** The objective of this course is to provide the knowledge of Quality dimensions, tools and techniques relevance in the business.

Unit-I: TQM- History and Evolution:

Unit – II: Tools Techniques of TQM:


Unit – IV: Six Sigma:
The concept of Six Sigma, Objectives of Six Sigma, The frame-work of Six Sigma programme, Six Sigma Organization : roles and responsibilities, Six Sigma problem solving approach: The DMAIC model, Benefits and costs of Six Sigma.

Unit –V: TQM in the Service Sectors:
Implementation of TQM in service organization: Framework for improving service quality, Model to measure service quality programs. TQM in Health-care services, Hotels and financial services – Banks, Investment Company and Mutual Funds.

**Suggested Books:**
2. Dale H. Besterfield, Carol Besterfield - Michna, Glen H Besterfield and Mary Besterfield-sacre, —Total Quality Managementl, 2006, 3rd Ed. PHI.
11. —The Six Sigma Instructor Guidel, Green belt Training made easy, 2008, 2nd Ed. Macmillan
MB 903 International Business

Subject code: 9.3

No. of Credits: 4

Objective: The objective of this course is to provide inputs of global business, managing business internationally.

Unit - I: Global Imperative:

Unit - II: Global Business & National Regulation:

Unit – III: Global Business and Entry Strategies:

Unit - IV: Managing Global Business:

Suggested Books:
12. Francis Cherunilium, International Business
904.1. (F): Investment Management

Subject code: 9.4.1  
No. of Credits: 4

Objective: The objective of this course is to enhance the knowledge of types of investments with risk and returns. Various models and techniques for effective investment decisions

Unit – I: Investments: Concepts; Real vs. Financial assets; Investment decision process; Sources of investment information; Investment vs. Speculation; Factors to be considered in investment decision-Liquidity, Return, Risk, Maturity, Safety, Tax and Inflation. The concept and measurement of return-realized and expected return. Ex-ante and ex-post returns. The concept of risk. Sources and types of risk.


Suggested Books:
2. Zvi Bodie, Alex Kane, Marcus.A.J, Pitabas Mohanty, — Investments, TMH, 8th Ed.
3. Prasanna Chandra, — Investment Analysis and Portfolio Management, TMH, 3rd Ed.
11. S. Kevin, — Analysis and Portfolio Management, PHI.
MB 904.2 (M): Product and Brand Management

Subject code: 9.4.2  
No. of Credits: 4

Objective: The objective of the course is to make the learners' adept in concepts of Product, New Product Development and Testing; also it provides an insight into fundamentals of branding.

Unit - I:
Product, Product Levels, Product Hierarchy, and Product Classification, Product Mix, Product line, Product Modification and Deletion. Product Strategy and Planning

Unit - II:

Unit - III:

Unit - IV:

Suggested Books:
5. Sridhar J Murthy and Gary L Lilien, —Marketing Models||, 2006, PHI.
7. Chunnawala, —Compendium of Brand Management||, 2008, HPH.
MB 904.3 (HR): Compensation Management

Subject code: 9.4.3  No. of Credits: 4
MB 904 ENTERPRISE RESOURCE PLANNING

Subject code: 9.4.4  
No. of Credits: 4

Unit-I

Introduction to ERP- Foundation for Understanding ERP systems-Business benefits of ERP-The challenges of implementing ERP system-ERP modules and Historical Development.

Unit-II

ERP system options & Selection methods-Measurement of project Impact-Information Technology

Selection- ERP proposal evaluation- Project Evaluation Technique.

Unit-III

ERP system Installation Options- IS/IT Management results-Risk Identification analysis-System Projects- Demonstration of the system-Failure method-system Architecture & ERP

Unit-IV


Reference:

- David L.Olson “ Managerial Issues in ERP systems” TMH 2012.
- Jagan Nathan Vaman “ERP Strategies for Steering Organizational competence and competitive
- Advantage” TMH, 2012.
DS ELECTIVE- II
MB 905 INTERNATIONAL FINANCE (F)

Subject code: 9.5.1
No. of Credits: 4

Objective: The course objective is to understand the international financial system, various theories and models for foreign direct investments.

Unit - I: International Financial System:


Unit - II: Foreign Exchange Market and International Parity Relationships:
Participants in foreign exchange market, structure of foreign exchange market in India; quotes in spot market and forward market, Cross Rates , Currency Arbitrage, triangular arbitrage; Parity Conditions- Purchasing Power Parity, Interest Rate Parity, International Fisher Effect, Unbiased Forward Rate Theory.

Unit - III: Modern Theories of Exchange rate determination:

Unit - IV: Multinational Cash Management:

Suggested Books:
DS ELECTIVE- II
MB 905 PROMOTION AND DISTRIBUTION MANAGEMENT(M)

Subject code: 9.5.2  No. of Credits: 4

Objective: The objective of the course is to make the learners’ adept the concepts of Promotion and distribution with various types of media, personal selling and promotion.

Unit-I: Marketing Communications, Developing Integrated Marketing Communications

Unit – II: Personal Selling:
Role of personal selling in IMC programme. Integration of personal selling with other promotional tools. Personal selling process and approaches. Evaluating, motivating and controlling sales force effort.

Unit – III: Sales Promotion and Support media:
Sales Promotion - objectives, consumer and trade oriented sales promotion. Developing and operating sales promotion for consumers & trade: Sales promotion tools: off - shelf offers, price promotions, premium promotions, prize promotions. Coordinating Sales promotions and advertisement. Support media – Elements of Support media and their role. Direct marketing, the internet & Interactive Marketing, publicity and public relations. Monitoring, evaluating & controlling promotion programme.

Unit – IV: Distribution Management:

Suggested Books:
DS ELECTIVE- II
MB 905 ORGANIZATION DEVELOPMENT (HR)

Subject code: 9.5.3
No. of Credits: 4

Objective: The objective of this course is to impart knowledge about OD interventions for individual, team and organizational development.

Unit – I: General Introduction and Foundations of OD:
Overview of the field of OD-Definitions of OD-A short history of OD and its evolution-Growth and relevance of OD-Characteristics of OD-Values, assumptions, and beliefs in OD.

Unit – II: Foundations of OD:
Models and Theories of Planned Change-(a) Lewin’s Change Model (b) Burke–Litwin Model (c) General Model of Planned Change-Systems theory-Participation and Empowerment-Teams and Team work-Parallel learning structures-A „normative-reductive“ strategy of changing-Applied behavioral Science-Action Research as a process and as an approach.

Unit—III: Managing the OD Process:

Unit—IV: Human Process Interventions:

Suggested Books:
DS ELECTIVE- II
MB 905 DATABASE SYSTEMS (SYS)

Subject code: 9.5. 4  No. of Credits: 3

Unit– I: Database Concepts and Modeling:

Introduction & overview – Client/Server Technology: 3 Tier architecture, data modeling, hierarchical, network, object oriented, Introduction to distributed databases. Relational Data structure: tuple, attributes, set; relational algebra operators, entity relationship diagrams, design of E-R Schema, E-R Schema to tables.

Unit– II: Relational Languages and Relational Database:

Functional dependence: normal forms, integrity constraints, domain, referential integrity, Codd’s rules. Elementary operations, set operations, aggregate functions, null values, nested sub queries, derived relations, views, joined relations, DDL, embedded SQL, QBE, QUEL.

Unit– III: Transaction Processing:

Transaction concepts, states, atomicity, durability, Serializability, isolation, transaction definition in SQL, concurrency control, locking, deadlock, handling, recovery systems, log based shadow paging.

Unit– IV: Distributed and Special Database:


Suggested Books:


4. Page, Jr. Special edition Using Oracle 8/8i, Prentice Hall-


DS ELECTIVE-II
MB 905 TUTORIALS Practicals in Database Environment (SYS)

Subject code: 9.5. 4.1 No. of Credits: 2

1. Creating Tables & Applying All Constraints
2. Inserting Data into Tables
3. Updating Tables
4. Alias Table
5. Deleting Data From Table
6. Drop Table
7. Working with All SQL Queries using functions (Number, string functions etc.)
8. Working with sub queries
9. Working with Joins
10. Creating Views
11. Creating Objects (i.e. Cluster, Synonyms, Indexes etc.)
12. Writing PL/SQL programs
13. Creation of Cursors
15. Creation of Procedures.
16. Creation of Triggers
17. Generation of SQL report
18. Creating forms and working with different objects.
19. Graphics
20. Reports.
Objective: The objective of the course is to enable the learners to comprehend with different business strategies and also to enable them with strategic orientation required in conducting the business.

Unit I:

Unit II:

Unit III:

Unit IV:

Suggested Books:
MB 1002 SUPPLY CHAIN MANAGEMENT

Subject code: 10.2  
No. of Credits: 4

Objective: The objective of the course is to enable the learners to comprehend with basics of supply chain management, logistics, and networks in any business.

Unit - I:

i. Introduction to Supply Chain Management-Concept, Objectives and function of SCM, conceptual framework of SCM, supply chain strategy- collaboration, demand flow, Customer Service, Technology integration, Problems of complexity confronting SCs.

ii. Demand Planning, Forecasting, Aggregate planning, Managing Predictable Variability, Bullwhip effect

iii. Global Supply Chain Management, Reverse Supply Chain, Value chain and value delivery systems for SCM, The role of Modelling.

Unit - II:

i. Logistics Management, Inbound and Outbound Logistics in SCM, development of integrated logistics strategy, Logistics in Maximizing profitability and cash flow, 3PL, 4PL, International Logistics, Reverse Logistics.

ii. Sourcing of material, Global sourcing–issues and Problems. e-Procurement, Group Purchasing, Reverse Auctions.

iii. Inventory Management in Supply chain-Role and importance of inventory in SC, Inventory policies, inventory as an element of customer service, JIT, VMI, Outsourcing, Factors influencing the decision making process of outsourcer.

Unit - III:

i. Transportation in SC, Modes of Transportation, Fleet Management, multi model transport, Containerisation, Vehicle Scheduling and routing, Milk run and cross docking.

ii. Warehousing- types of warehouses, warehousing operations, Warehouse automation, Warehouse management systems. Third party and value added warehousing, Role and importance of Handling systems, Selection of Handling systems. Equipment Warehousing, Strategic relationships in–logistics, Handling systems, PPP environment,

Unit - IV:


Suggested Books:

5. Leenders, Michiel R and others, “Purchasing and Supply Chain Management”, 2010, TMH.
MB 1003 ENTREPRENEURSHIP DEVELOPMENT

Subject code: 10.3 \hspace{1cm} No. of Credits: 4

Objective: The objective of this course is to provide knowledge of becoming entrepreneur through entrepreneurship concept, types, programs and institutions.

Unit – I: Entrepreneur and Entrepreneurship:

Unit – II: Factors Affecting Entrepreneurial Growth:
Economic and Non-Economic Factors- Government Actions; Entrepreneurial Motivation; Entrepreneurial Competencies; Entrepreneurial Mobility; and Entrepreneurship Development Programmes(EDPs)-Need for, Objectives, Course contents and curriculum, phases, evaluation of EDPs.

Unit – III: Small Enterprises:

Unit – IV: Institutional Finance to Entrepreneurs:
Commercial Banks–Other Major Financial Institutions such as IDBI, IFCI, IIBI, LIC, UTI, NABARD, SFCs, SIDCs, SIDBI, and EXIM Bank; Need for Institutional support to Entrepreneurs–Role of NSIC, SSIB, SSICs, MSMEDI, DICs, Industrial Estates, Specialized Institutions, and TCOs, Microfinance institutions. Venture Capital: Venture Capital Financing Concept and features, Need, relevance and development of venture capital funds. Structure and regulatory framework of venture capital financing in India. Investment process and evaluation – Conventional valuation method, the first Chicago method, Revenue multiplier method. Structuring venture capital financing. Investments nurturing methodologies – valuation of venture capital portfolio. Performance of TDICI and other Venture Capital Firms in India. Exit Strategies of venture capital financing. Policy imperatives of VCF development in India. Role of private equity.

Suggested Books:
Objective: The objective of this course is to provide knowledge of types of risk, measurement of risk and techniques for investment decision making.

Unit – I: Introduction to Risk Management:

Unit – II: Measurement and Management of Risk:
Value at risk (VaR): The concept, computation, stresses testing, back testing.
Cash flow at risk (CaR): VaR and CaR to make investment decisions. Managing risk when risk is measured by VaR or CaR Non-Insurance methods of Risk Management-Risk Avoidance, Loss Control, Risk Retention and Risk Transfer.Asset-Liability Management (ALM), Management of interest rate risk, liquidity risk, credit risk and exchange rate risk.

Unit – III: Techniques and Tools of Risk Management: Forward contracts and Futures contracts. The concept of Derivatives and types of Derivatives. The role of Derivative securities to manage risk and to exploit opportunities to enhance returns. Individuals, speculators, hedgers, arbitrageurs and other participants in Derivatives Market.

Futures contracts: Definition. Clearing house, margin requirements, marking to the market. Basis and convergence of future price to spot price. Valuation of Futures contract. Differences between forward contracts and futures contracts. Risk management with Futures contracts—the hedge ratio and the portfolio approach to a risk–minimizing hedge.


Suggested Books:
DS ELECTIVE-III- MB 1004 CONSUMER BEHAVIOUR (M)

Subject code: 10.4.2  No. of Credits: 4

The course objective is to impart the skills in students for understanding the consumer behavior in business decisions.

Unit – I:

Unit – II:
Learning principles and their marketing implications: Concepts of conditioning, important aspects of information processing theory; encoding and information Retention, Retrieval of information, Splitbrain Theory.

Unit – III:
Social and cultural settings: Culture, Sub-culture and Cross culture and Cross cultural marketing practices. Family Life Cycle-1, 2, 3 and reference groups – Personality, Life Style Influences.

Unit – IV:

Suggested Books:
2. Loudon and Della Bitta, “Consumer Behavior”, 2004, TMH.
5. Suja R. Nair, “Consumer Behaviour in Indian perspective”, 2010, HPH.
DS ELECTIVE-III- MB 1004 PERFORMANCE MANAGEMENT

Subject code: 10.4.3 No. of Credits: 4

Objective: The objective of this course is to explain the intricacies of performance management, various tools and models for HR decisions.

Unit – I: Introduction:

Unit – II: Performance Appraisal:

Unit – III: Performance Bench marking,

Unit – IV: Competency mapping and Pay Plans:

Unit – V: Performance Metrics and Models:

Suggested Books:
DS ELECTIVE-III- MB 1004  E- COMMERCE (SYS)
Subject code: 10.4.4 No. of Credits: 4

Unit– I: E-Commerce Overview:


Unit– II: E-Commerce Infrastructure:


Unit– III: Online Marketing and Supply Chain Management:


Unit– IV: Online Services:

Online Financial Services- Online Banking & Brokerage, Online Insurance Services- Online Real estate services-Online Travel Services-Online Hospitality Services-Online Recruitment Services- Online Publishing Services–Online Entertainment–E-Learning.

Mobile Commerce:


References:
DS ELECTIVE-IV- MB 1005 FINANCIAL SYSTEMS AND SERVICES (F)
Subject code: 10.5.1 No. of Credits: 4

Objective: The objective of this course is to provide information about various financial services and systems.

Unit – I:
Financial Services concept and meaning–Financial system–Growing importance of financial services in financial system–Classification–Traditional and Modern view–Fund based and non fund based services–Financial engineering–Need for innovation–New financial products and services–An overview of Indian financial services sector scenario.

Unit – II:

Unit – III:

Unit – IV:

Suggested Books:
DS ELECTIVE-IV- MB 1005 SERVICES MARKETING (M)

Subject code: 10.5.2 No. of Credits: 4

Objective: The objective of this course is to give student a complete exposure to all aspects of service, design, standards, delivering and performing service.

Unit – I: Service:

Unit – II: Service marketing Mix:

Unit – III: Strategies for Marketing:
Overview, strategies for dealing with intangibility, inventory, inconsistency and inseparability. Building customer Relationship through Segmentation and retention strategies. Service


Suggested Books:
**DS ELECTIVE-IV- MB 1005 LABOUR LAWS AND EMPLOYEE RELATIONS (HR)**

Subject code: 10.5.3  
No. of Credits: 4

**Objective:** The objective of this course is to provide information about labour laws, various acts and industrial relations; it’s relevance in HR decisions.

**Unit – I:**

**Unit – II:**

**Unit – III:**

**Unit – IV:**

Industrial Relations–basic concept and philosophy of industrial relations–evolution and growth of industrial relation in India–factor influencing industrial relations in India–Industrial relations to Employee Relations–differences in perspectives–employee relations at work place–culture and employee relations–future of employee relations industrial conflict–types and causes of industrial disputes–machinery for the prevention and settlement of industrial disputes.

**Suggested Books:**
DS ELECTIVE-IV- MB 1005 ADVANCED EXCEL (SYS) & LAB

Subject code: 10.5.4  No. of Credits: 4

Unit I: Introduction to MS Excel and Understanding Basic Working with it:

- Introduction to MS Excel, Quick Review on MS Excel Options, Ribbon, Worksheets and Toolbar
- Saving Excel File as CSV, Macro Enable Sheet, PDF and Older Versions
- Using Excel Shortcuts
- Copy, Cut, Paste, Hide, Unhide, Delete and Link the Data in Rows, Columns and Sheets
- Using Paste Special Options
- Formatting Cells, Rows, Columns and Sheets
- Protecting & Unprotecting Cells, Rows, Columns and Sheets with or without Password
- Page Layout, Themes, Background and Printer Properties
- Inserting Pictures, Hyperlinks, Header/Footers, Shapes and Other Objects in Worksheets

Unit II: Working with Formulas/Functions 1

- Lookup and Reference Functions: VLOOKUP, HLOOKUP, INDEX, ADDRESS, MATCH, OFFSET, TRANSPOSE etc
- Logical Function: IF / ELSE, AND, OR, NOT, TRUE, NESTED IF/ELSE etc
- Database Functions: DGET, DMAX, DMIN, DPRODUCT, DSTDEV, DSTDEVP, DSUM, DVAR, DVARP etc
- Date and Time Functions: DATE, DATEVALUE, DAY, DAY360, SECOND, MINUTES, HOURS, NOW, TODAY, MONTH, YEAR, YEARFRAC, TIME, WEEKDAY, WORKDAY etc

Unit III: Working with Formulas/Functions 2

- Information Functions: CELL, ERROR.TYPE, INFO, ISBLANK, ISERR, ISERROR, ISEVEN, ISLOGICAL, ISNA, ISNONTEXT, ISNUMBER, ISREF, ISTEXT, TYPE etc
- Math and Trigonometry Functions: RAND, ROUND, CEILING, FLOOR, INT, LCM, MOD, EVEN, SUMIF, SUMIFS etc
- Statistical Functions: AVEDEV, AVERAGE, AVERAGEA, AVERAGEIF, COUNT, COUNTA, COUNTBLANK, COUNTIF, FORECAST, MAX, MAXA, MIN, MINA, STDEVA etc
- Text Functions: LEFT, RIGHT, TEXT, TRIM, MID, LOWER, UPPER, PROPER, REPLACE, REPT, FIND, SEARCH, SUBSTITUTE, TRIM, TRUNC, CONVERT, CONCATENATE, DOLLAR etc

Unit IV:

Conditional Formatting

- Using Conditional Formatting
• Using Conditional Formatting with Multiple Cell Rules
• Using Color Scales and Icon Sets in Conditional Formatting
• Creating New Rules and Managing Existing Rules

Data Sorting and Filtering

• Sorting Data by Values, Colors, etc
• Using Filters to Sort Data
• Advance Filtering Options

PivotTables

• Creating Pivot Tables
• Using Pivot Table Options
• Changing and Updating Data Range
• Formatting Pivot Table and Making Dynamic Pivot Tables

PivotCharts

• Creating Pivot Charts
• Types of Pivot Charts and Their Usage
• Formatting Pivot Charts and Making Dynamic Pivot Charts

VBAMacro

• Introduction to VBA Macro
• Recording Macro & Understanding Code Behind
• Editing, Writing VBA Code and Saving as Macro or AddIn
• Adding AddIns in Excel

Suggested Books:

1. John Walkenbach, “Excel 2013 Formulas” 1/e, Wiley
5. Paul Cornell, “Accessing & Analyzing DATA with MS-EXCEL”.
Advanced Excel Lab

1. Exercises on Lookup and Reference Functions, Logical Function, Database Functions, Date and Time Functions
2. Exercises on Information Functions, Math and Trigonometry Functions, Statistical Functions, Text Functions.
3. Exercises on Conditional Formatting
4. Exercises on Data Sorting and Filtering
5. Exercises on Pivot Tables
6. Exercises on Pivot Charts
7. Exercises on VBA Macro

Suggested Books:

1. John Walkenbach, “Excel 2013 Formulas” 1/e, Wiley
5. Paul Cornell, “Accessing & Analyzing DATA with MS-EXCEL”.