

**ACADEMIC REGULATIONS,  
COURSE STRUCTURE  
AND DETAILED SYLLABUS**

**Master of Business Administration**

**FOR  
MBA TWO YEAR PG COURSE  
(Applicable for the batch admitted from 2016-17)**



**ANURAG Engineering College  
Autonomous**

(Accredited by NBA, Approved By A.I.C.T.E., New Delhi, Affiliated to JNTU, Hyderabad)  
Ananthagiri(V&M), Suryapet(Dist.), T.S.

## **ACADEMIC REGULATIONS R16**

MBA Regular Two Year Post Graduate Program for the batches admitted from the academic year 2016-17 onwards.

For pursuing two year degree program in Master of Business Administration (MBA) offered by Anurag Engineering College on Autonomous status & herein after referred to as Anurag Engineering College

### **R 16 – ACADEMIC REGULATIONS CBCS FOR MBA REGULAR DEGREE PROGRAMME**

Applicable for the students of Master of Business Administration MBA Regular programme from the Academic Year **2016-17** 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 candidates 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. However, he is permitted to write the examinations for two more years after four academic years of course work, failing which he shall forfeit his seat in MBA programme.

2.2 The student shall register for all 88 credits and secure all 88 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 Semester End Examinations of the 'PRECEDING SEMESTER'. (SEE)
- 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 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 aggregate for theory and laboratory etc. is 75% including the days of attendance in sports, games, and 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 his attendance is less than 75% in aggregate.
- 4.2 Condonation of shortage of attendance up to 10% (65% and above and below 75%) in each semester shall be granted by the College Academic Council.
- 4.3 Shortage of Attendance below 65% shall in NO case be condoned and he/she will be detained.
- 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 fee shall be payable towards condonation of shortage of attendance.

4.6 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 into the same class.

## **5 EVALUATION :**

5.1 The performance of a student in each semester shall be evaluated subject –wise with a maximum of 100 marks for theory and 100 marks for practical subject. In addition, Industry Oriented Mini-Projects, Business Best Practices Report, Entrepreneurship Seminar, Project Seminar I & II shall be evaluated for 50, 50, 50, 50, 25 and 75 external marks respectively.

5.2 For the theory subjects 75 marks shall be awarded based on the performance in The end examination, 25 marks shall be awarded based on the internal evaluation. Internal evaluation shall be made based on the average of the marks secured in the Two mid-term examinations of instruction.

The pattern of Mid-Term examination is PART – A as compulsory question Consisting of 5 sub-questions carrying 2 marks each, and PART – B with 3 Questions to be answered out of 5 questions, each question carry 5 marks

5.3 The Semester End Examination will be conducted for 75 marks. It consists of two Parts. 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 on the basis of internal choice from each unit.

5.4 Computer Applications for Business (CAB): *The practical subject CAB, shall be evaluated for 100 marks. Out of 100 marks, 25 marks for internal evaluation during the semester and 75 marks for end semester exam. The end examination shall be conducted for 75 marks with an external examiner and the laboratory teacher. The external examiner shall be appointed from the panel of examiners by the Principal.*

5.5 A candidate shall be deemed to have secured the minimum academic requirements in a subject if he/she secures a minimum of 40% of marks in the end examination and a minimum aggregate of 50% of the total marks in the end-semester examination and internal evaluation taken together.

5.6 There shall be four seminar presentations each on IAR, BBP, SSE and a project seminar during MBA program. For seminar, a student under the supervision of a faculty member, shall collect the literature on a topic and critically review the literature and submit it to the department in a report form and shall make an oral presentation before the Departmental Academic Committee consisting of Head of the Department, Supervisor and one other senior faculty member of the department.

- 5.7 Industry Analysis Report (IAR): *An industry-oriented mini-project to be taken up during the I year II semester and report should be submitted by the end of the semester. This project has to include all the Marketing, HR and Finance areas, GDP Contributions, SWOT, PESTEL, etc. of the selected companies of an industry being studied. The report shall be submitted and presented before the committee, which shall be evaluated for 50 marks. The committee consists of Head of the Department, the supervisor of the IAR and a senior faculty member of the department. A candidate has to secure a minimum of 50% to be declared as passed. There shall be no external examination for IAR.*
- 5.8 Business Best Practices (BBP): A business-oriented mini-project should be taken up during the III semester and the report should be submitted by the end of the semester. This project has to include any best practices implemented by selected companies of an industry. The report shall be submitted and presented before the committee, which shall be evaluated for 50 marks. The committee consists of Head of the Department, the supervisor of the BBP and a senior faculty member of the department. A candidate has to secure a minimum of 50% to be declared as passed. There shall be no external examination for BBP.
- 5.9 Success Story of an Entrepreneur (SSE): There shall be a seminar presentation in IV semester on Success Story of an Entrepreneur. The seminar shall be evaluated by the Seminar Review Committee consisting of the Head of the Department, Seminar Supervisor and a senior faculty member. The seminars shall be evaluated for 50 marks each. A candidate has to secure a minimum of 50% to be declared as passed. There shall be no external examination for the SSE.
- 5.10 There shall be a Comprehensive Viva-Voce in II year II Semester. The Comprehensive Viva-Voce is intended to assess the students' understanding of various subjects he has studied during the MBA course of study. The Head of the Department shall be associated with the conduct of the Comprehensive Viva-Voce through a Committee. The Committee consisting of Head of the Department, one senior faculty member and an external examiner. The external examiner shall be appointed by the Principal from the panel of 3 examiners recommended by Chairman, Board of Studies in respective Branches. 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.
- 5.11 In case the candidate does not secure the minimum academic requirement in any subject (as specified in 5.5) he has to reappear for the Semester End Examination in that subject.
- 5.12 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 when offered. In such a case, the candidate must re-register for the subjects and secure the required minimum attendance. The candidate's attendance in the re-registered subject(s) shall be calculated separately to decide upon his eligibility for writing the Semester End Examination in those subjects. In the event of the student taking another chance, his Continuous Internal Evaluation

(internal) marks and Semester End Examination marks obtained in the previous attempt stands cancelled.

5.13 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.

## **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/Practical, 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 6 above, and a corresponding Letter Grade shall be given.

6.2 As a measure of the student's performance, a 10-point Absolute Grading System using the following Letter Grades (UGC Guidelines) and corresponding percentage of marks shall be followed:

| % of Marks Secured (Class Intervals)                          | Letter Grade (UGC Guidelines)     | Grade Points |
|---|-----------------------------------|--------------|
| 80% and above<br>( $\geq 80\%$ , $\leq 100\%$ )               | O (Outstanding)                   | 10           |
| Below 80% but not less than 70%<br>( $\geq 70\%$ , $< 80\%$ ) | <b>A<sup>+</sup></b> ( Excellent) | 9            |
| Below 70% but not less than 60%<br>( $\geq 60\%$ , $< 70\%$ ) | <b>A</b> ( Very Good)             | 8            |
| Below 60% but not less than 55%<br>( $\geq 55\%$ , $< 60\%$ ) | <b>B<sup>+</sup></b> (Good)       | 7            |
| Below 55% but not less than 50%<br>( $\geq 50\%$ , $< 55\%$ ) | <b>B</b> ( Above Average)         | 6            |
| Below 50%<br>( $< 50\%$ )                                     | F (Fail)                          | 0            |
| Absent  | Ab                                | 0            |

6.3 A student obtaining F Grade in any Subject shall be considered 'failed' and is be required to reappear as 'Supplementary Candidate' in the Semester End Examination (SEE), as and when offered. In such cases, his Internal Marks (CIE Marks) in those Subjects will remain the same as those he obtained earlier.

6.4A 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 offered.

6.5A Letter Grade does not imply any specific Marks percentage and it will be the range of marks percentage.

6.6 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'.

6.7A 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**

6.8 The Student passes the Subject/ Course only when he **gets  $GP \geq 6$  (B Grade or above)**.

6.9 The Semester Grade Point Average (SGPA) is calculated by dividing the Sum of Credit Points ( $\Sigma CP$ ) secured from ALL Subjects/ Courses registered in a Semester, by the Total Number of Credits registered during that Semester. SGPA is rounded off to TWO Decimal Places. SGPA is thus computed as

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

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 i<sup>th</sup> Subject, and G represents the Grade Points (GP) corresponding to the Letter Grade awarded for that i<sup>th</sup> Subject.

6.10 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

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

**(i.e., up to 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 1<sup>st</sup> 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 then. Of Credits allotted to the jet Subject, and G represents the Grade Points (GP) corresponding to the Letter Grade awarded for that jet 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.

- 6.11 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 PROJECT/DISSERTATION 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 up to 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 before the PRC (Pre-submission seminar). It is internally evaluated for 50 marks. The candidate has to secure minimum of 50% marks to be declared successful.
- 7.7 For Project Evaluation (Viva Voce) there is an internal marks of 40, the evaluation should be done by the PRC for 25 marks and Supervisor will evaluate for 15 marks. The Supervisor and PRC will examine the Problem



Definition, Objectives, Scope of Work, and Literature Survey in the same domain.

- 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 favorable, the candidate shall revise and resubmit the Dissertation. If the report of the examiner is unfavorable again, the dissertation shall be summarily rejected.
- 7.10 If the report of the examiner is favorable, 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) there is an external mark of 60 and the same evaluated by the External examiner appointed by the Institution. The candidate has to secure minimum of 50 marks out of 100 marks in the Project Evaluation (Viva-Voce) examination.
- 7.12 If he fails to fulfill as specified in 7.11, 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 head of 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 88 Credits (with CGPA  $\geq 6.0$ ), 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:

| <b>Class Awarded</b>         | <b>CGPA</b>                    |
|------------------------------|--------------------------------|
| First Class with Distinction | $\geq 7.75$                    |
| 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/Institution 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 withheld in such cases.

## 10. **TRANSITORY REGULATIONS**

- 10.1 If any candidate is detained due to shortage of attendance in one or more subjects, they are eligible for re-registration to maximum of two earlier or equivalent subjects at a time as and when offered.
- 10.2 The candidate who fails in any subject will be given two chances to pass the same subject; otherwise, he has to identify an equivalent subject as per R16 Academic Regulations.

## 11 **GENERAL**

- a. **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.
- b. **Credit Point:** It is the product of grade point and number of credits for a course.
- c. Wherever the words "he", "him", "his", occur in the regulations, they include "she", "her".
- d. The academic regulation should be read as a whole for the purpose of any interpretation.
- e. In the case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Academic Council is final.
- f. 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.
- g. For offering any elective the minimum number of students required is not less than "9" (or) not less than 15% of total intake.

## 12 Malpractices rules disciplinary action for / improper conduct in examinations

|           | <b>Nature of Malpractices/Improper conduct</b>   | <b>Punishment</b>   |
|-----------|--|---|
|           | If the candidate   |   |
| 1.<br>(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 |

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|    |  | 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 mischief which result in damage to or destruction of property in the examination hall or any part of the college campus or engages | 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.  |

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|     | 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.                          |  |
| 7.  | Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.   | 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. |
| 8.  | Possesses any lethal weapon or firearm in 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. The candidate is also debarred and forfeits the seat.  |
| 9.  | 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. | 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.<br>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.                     |
| 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  |

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|     |   | 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. |  |

### III SEMESTER

In the III Semester , first three core courses are compulsory to all the students and four, five and six are core elective offered . Under core elective three different streams of specialization are offered such as Marketing, HRM and Finance .under each specialization students are free/ open to opt any one of the three specializations offered. If student opts for finance specialization, he has to study all three courses of finance only in III Semester. The same is the case with HRM and MARKETING. This type of elective system is imposed keeping in mind the Industry / Bank / Private sector/ Public sector expectations for the recruitment and selection process.

### IV SEMESTER

In the IV Semester, first one core course is compulsory to all the students. The students are supposed to study 2, 3 and 4 as elective courses. Under core elective three different streams of specialization are offered such as Marketing, HRM and Finance .under each specialization students are free/ open to opt any one of the three specializations offered. If student opts for finance specialization, he has to study all three courses of finance only in IV Semester. The same is the case with HRM and MARKETING. This type of elective system is imposed keeping in mind the Industry / Bank / Private sector/ Public sector expectations for the recruitment and selection process.

**Total Credits=88 (72 credits for 24 theory subjects + 16 Credits for 1 practical, 6 seminars, main project and comprehensive viva ) Total Marks = 2900**

### **MBA PROGRAM EDUCATIONAL OBJECTIVES (PEO's):**

1. To teach the fundamentals of the key elements of a business organization.
2. To provide a critical perspective on theoretical knowledge and practical approach to various functional areas of management and decision making.
3. To develop analytical skills to identify the link between the management practices in the functional areas of an organization and business environment.
4. To establish and realize a creative research culture among the student community.
5. To provide insights on latest technology, business communication, management concepts and to build team work and leadership skills within them.
6. To inculcate the habit of inquisitiveness and creativeness aimed at self-actualization and realization of ethical practices.

### **PROGRAM OUTCOMES (PO's)**

On completion of this course, the graduate should be able:

- a. To have the knowledge on various concepts of business management and approaches.
- b. To understand and analyze the interconnections between the development of key functional areas of business organization and the management thought process.
- c. To recognize and adapt to the opportunities available and face the challenges in the national and global business environments.
- d. To possess analytical skills to carry out research in the field of management.
- e. To acquire team management skills and to become a competent leader, who possesses complex and integrated real world skills?
- f. To be ethically conscious and socially responsible managers, capable of contributing to the development of the nation and quality of life.

## MBA COURSE STRUCTURE (R16)

Th: Theory T: Tutorial, P: Practical C: Credits

### I YEAR I SEMESTER

| Code                           | Subject                              | Approach                     | Th        | T/P      | C         | MARKS      |            |
|--------------------------------|--------------------------------------|------------------------------|-----------|----------|-----------|------------|------------|
|                                |                                      |                              |           |          |           | INT        | EXT        |
| A91001                         | Management & Organizational Behavior | Overview and Cases           | 4         | 1        | 3         | 25         | 75         |
| A91002                         | Business Environment                 | Overview and Cases           | 4         | 1        | 3         | 25         | 75         |
| A91003                         | Financial Accounting & Analysis      | Overview & Problem Solving   | 4         | 1        | 3         | 25         | 75         |
| A91004                         | Managerial Economics                 | Overview and Cases           | 4         | 1        | 3         | 25         | 75         |
| A91005                         | Statistics For Management            | Overview and Problem Solving | 4         | 1        | 3         | 25         | 75         |
| A91006                         | Business Communication               | Overview and Cases           | 4         | 1        | 3         | 25         | 75         |
| A91007                         | Computer Applications in Business    | MS Office (Lab)              | 0         | 3        | 2         | 25         | 75         |
| <b>OPEN ELECTIVE –I</b>        |                                      | Theory                       | 4         | 0        | 3         | 25         | 75         |
| A91008                         | Cross Cultural Management            |                              |           |          |           |            |            |
| A91009                         | WTO & IPR                            |                              |           |          |           |            |            |
| A91010                         | Total Quality Management             |                              |           |          |           |            |            |
| A91011                         | Project Management                   |                              |           |          |           |            |            |
| <b>TOTAL</b>                   |                                      |                              | <b>28</b> | <b>9</b> | <b>23</b> | <b>200</b> | <b>600</b> |
| <b>TOTAL CREDITS AND MARKS</b> |                                      |                              |           |          | <b>23</b> | <b>800</b> |            |



**I YEAR II SEMESTER**

| Code                             | Subject   | Approach  | Th        | T/P       | C         | MARKS      |            |
|----------------------------------|---|---|-----------|-----------|-----------|------------|------------|
|                                  |   |   |           |           |           | INT        | EXT        |
| A92001                           | Human Resource Management                                       | Overview and Cases  | 4         | 1         | 3         | 25         | 75         |
| A92002                           | Quantitative Analysis for Business Decision                     | Overview and Problem Solving  | 4         | 1         | 3         | 25         | 75         |
| A92003                           | Financial Management  | Overview & Problem Solving  | 4         | 1         | 3         | 25         | 75         |
| A92004                           | Marketing Management  | Overview and Cases  | 4         | 1         | 3         | 25         | 75         |
| A92005                           | Business Ethics & Corporate Governance                          | Overview and Cases  | 4         | 1         | 3         | 25         | 75         |
| A92006                           | Management Information System                                   | Overview and Cases  | 4         | 1         | 3         | 25         | 75         |
| A92007                           | <b>Open Elective-II</b><br>Banking, Insurance & Risk Management | Overview and Cases  | 4         | 1         | 3         | 25         | 75         |
| A92008                           | Foreign Trade   |   |           |           |           |            |            |
| A92009                           | Logistics & Supply Chain Management                             |   |           |           |           |            |            |
| A92010                           | MSME Management   |   |           |           |           |            |            |
| A92201                           | Industry Analysis Report - <b>Seminar</b>                       | Using CMIE Prowess Database / Annual Reports of Companies, Industry SWOT, PEST and contribution to various areas like GDP etc. & MS-Excel and working in any organization during summer | 0         | 3         | 2         | 50         |            |
| <b>TOTAL</b>                     |   |   | <b>28</b> | <b>10</b> | <b>23</b> | <b>225</b> | <b>525</b> |
| <b>TOTAL CREDITS &amp; MARKS</b> |   |   |           |           | <b>23</b> | <b>750</b> |            |

## II YEAR I SEMISTER

| Code                           | Subject                                  | Approach                               | Th        | T/P      | C         | MARKS      |            |
|--------------------------------|--|--|-----------|----------|-----------|------------|------------|
|                                |  |  |           |          |           | Internal   | External   |
| A93001                         | Production & Operations Management       | Overview and Cases                     | 4         | 1        | 3         | 25         | 75         |
| A93002                         | Strategic Management                     | Overview and Cases                     | 4         | 1        | 3         | 25         | 75         |
| A93003                         | Research Methodology                     | Overview and Applications              | 4         | 1        | 3         | 25         | 75         |
| Core Elective                  | Elective 1                               | Overview and Cases                     | 4         | 1        | 3         | 25         | 75         |
| Core Elective                  | Elective 2                               | Overview and Cases                     | 4         | 1        | 3         | 25         | 75         |
| Core Elective                  | Elective 3                               | Overview and Cases                     | 4         | 1        | 3         | 25         | 75         |
| A93201                         | Business Best Practices – <b>Seminar</b> | Internet & Interaction with Executives |           | 3        | 2         | 50         |            |
| <b>TOTAL</b>                   |  |  | <b>24</b> | <b>9</b> | <b>20</b> | <b>200</b> | <b>450</b> |
| <b>TOTAL CREDITS AND MARKS</b> |  |  |           |          | <b>20</b> | <b>650</b> |            |

## II YEAR II SEMISTER

| Code                             | Subject  | Approach           | Th        | T/P      | C         | MARKS      |            |
|----------------------------------|--|--------------------|-----------|----------|-----------|------------|------------|
|                                  |  |                    |           |          |           | INT        | EXT        |
| A94001                           | Entrepreneurship Concepts and Cases              | Overview and Cases | 4         | 1        | 3         | 25         | 75         |
| Core Elective                    | Elective 4                                       | Overview and Cases | 4         | 1        | 3         | 25         | 75         |
| Core Elective                    | Elective 5                                       | Overview and Cases | 4         | 1        | 3         | 25         | 75         |
| Core Elective                    | Elective 6                                       | Overview and Cases | 4         | 1        | 3         | 25         | 75         |
| A94201                           | Success Stories of Entrepreneurs- <b>Seminar</b> | Field Visit        |           | 3        | 2         | 50         |            |
| <b>Main Project Work</b>         |  |                    |           |          |           |            |            |
| A94202                           | <b>Stage-I</b> :Pre Submission Project & Viva    |                    |           |          | 2         | 50         |            |
| A94203                           | <b>Stage-II</b> : Final Project Report & Viva    |                    |           |          | 4         | 40         | 60         |
| A94204                           | Comprehensive Viva-Voce                          |                    |           |          | 2         |            | 100        |
| <b>TOTAL</b>                     |  |                    | <b>16</b> | <b>7</b> | <b>22</b> | <b>240</b> | <b>460</b> |
| <b>TOTAL CREDITS &amp; MARKS</b> |  |                    |           |          | <b>22</b> | <b>700</b> |            |

**Core elective streams (choose any one stream subjects as core elective)**

### MARKETING ELECTIVES

| Core Electives                      | Semester            | Code     |
|-------------------------------------|---------------------|----------|
| Consumer Behavior                   | II Year I Semester  | A93004/M |
| Sales and Distribution              | II Year I Semester  | A93005/M |
| Integrated Marketing Communications | II Year I Semester  | A93006/M |
| Retailing Management                | II Year II Semester | A94002/M |
| Services Marketing                  | II Year II Semester | A94003/M |
| International Marketing             | II Year II Semester | A94004/M |

## FINANCE ELECTIVES

| <b>Core Electives</b>                        | <b>Semester</b>     | <b>Code</b> |
|--|---------------------|-------------|
| Strategic Management Accounting              | II Year I Semester  | A93004/F    |
| Security Analysis and Portfolio Management   | II Year I Semester  | A93005/F    |
| Financial Institutions, Markets & Services   | II Year I Semester  | A93006/F    |
| Strategic Investment and Financing Decisions | II Year II Semester | A94002/F    |
| International Financial Management           | II Year II Semester | A94003/F    |
| Financial Derivatives                        | II Year II Semester | A94004/F    |

## HR ELECTIVES

| <b>Core Electives</b>                   | <b>Semester</b>     | <b>Code</b> |
|---|---------------------|-------------|
| Performance Management                  | II Year I Semester  | A93004/H    |
| Training and Development                | II Year I Semester  | A93005/H    |
| Management of Industrial Relations      | II Year I Semester  | A93006/H    |
| Compensation & Reward Management        | II Year II Semester | A94002/H    |
| International Human Resource Management | II Year II Semester | A94003/H    |
| Leadership & Change Management          | II Year II Semester | A94004/H    |

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| <b>PROGRAM OUTCOMES</b> |          |          |          |          |          |
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**MBA I YEAR I SEMESTER**

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**A91001 : MANAGEMENT & ORGANIZATIONAL BEHAVIOR**

**Objective:** Through reading the text, references and discussion of cases students should be able to understand the fundamentals underlying the management of an organization.

**Unit-I History of Management:** Theories of Management-Classical, Scientific, Administrative, Behavioral, Management Sciences Theories; Systems and Contingency theory

Case1: Work Force Diversity

**Unit-II Problem solving, Decision Making and Planning:** Problem Solving and Decision making, Classification and defining the problem, set objectives, generate creative and innovative alternatives, analysis of alternatives, and selecting the most feasible plan, implement decision and control, Planning, types of plans, steps involved in planning process.

**Unit-III Organizing and controlling:** Principles of organizing, organizational design, relation between authority, power and influence; organizational functional and control systems, types of controls

**Unit-IV Organizational Behavior**—concept of OB, individual and group behavior: Importance of OB, personality theories, perception, perception and individual decision making; formation of group behavior, classification of groups, group properties, group cohesiveness, group decision-making process and types.

**Unit- V Leadership, Motivation and Organizational Structure:** Leadership theories, Power and Politics, Maslow’s need hierarchy theory, two factor theory of motivation, McGregor’s theory, ERG theory, McClelland’s needs theory, Valance Theory and other relevant theories of motivation

**References:**

1. Robert N. Lussier, Management Fundamentals–Concepts, Applications, Skill Development, Cengage Learning.
- 2 Stephen P. Robbins, Timothy: Organizational Behavior.
3. L.M. Prasad, Principles and Practices of Management, Revised Edition, Sulthan Chand Publushings
4. UdaiPareek, Sushma Khanna, Organizational Behavior, 3e, Oxford Publishing
5. Kavitha Sigh, Organizational behavior, Text and Cases, 3/e, Vikas publishing
6. Griffin & Moorhead, Organizational Behaviour, Cengage Publishing

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**MBA I YEAR I SEMESTER**

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**A91002: BUSINESS ENVIRONMENT**

**Objective:** The aim of this course is to make students understand different types of business environment and related law to help in managerial decision-making.

**Unit-I:**

**Law of Contract -1872:** Nature of Contract and Essential Elements of Valid Contract, Offer and Acceptance, Consideration, Capacity to Contract and Free Consent, Legality of Object, Unlawful and Illegal Agreements, Contingent Contracts, Performance and Discharge of Contracts, Remedies for Breach of Contract.

**Unit-II:**

**Consumer Protection Law:** Introduction to Consumer Protection Law in India, Consumer Councils, Redressal Machinery, Rights of Consumers, Consumer Awareness. Competition Law, Cyber Law Arbitration and Conciliation

**Unit-III:**

**Industrial Policy and Regulatory Structure:** Industrial Policy, Industrial Licensing Policy, Industrial Policy 1991, Small Scale Industries (SSI), Industrial Finance, Foreign Direct Investment (FDI), Recent trend and patterns.

**Case:** Tapping the Opportunities in Environment

**Case:** Gas Authority of India Limited (GAIL)

**Case:** India to allow FDI in Food Retail

**Unit-IV:**

**Banking System & Economic Policies:** Types of Banking, Functions, Organized and Unorganized Banking System, RBI, NBFCs, Innovative Instruments in Banking System. Fiscal Policy, Latest Union Budget, Reforms Undertaken, Role of Government. Monetary Policy, Basic Concepts, Monetary Policy in the 21st Century. Banking Sector Reforms.

**Case:** Indus (Budget Game)

**Case:** Prof Tom and Monetary Policy

**Unit-V:**

**Trade & EXIM Policies:** Policy Changes and Issues- Sector-wise Trade Policies, Recent Developments, GATT, WTO, Agreements and Implications. India's new EXIM policy, Legal framework, Initiatives, FEMA, Multi-National Companies.

**Case:** Water Thief

**Case:** RBI Slapped Rs. 125 Crore on Reliance Infrastructure.

**Case:** China as an Export Base

**References:**

1. Dr.Vivek Mittal, —Business Environment: Text & Casesll Excel Books, 2011.
2. Rajkumar, —International Business Environment: Text & Casesll Excel Books, 2012.
3. K. Ashwathappa, —Essentials of Business Environment: Text, Cases& Exercisesll HPH,
4. Francis Cherunilam,Business Environment: Text & Casesll HPH, 2012.
5. David W Conklin, —Cases in the Environment of Businessll Sage, 2009.
6. Misra and Puri, —Indian Economyll 30E, Himalaya Publishing, 2012.
7. K. Aswathappa, —Essentials of Business Environmentll, 11<sup>th</sup> Edition, HPH, 2011.
8. Misra and Puri, —Economic Environment of Businessll, 7<sup>th</sup> Edition, HPH, 2012.



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MBA I YEAR I SEMESTER

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### A91003: FINANCIAL ACCOUNTING AND ANALYSIS

**Objective:** The aim of Accounting is to provide the information that is needed for decision-making. The main purpose is to provide information about firm's performance to external parties

#### Unit-I:

**Introduction to Accounting and Accounting Process:** Importance, Objectives and Principles, Accounting Concepts and Conventions, The Generally Accepted Accounting Principles (GAAP), Their Implications on Accounting System; Double Entry System—recording business Transactions—Classification of Accounts—Accounting Cycle. Books of Original Record, Journal and Subsidiary Books, Ledger, Trail Balance.

#### Unit-II:

**Final Accounts:** Meaning of Financial statements, Classification of Income, Expenditure and-Receipts, Income Statement, Final Accounts with Adjustments, Ratio Analysis- Liquidity, Leverage, Solvency and Profitability ratios– Du Pont control.

#### Unit-III:

**Financial Analysis-I:** Objectives of Financial Statements, Meaning and Interpretation, Types of Financial Statements Analysis, Comparative and Common size Statement Analysis. Funds Flow and Cash Flow statements. Statement of Changes in Working Capital, Funds from Operations, Paid Cost and Unpaid costs. Distinction between Cash Profits and Book profits.

#### Unit-IV:

**Financial Analysis-II:** Analysis and Interpretation of Financial Statements from Investor and Company Points of View, Horizontal Analysis and Vertical Analysis of Company Financial Statements. Accounting Standards Issued by ICAI (Focus on importance of standards to give a general view on Financial Accounting practices), – their rationale and growing importance in global accounting environment, IAS-IFRS-US -Creative Financial Practices and issues related to quality of disclosures in Reported Earnings.

#### Unit-V:

**Inventory Valuation:** Methods of Inventory Valuation and Valuation of Goodwill, Valuation of Fixed Assets. Tangible vs Intangible assets and Methods of Depreciation. Depreciation concept–Depreciation of Fixed Assets -Methods of Depreciation–their impact on measurement of Business income.

**References:**

1. Paresh Shah, —Basic Financial Accounting for Managementll, Oxford University Press, New Delhi, 2012.
2. NarayanaSwamy, —Financial Accounting & Analysisll PHI, 2012.
3. Aryasri, —Accounting and Financial Managementll, McGraw-Hill, 2011.
4. V.Rajasekharam, —Financial Accounting & Analysisll, Pearson Education, New Delhi, 2012
5. Ranjan Kumar Bal, —Financial Accounting & Analysisll, S.Chand, New Delhi.2012
6. N.Ramachandran, —Financial Accounting &Analysisll,Tata McGraw-Hill Publishing Limited, New Delhi, 2012.
7. Maheswari, —Financial Accountingll, IBH, 2012.
8. Ashish K .Bhattacharya, —Financial Accounting & Analysisll PHI, 2012.

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MBA I YEAR I SEMESTER

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### A91004: MANAGERIAL ECONOMICS

**Objective:** To enable students acquire knowledge to understand the economy of an organization.

#### Unit-I:

**Introduction:** Definition, Nature and Scope, Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations Research, The Role of Managerial Economist, Basic Economic Principles, The concept of Opportunity Cost, Incremental Concept, Scarcity, Marginalize, Equi-marginalism, Time Perspective, Discounting Principle, Risk and Uncertainty.

**Case:** Dabur India Limited Growing Big and Global

**Case:** Profits in the personal computer industry

**Case:** Total Average and Marginal cost in the U.S Steel industry

#### Unit-II:

**Theory of Demand:** Demand Analysis, Elasticity of Demand, Types and Significance of Elasticity of Demand. Demand Estimation – Marketing Research Approaches to Demand Estimation. Need for Forecasting, Forecasting Techniques. Supply Analysis – Supply Function, the Law of Supply, Elasticity of Supply.

**Case:** Forecasting the Number of MC Donalds Restaurants worldwide

**Case:** Price Elasticity's of Demand in the Real World

**Case:** Northern Turkey

**Case:** Income Elasticity of Demand

**Case:** Cross Demand

**Case:** The Demand for sweet potatoes in the United States

#### Unit-III:

**Production Analysis:** Production Function, Production function with one/two Variables, Cobb-Douglas Production Function, Marginal Rate of Technical Substitution, Isoquants and Isocosts, Returns to Scale and Returns to Factors, Economies of Scale- Innovations and global Competitiveness.

**Case:** Labor productivity and total compensation in the United States and abroad

**Case:** Naveen Construction Companies

**Case:** Substitutability between gasoline consumption acid driving times

**Case:** How Xerox lost and regained international competitiveness and became a leader information technology.

#### **Unit-IV:**

**Cost theory and Estimation:** Cost concepts, Determinants of Cost, Cost-Output Relationship in the Short Run and Long Run, Short Run vs. Long Run Costs, Average Cost Curves, Overall Cost Leadership, and Break Even Analysis.

**Case:** Outsourcing to India: Way to Fast Track

**Case:** The Shape of the Long-Run Average Cost Curves in Various Industries

**Case:** Mr. Martin Gets chewed out by the Boss

#### **Unit-V:**

**Market Structure and Pricing Practices:** Features and Types of different competitive Situations, Price- Output Determination in Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly - Both the Long Run and Short Run. Pricing philosophy.

**Case:** Pricing of Innovative Product

**Case:** Pacific Copper enterprises

**Case:** Suzanne Muth-Theatre Complex

**Case:** Monopoly in the Mumbai city Taxi Industry

#### **References**

1. Dominick Salvatore, Managerial Economics, 7<sup>th</sup> Edition, Oxford 2012.
2. W.Bruce Allen, Managerial Economics Theory, Applications, and Cases, Viva, 7<sup>th</sup> Edition 2011.
3. Sumitrapal, Managerial Economics Cases & Concepts, Macmillan, 2011.
4. Geetika, Managerial Economics 2<sup>nd</sup> Edition, TMH, 2012,
5. G S Gupta, Managerial Economics, 2<sup>nd</sup> Edition, TMH, 2012.
6. Timothy C.G. Fisher, David Prentice and RoberWaschik, Managerial Economics - A Strategic Approach, Routledge, 2010.
7. A,R.Aryasri, Managerial Economics and Financial Analysis, McGraw-Hill, 2011.
8. H Kaushal& L Palsreve , Managerial Economics Macmillan, 2012

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MBA I YEAR I SEMESTER

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### A91005: STATISTICS FOR MANAGEMENT

**Objective:** To understand basic statistical tools & interpretation of quantitative & qualitative data.

**Unit-I: Introduction to Statistics-** Overview, origin and development and Managerial Applications of Statistics, Statistics and the branches of the study, statistics & computers, limitations of statistics.

**Unit-II: Tabulation of Univariate, Bivariate and multivariate data-** Data classification and tabulation, Diagrammatic and graphical representation of data. One dimensional, two dimensional and three dimensional diagrams and graphs

**Unit-III: Measures of central Tendency-** Mean, Median, Mode, Geometric Mean and Harmonic Mean, Dispersion- Range Quartile deviation, Mean Deviation, Standard deviation and co-efficient of variation Skewness: Karl Pearson co-efficient of skewness, Bowleys co-efficient of skewness Kelleys co-efficient of skewness. Theory and problems, Discussion on direct and indirect methods of solving the problems.

**Unit-IV: Small Sample Tests-** t-Distribution-properties and applications, testing for one and two means, paired t-test. Analysis of Variance-One Way and Two Way ANOVA (with and without Interaction). Chi-Square distribution: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes. Correlation Analysis-Scatter diagram, Positive and Negative correlation, limits for coefficient of Correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of Multiple and partial Correlation.

**Unit-V: Regression Analysis-** Concept, least square fit of a linear regression, two lines of regression, Properties of regression coefficients, Time Series Analysis-Components, Models of Time Series-Additive, Multiplicative and Mixed models; Trend analysis-Free hand curve, Semi averages, moving averages, Least Square methods and Index numbers- introduction, Characteristics and uses of index numbers, types of index numbers, un weighted price indices weighted price indices, Tests of adequacy and consumer price indices.

#### REFERENCES:

1. Levin R.I., Rubin S. David, "Statistics for Management", 2015, 7th Ed. Pearson.
2. Beri, "Business Statistics", 2015, 1st Ed, TMH.
3. Gupta S.C, "Fundamentals of Statistics", 2015, 6th Ed. HPH.
4. Amir D. Aczel and Jayavel Sounder pandian, "Complete Business Statistics", TMH,

5. Levine , Stephan , krehbiel , Berenson-Statistics for Managers using Microsoft Excel, PHI .
6. J. K Sharma, "Business Statistics", 2015, 2nd Ed. Pearson.

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| <b>PROGRAM<br/>OUTCOMES</b> |          |          |          |          |          |
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**MBA I YEAR I SEMESTER**

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**A91006: BUSINESS COMMUNICATION**

**Objective:** Aim is to enable students understand how to write business letters and improve written communication.

**Unit-I:**

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

**Case Study:** Communication Complication in English

**Unit-II:**

**Business Correspondence:** Introduction, Business Letter Writing, Common Components of Business Letters, Strategies for Writing the Body of a Letter, Kinds of Business Letters, Writing Effective Memos. Practice Exercises.

**Case Study:** Missing Briefcase

**Unit-III:**

**Management Presentations:** Management Presentations, Types of Presentations, Group Discussions, Meetings, Chairing Sessions (Team Presentations), Telephone Etiquette.

**Unit-IV:**

**Business Reports and Proposals:** Introduction, What is a Report, Steps in Writing a Routine Business Report, Parts of a Report, Corporate Reports, Business Proposals.

**Case:** Handling Unsolicited Proposals for private Infrastructure Projects

**Case:** The key board syndrome

**Unit-V:**

**Careers and Resumes:** Introduction, Career Building, Understanding Yourself, Setting a Career Goal, Job Search / Looking at Various Options, Preparing your Resume, Resume Formats, Traditional, Electronic and Video Resumes, Online recruitment Process. Write your Resume to Market Yourself. Interview Skills

**Case:** Recruitment Drive at SOBER.

**REFERENCES:**

1. Lesikar, Basic Business Communication, TMH, 2013.
2. Globberena or any other Soft Skills Software/Database.
3. Stephen Bailey, Academic Writing for International Students of Business, Routledge, 2013.
4. David Irwin, Effective Business Communications, Viva-Thorogood, 2013.
5. Rajendra Pal, J S Korlaha Hi, Essentials of Business Communication, Sultan Chand & Sons, New Delhi, 2013
6. Sehgal, Business Communication, Excel, 2013.
7. Krishnamachryulu, LalithaRamakrishnan, Business Communications, HPH, 2013
8. GRE & TOEFL, Kalpan and Baron's, Kalpan Publishers, 2013.



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**MBA I YEAR I SEMESTER**

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**A91007: COMPUTER APPLICATIONS IN BUSINESS (LAB)**

**Objective:** The course aim is to understand MS Word, MS Excel and MS Power Point Presentation for applying statistical tools learnt in RM.

**Unit-I**

**MS Word and MS Power Point Presentation**

**MS Word:** Introduction, Uses of Word document, New Functions and Features of Word 2007, getting started with Word: Opening a Blank or New Page, General Organization, Highlights and Main functions: Home, Insert, Page Layout, References, Mailings, Review, View, Developer, Using the Word Help function.

**MS Power Point Presentation:** Introduction, Home, Insert, Design, Animation, Slides how, Review, View and Developer

**Unit-II**

**MS Excel:** Introduction, Uses of Excel, New Functions and Features of Excel 2007. Getting started with Excel: Opening a Blank or New Work book General Organization. Highlights and Main Functions: Home, Insert, Page Layout, Formulas. Data, Review, View, Add-ins Using the Excel Help function.

**Unit III**

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

## **Unit IV**

**Advanced EXCEL Lessons:** Advanced Formulas and Functions, Advanced Worksheet Features, Advanced Data Analysis using PivotTables and Pivot Charts.

## **Unit V**

### **Statistical Tools for Execution Using EXCEL**

1. Tabulation, Bar Diagram, Multiple Bar Diagram, Pie Diagram, and Measure of Central Tendency: Mean Median, Mode, and Measure of Dispersion: Variance, Standard Deviation, Coefficient of Variation. Correlation, Regression Lines.
2. t- Test, F-test, ANOVA one way classification, Chi Square Test, Independence of Attributes.
3. Time Series: Forecasting Method of Least Squares, Moving Average Method. Inference and Discussion of Results.

## **References**

1. David Whigham, —Business Data Analysis Using Excel“Oxford University Press, 2012.
2. Winston —Excel 2010 Data Analysis and Business Modelingll PHI Learning Private Limited.
3. Bajpai, —Business Statisticsll Pearson, 2013.
4. D P Apte, Statistical Tools for Managers USING MS EXCEL, Excel, 2012.
5. David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MS Excel, PHI, 2013.
6. Bruce Bowerman, Business Statistics in Practice, TMH, 5/e 2012.
7. Shelly, MS Office, 2007, Cengage, 2009.
8. Robert H Carver, Doing Data Analysis with SPSS, Cengage, 2013.

## ANURAG ENGINEERING COLLEGE

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### A91008: CROSS CULTURAL MANAGEMENT (Open Elective-I)

**Objective:** The course is aimed at significantly improving the ability of practicing managers to be effectively global managers and enhance the ability of class members to interact effectively with people from culture other than their own, specifically in the context of international business.

**Unit-I: Introduction**–Determinants of Culture–Facets of culture–Levels of Culture–National Cultural dimensions in the business context–The influence of National Culture on business culture. Business Cultures: East and West.

**Unit-II: Cultural Dimensions and Dilemmas:** Value orientations and Dimensions–Reconciling cultural dilemmas–Culture and Styles of Management: Management tasks and cultural values.

**Unit-III: Culture and Organizations:** Culture and corporate structures–Culture and Leadership–Culture and Strategy–Cultural change in Organizations–Culture and marketing–Cultural Diversity.

**Unit-IV: Culture and Communications:** Business communication across cultures–Barriers to intercultural communication–Negotiating Internationally.

**Unit-V: Cross Cultural Team Management:** Working with International teams–Groups processes during international encounters–Conflicts and cultural difference–Understanding and dealing with conflicts–Developing Intercultural relationships.

#### References

1. Marie-joelle Browaeys and Roger Price: Understanding Cross-Cultural Management, Pearson, 2015.
2. David C. Thomas: Cross Cultural Management, 2/e, Sage Publications, 2014.
3. Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, Pentice Hall, 2012.
4. Parissa Haghirian: Multinational and Cross Cultural Management, Routledge, 2012.
5. Richard Mead: International Management–Cross cultural Dimension, 3/e, Blackwell, 2015.
6. Jerome Dumetz – Cross-cultural management textbook: Lessons from the world leading experts in cross-cultural management, Create Space Independent Publishing Platform; Student edition (September 5, 2012), Oakland, USA

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**MBA I YEAR I SEMESTER**

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**A91009: WTO & IPR  
(Open Elective –I)**

**Objective:** The aim is to give insights to students about major trade decisions and policies and intellectual property rights in the business for effective decision making.

**Unit -I:**

**Introduction:** General Agreement on Tariffs and Trade (GATT) Eighth Round: Uruguay Round, World Trade Organization: Structure , Technology Transfer , Dispute resolution Mechanism, Doha Declaration, WTO Agreements including TRIPS & TRIMS.

**Unit -II:**

**WIPO:** Paris convention, Bern Convention, WCT, Budapest treaty, Madrid Agreement, Hague Agreement, UPOV.

**Unit -III:**

**IPR-1 Patents:** Historical Background of IPR, Introduction, definition and classification of intellectual Property, Patents – Patentable and Non patentable inventions, Legal requirements for patents, Types of patent applications, Patent document, specification and claims, important procedural aspects. Management of IP Assets and IP portfolio, Commercial exploitation of IP.

**Unit -IV:**

**IPR – 2:** Designs and Geographical Indication (GI), Designs - Basic requirements, Procedure, Convention application, Term, Date, Geographical Indication – Definition, What can be registered, Who can apply, Rights, Term, Restrictions.

**Unit -V:**

**IPR-3: Trademarks and Copy rights:** Definitions – Classification of trademarks – Classifications of goods and services – Vienna classification – Trademarks procedure – Trademarks enforcement: Infringement and passing off – Remedies – Copy rights – Term of copyrights – Procedure of copyright-Assignment of copy right – Copyright infringement – Remedies.

## References

1. P.K.Vasudeva ,World Trade Organization: Implications on Indian Economy, Pearson Education,2015
2. P. Krishna Rao, WTO-Text and cases, Excel Books, 2015.
3. Caves, Frankel, Jones, World Trade and Payments-An Introduction, Pearson Education, 2015.
4. Carlos M.Correa- Intellectual property rights, The WTO and Developing countries-Zed books
5. Peter-Tobias Stoll, Jan Busche ,KatrianArend- WTO- Trade –related aspects of IPR- Library of congress
6. Surendra Bhandari- World Trade Organization (WTO) and Developing Countries- Vikas Publishing House

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**A91010: TOTAL QUALITY MANAGEMENT  
(Open Elective – I)**

**Objective:** The objective of this course is to facilitate students appreciate the quality concepts and develop an understanding of tools and techniques relating to total quality management.

**UNIT-I:**

**Principles and Practices-I:** Introduction, Gurus of TQM, Historic Review, Benefits of TQM, Leadership, Characteristics of Quality leaders. The Deming Philosophy, Quality councils, Strategic Planning, Customer Satisfaction, Customer perception of Quality, service Quality, Customer Retention, Employee Involvement, Employee survey, Empowerment, Gain sharing, Performance Appraisal.

**UNIT-II:**

**Principles and Practices-II:** Continuous process Improvement, the Juran trilogy, The PDCA Cycle, Kaizen, Reengineering. Supplier Partnership, Partnering, Sourcing, Supplier Selection, Supplier rating, Performance Measures, Basic concept, Strategy, Quality cost, Bench marking, Reasons for bench marking, Process, Understanding current performance, Pitfalls and criticism of benchmarking.

**Unit-III:**

**Tools and Techniques-I:** Information Technology, Computers and the quality functions, Information quality Issues, Quality management System, Benefits of ISO registration, ISO 9000 series Standards-Internal Audits. Environmental Management System, ISO 14000 series, Benefits of EMS, Relation to Healthy and safety, Quality Function Deployment ,The voice of the Customer, Building a House of Quality, QFD Process.

**UNIT-IV:**

**Tools and Techniques-II:** Quality by Design, Benefits, Communication Model, Failure Mode and Effective Analysis, Failure Rate, FMEA Documentation-The process of FMEA Documentation, Product liability, Proof and Expert Witness.Total Productive Maintenance, promoting the Philosophy and Training, Improvements and needs, Autonomous Work groups.

**UNIT-V:**

**Management Tools:** Management Tools, Introduction, Forced Field Analysis, Tree diagram, Process decision Program Chart, Statistical Process Control- Cause and

Effect diagram, Histogram. State of control, Process Capability, Experimental Design, Hypothesis, Orthogonal Design, Two factors and Full factors, Quality Strategy for Indian Industries, Quality Management in India.

**REFERENCES:**

1. Joel E Ross, Total Quality Management, 3rd Edition, CRC press, 2015.
2. Dale H. Besterfeld, Carlton Besterfeld, Total Quality Management, Pearson Education, 2015.
3. Sridhara Bhat, Total Quality Management Texts and Cases, Himalaya Publications, 2015.
4. Poornima M Charantimath, Total Quality Management, Pearson Education, 2015
5. Kanishka Bedi, Quality Management, Oxford, 2015.
6. Dr. S. Kumar, Total Quality Management, University Science Press, 2015

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**MBA I YEAR I SEMESTER**

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**A91011: PROJECT MANAGEMENT  
(Open Elective – I)**

**Objective:** The objective of this course is to lay an important foundation to students in managing projects with a special focus on every phase such as project planning, execution, monitoring and evaluation.

**UNIT-I**

**Introduction:** Introduction to Project management, Need, Project Lifecycle, Project management phases in lifecycle, Project Management Research in brief, Project Management today, Organization strategy and structure and culture, Format of organization structure, stake holder management, organization culture, creating a culture for project management, Project management principles.

**UNIT-II**

**Project Identification and Planning:** Project identification process, Defining the project, Approaches to project screening and selection, Project Planning, Work breakdown structure, Financial Module, Getting Approval and compiling a project charter, setting up a monitoring and controlling process

**UNIT-III**

**Project Execution:** Initiating the project, Controlling and reporting project objectives, Conducting project evaluation, Risk, Role of risk management, Project management, Four Stage process, Risk management an integrated approach, Cost Management, Creating a project Budget

**UNIT-IV**

**Leading Project Teams:** Building a project Team, Characteristics of an effective project Team, achieving Cross- functional co-operation, Virtual project teams, Conflicts management, Negotiations.

**UNIT-V**

**Performance Measurement and Evaluation:** Monitoring project performances, Project control cycles, Earned value management, Human factors in project Evaluation and control, Project termination, Types of project terminations, project follow-up. Current and future trends in project management.



## **References**

1. Gray, Larson, Project Management, Tata McGraw Hill,2015
2. Jeffery K.Pinto, Project Management, Pearson Education,2015
3. Enzo Frigenti, Project Management, Kogan, 2015
4. R. Panneer cselvam& P. Senthil kumar, Project Management, PHI, 2015
5. Thomas M.Cappels, Financially Focused Project Management, SPD,2008.
6. Guide to Project Management Body of Knowledge (PMBOK® Guide) of Project Management Institute, USA.

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**MBA I YEAR II SEMESTER**

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**A92001: HUMAN RESOURCE MANAGEMENT**

**Objective:** To understand various terms in HRM and be able to manage the human resources of an organization effectively and efficiently.

**Unit-I:**

**Introduction:** Concept, Evolution, Role of Line Managers, & New Approaches to Organizing HR, Globalization and Competition Trends, Technological Trends, Trends in Nature of Work, Workforce and Demographic Trends, Economic Challenges, HRM in India, High Performance Work Systems, Labor Legislation in India, Equal Employment Opportunity 1990-1991, HR Score Card developed by TVRLS India.

**Case:** Social Surveyors in flood-hit Areas

**Case:** Finding people who are passionate about what they do

**Case:** HR, Culture and Business Results Success at Google, Scripps and UPS

**Case:** Religious Accommodation

**Case:** Mitsubishi Believes in EEO- Now

**Unit-II:**

**Recruitment and Placement:** Basics of Job Analysis, Methods for Collecting Information through Job Analysis, Job Description, Job Satisfaction, Job Enlargement, Job Enrichment, Job Rotation, HRP, Recruitment and Selection Process, Planning and Forecasting, Sources of Recruitment, Recruitment of Diverse Work Force, Employee Testing and Selection, Basic types of Interviews, Errors in Interviews, Translating Strategy into HR Policies and Practices.

**Case:** Reinventing the wheel at apex door Company

**Case:** Xerox Focuses on HR

**Case:** where do you find the Bodies?

**Case:** The Reluctant Receptionist

**Case:** Accenture—Retaining for Itself

**Case:** Recruiting at Kia

**Case:** Strategic Selection: A Review of Two Companies

**Unit-III:**

**Performance Appraisal and Training and Development of Employees:** Concept of Performance, Management Appraisal, Techniques for Performance Appraisal, Career Management, Employer Life Cycle, Career Management and Talent Management, Analyzing Training needs and Designing the Program, Implementing different Training

program, Implementing Management Development Programs, Evaluating the Training Programs.

**Case:** Training Crucial for Hotels

**Case:** performance management improvements for Bristol-Myers Squibb

**Case:** Just another Job

**Case:** The Dilemma Within

**Case:** Performance Appraisal at Cola Magic Drinks

**Case:** Appraising the secretaries at Sweet water U?

#### **Unit-IV:**

**Compensation:** Basic Factors in Determining Pay Structure, Establishing Pay Rates, Pricing Managerial and Professional Jobs, Special Topics in Compensation Benefits, Insurance, Retirement Benefits, Personal Services and Family Friendly Benefits, Salient features of Workmen Compensation Act and Minimum Wages Act.

**Case:** Salary inequities at ACME Manufacturing

**Case:** HR Contributes at CSSCO

**Case:** Compensation changes at JC Penny

**Case:** Benefiting Connie

#### **Unit-V:**

**Introduction to Industrial Relations:** Quality of Work Life, Quality Circles, Industrial Relations, Industrial Disputes and Causes, Remedial Measures, Collective Bargaining, the Management of Conflict, Sources of Grievances, The Grievance Procedure. Guidelines for handling Grievances, Maintenance of HR, Benefits and Services, Security, Responsibility, Global HRM.

**Case:** The New Safety and Health Program

**Case:** Full Disclosure on Sex Offenders?

**Case:** Wal-Mart and Watching Its —Union Prevention

#### **References:**

1. Robert L Mathis, John H Jackson, Manas RanjanTripathy —Human Resource Management- A South Asian Perspectivell, Cengage Learning 2012.
2. Shyamkant Gokhale, —Personal Managementll, Everest Publishing House, 2012.
3. Dr.M.A.Kahok, —Illustrated Case Studies in Indian Management, Everest Publishing House, 2012.
4. Ravi Dharma Rao, HRM Case Studies, Excel, 2013.
5. Saiyadain. Mirza, Cases in OB & HRM, TMH, 2011.
6. K. Aswathappa, —Human Resource Management, Text and Casesll, TMH, 2011.
7. Dennis R. Briscoe et al, —International HRMll, Routledge, 2013

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**MBA I YEAR II SEMESTER**

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**A92002: QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS**

**Objective:** The objective of the course is to provide the basic tools of Operations Research in solving the management problems using mathematical approach for decision making.

**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.

**Unit-III:**

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

**Unit-IV:**

**Game Theory and Decision Analysis:** Introduction, Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed Strategies, Rules of Dominance, Solution Methods of Games Saddle point – Algebraic, Arithmetic methods.

**Decision Analysis:** Introduction, Ingredients of decision problems. Decision-making-under Risk and Uncertainty.

**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.

## 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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### A92003: FINANCIAL MANAGEMENT

The students need Discounting Table and Annuity tables for the examination

**Objective:** The concepts and theories of corporate finance that underlie the techniques that are offered as aids for the understanding, evaluation and resolution of financial manager's problems.

#### Unit-I:

**The Finance Function:** Definition, 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 and the Basic Valuation Model.

#### Unit-II:

**The Investment Decisions:** Investment Decision Process- Project Generation, Project Evaluation, Project Selection and Project Implementation. Developing Cash Flow, Data for New Projects, Capital Budgeting Techniques –Traditional and DCF methods. The NPV vs. IRR Debate Approaches for Reconciliation. Capital Budgeting Decision under Conditions of Risk and Uncertainty. 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 and Marginal Cost of Capital. Importance of Cost of Capital in Capital Budgeting Decisions cost of debt.

#### Unit-III:

**Capital Structure Decisions:** Capital Structure vs. Financial Structure - Capitalization, Financial Leverage, Operating Leverage and Composite Leverage. EBIT-EPS Analysis, Indifference Point/Break Even Analysis of Financial Leverage, Capital Structure Theories –The Modigliani Miller Theory, NI Approach, NOI Approach and Traditional Theory –A critical appraisal.

#### Unit-IV:

**Dividend Decisions:** Dividends and Value of the firm - Relevance of Dividends, Factors determining Dividend Policy-Dividends and Valuation of the firm-The Basic models. Declaration and Payment of Dividends and Major Forms of Dividends. Major Theories of

Dividends: MM Model, Gordon Model, Walter Model. Dividend Policies of Indian companies, Bonus Shares, Rights Issues, Stock-Splits.

**Unit-V:**

**Working Capital Management:** Definition, Net Working Capital, Gross Working Capital, Components of Working Capital, Importance, Determinants of Working Capital Need, Operating Cycle, Planning of Working Capital, Financing of Working Capital through Bank Finance and Trade Credit

**Management of Current Assets:** Management of cash, Basic strategies for Cash Management, Cash Budget, Cash Management techniques/processes. Marketable Securities Analysis: Characteristics, Selection Criterion, Marketable Security alternatives; Management of Receivables and Management of Inventory.

**REFERENCES:**

1. M.Y Khan, P K Jain: —Financial Management-Text and Problems||, 6<sup>th</sup> Edition, TMH, 2012.
2. P.C.Tulsian,C.A. Bharat Tulsian , —Financial Management|| S.Chand Publications,2012
3. Prasanna Chandra, —Financial Management Theory and Practice||, 8<sup>th</sup> Edition, TMH ,2012
4. ShashiK.Gupta, R.K.Sharma, —Financial Management|| Kalyani Publishers, 2012
5. Rajiv Srivastava, Anil Mishra, —Financial Management|| Oxford University Press, New Delhi, 2012
6. James C Van Horne, Sanjay Dhamija, —Financial Management and Policy|| Pearson Education, 2012.
7. IM Pandey, —Cases in Financial Management||, TMH, 2/e, 2012.
8. Chandra &Iyer, —Financial Management||, IBH, 2012.

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**MBA I YEAR II SEMESTER**

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**A92004: MARKETING MANAGEMENT**

**Objective:** The objective of this subject is to provide the information about the flow of goods and services from the producer to the customer.

**Unit-I:**

**Introduction:** Definition, Importance, Scope of Marketing, Core Marketing Concepts, Marketing Philosophies, Marketing Environment, Marketing Strategies & Plans, Developed Vs Developing Marketing. Global Marketing. Market Research-Definition of MR, MIS, Commissioning MR, MR Process, MR Online, MR & Ethics, International MR.

**Case:** Bata

**Case:** Mahindra Scooters

**Case:** Ready Meal Manufactures

**Case:** Santoor

**Case:** Drawing on data, Searching for Insight

**Unit-II:**

**Analyzing Markets:** Consumer Decision Making, Creating Customer Value, Analyzing Consumer Markets, Consumer Behavior, Cultural, Social & Personal Factors, Developing Products & Brands, Product levels, Classifying Products, Product Range, Line & Mix, PLC, New Product Development.

**Case:** Small New Phones

**Unit-III:**

**Designing Strategy:** Market Segmentation- Segmentation of Consumer Markets, Business Market, Requirement for Effective Segmentation, Market Targeting, Evaluating Market Segmentation, Positioning, Positioning Maps, Positioning strategy.

**Case:** (Segmentation) Zee TV

**Case:** (Targeting) Kellogg's

**Case:** (Positioning)

**Case:** ( Positioning) Dalda



#### **Unit-IV:**

**Distribution Channels and Promotion:** Marketing Channels, Channel Intermediaries and Functions, Channel Structure, Channels for Consumer Products, Business and Industrial Products, Alternative Channel, Channel Strategy Decisions. The Promotion Mix, Advertising, Public Relations, Sales Promotion, Personal Selling, Marketing Communication-Communication Process, Communication Mix, Factors effecting the Promotion Mix.

**Case:** Barista

**Case:** Nano Car

**Case:** Indigo

**Case:** Hero Motor Corp

#### **Unit-V:**

**Pricing Decisions & Personal Communication** - Importance of Price, Cost Determinant of Price, Markup Pricing, Profit Maximization Pricing, Break-Even Pricing, Pricing Strategy, Ethics of Pricing Strategy, Product Line Pricing, WOM, Rural Marketing, Relationship Marketing, Digital marketing, Social Marketing, Post Modern Marketing, Market Sustainability and Ethics, Marketing Organization and Control.

**Case:** Coca Cola

**Case:** I Phone

**Case:** Akash Tablet

#### **References:**

1. Lamb, Hair, Sharma, Mc Daniel, MKTG, A South-Asian Perspective, Cengage Learning, 2012.
2. Philip Kotler, Kevin Lane Keller, Abraham Koshy and MithleshwarJha, Marketing Management, 13/e, Pearson Education, 2012
3. Arun Kumar & N. Meenakshi, Marketing Management, Vikas, 2012.
4. Rajendra P Maheshwari, Marketing Management Text and Cases, An Indian Perspective, International Book House 2012.
5. Prof. M.V. Kulkarni, Practical Solutions to Cases in Marketing Management, 19<sup>th</sup> Everest Publishing House, 2012.
6. Adrian Palmer: Introduction to Marketing, Theory and Practice, 2<sup>nd</sup> Edition, Oxford, 2011.
7. Dilip M. Sarwate, Indian Cases in Marketing Management, Everest Publishing House, 2012.
8. S. Neelamegham, Marketing in India Text & Cases, 4<sup>th</sup> Edition, Vikas, 2013.

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**MBA I YEAR II SEMESTER**

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**A92005: BUSINESS ETHICS AND CORPORATE GOVERNANCE**

**Objective:** The aim of this course is to inculcate the need for business ethics to ensure sustained business stability.

**Unit-I:**

**Introduction:** Meaning, Levels of Business Ethics, Five Myths about Business Ethics, Stages of Moral Development, Kohlberg's Study- Carol Gilligan's Theory, Principles of Ethics.

**Case:** The BHEL Disinvestment

**Unit-II:**

**Professional Ethics:** Meaning, Nature, Ethics in Production and Product Management, Ethics of Marketing Professionals, Ethics in HRM, Ethics of Finance and Accounting Professionals, Ethics of Advertisement, Ethics of Media Reporting, Ethics of Healthcare Services. Introduction to Ethical Dilemma, Mounting Scandals, Ethical Issues, Preparatory Ethics, Proactive Steps, The Software Challenge.

**Case:** How unethical practices almost destroyed world com.

**Case:** Ethical Dilemma

**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 & Skills of Hackers & Other Cyber Criminals, Sociology of Cyber Criminals, Information Warfare.

**Unit-IV:**

**Corporate Governance I:** Meaning, Importance of Corporate Governance, Corporate Governance in India, Board Structures Processes and Evaluation, Independent Directors, Women Directors, Board Committees, Indian Model of Corporate Governance.

**Unit-V:**

**Corporate Governance-II:** Information Communication and Disclosure, Irani Committee Report, OECD Principles of Corporate Governance, Risk, Internal Control and Assurance-Banks and Corporate Governance.

**Case:** Infosys Technologies: The Best Among India Corporate

**Case:** TATA Steel: A Company That Also Makes Steel

**References:**

1. SK Mandal, Ethics in Business and Corporate Governance, TMH, 2/e, 2012.
2. A.C.Fernando, Corporate Governance, Principles, Policies and Practices, Pearson, 2012.
3. C.S.V.Murthy, Business Ethics, Himalaya Publishing House, 2012.
4. Nina Godbole&SunitBelapure, —Cyber Securityll Wiley India 2012.
5. N.Balasubramanian, Corporate Governance and Stewardship, TMH, 2012.
6. Geethika, RK Mishra, Corporate Governance Theory and Practice, Excel, 2011.
7. Dr.S.S.Khanka, Business Ethics and Corporate Governance, S.Chand, 2013.
8. Archie. B Carroll, Business Ethics-Brief Readings on Vital Topics, Routledge, 2013.

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**A92006: MANAGEMENT INFORMATION SYSTEM**

**Objective:** 4The aim of this course is to enable students to understand the importance of information systems in the decision- making process and management of organizations.

**Unit-I:**

**Organization and Information Systems:** The Organization Structure, Managers and Activities -Data, Information and its Attributes, The Level of People and their Information, Introduction to IS Models and Types of Information Systems, Nolan Stage Hypothesis, IS Strategic Grid, Critical Success Factors, Socio-Technical Systems Approach (Mumford), Prototype and End User Computing, Application Packages, Outsourcing.

**Case:** IS in hospitals, hotels, banks

**Unit-II:**

**Building of Information Systems:** SDLC - System Development Stages, Approaches, System Analysis and Design – Requirement Determination, Strategies, Structure Analysis Tools. System Design- Design Objectives, Conceptual Design, Design Methods.

**Unit-III:**

**Information System Security and Control:** System Vulnerability and Abuse Business Value of Security and Control Need for Security, Computer Crime – Hacking, Cyber Theft, and Unauthorized use at work. Piracy – Software and Intellectual Property. Privacy – Issues and the Internet Privacy, Challenges – Working Condition, Individuals, Health and Social Issues

**Unit-IV:**

**ERP and benefits of ERP:** Overview of ERP, MRP, MRPII Evolution of ERP, Integrated Management Systems, Reasons for the Growth of ERP, Business Modeling Integrated Data Model, Foundations of IS in Business, Obstacles of applying IT ERP Market- ERP Modules Finance, Accounting Systems Manufacturing and Production

Systems, Sales and Distribution Systems, Human Resource Systems, Plant Maintenance System, Materials Management System, Quality Management System, ERP System Options and Selection, ERP Proposal Evaluation, ERP benefits.

**Unit-V:**

**ERP Implementation and Maintenance:** Implementation Strategy Options, Features of Successful ERP Implementation, Strategies to attain success, User Training, Maintaining ERP & IS.

**References:**

1. C.S.V.Murthy: Management Information System, Himalaya,2009
2. Alexis Leon: ERP (Demystified), 5/E, Tata McGraw-Hill, 2009.
3. Gordon B. Davis & Margre the H.Olson: Management Information Systems, TMH, 2009.
4. C Laudon and Jane P. Laudon, et al: Management Information Systems, Pearson Education, 2009.
5. D P Goyal, Management Information Systems – Managerial Perspective, Macmillan, 3/E, 2010.
6. James A. Obrein: Management Information Systems, TMH, 2009
7. David L Olson: Managerial Issues of Enterprise Resource Planning Systems, McGraw Hill, International Edition-2009.
8. Rainer, Turban, Potter: Introduction to Information Systems, WILEY-India, 2009.

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**MBA I YEAR II SEMESTER**

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**A92007: BANKING, INSURANCE AND RISK MANAGEMENT  
(Open Elective-II)**

**Objective:** After studying the course, the students will be aware of the Banking Structure, Types of Accounts, Banking Reforms and Regulations, Insurance Environment and Risk Management in Banking and Insurance.

**Unit I:**

**Introduction to Banking Business:** Introduction to Banking sectors-History of banking business in India, Structure of Indian banking system: Types of Accounts, Advances and Deposits in a Bank New Dimensions and Products- E-Banking, Mobile-Banking, Net Banking, CRM, Cheque System and KYC System.

**Unit II:**

**Banking Reforms and Regulations:** Banking regulation Act-1949, Reserve Bank of India Act-1934, Establishment of RBI, Functions and Credit Control System; Role of Commercial Banks and its functions. Banking Sector Reforms in India and deficiencies in Indian Banking including problems accounts and Non-Performing Assets.

**Unit III:**

**Introduction to Insurance:** Introduction to Insurance, Need and Importance of Insurance, Principles of Insurance, Characteristics of Insurance Contract, Branches of Insurance and Types of Insurance; Life Insurance and its Products: Role of Agents and Brokers.

**Unit IV:**

**Insurance Business Environment:** Regulatory and Legal Frame Work governing the Insurance Sector, History of IRDA and its functions: Business and Economics of Insurance need for changing Mindset and latest Trends.

**Unit V**

**Introduction to Risk Management:** Introduction to Risk, meaning and types of Risk in Business and Individual, Risk Management Process, Methods: Risk Identification and Measurement, Risk Management Techniques; Non Insurance Methods.

**References:**

1. Varshneyand P.N., Banking, Law and Practice, Sultan Chand & Sons, New Delhi.
2. Mark S. Dorfma, Risk Management and Insurance, Pearson, 2009.
3. Reddy K S and Rao R N, Banking and Insurance, Paramount publishers, 2013
4. Scott E. Harringam Gregory R. Nichanus, Risk Management & Insurance, TMH, 2009.
5. Geroge E. Rejda, Principles of risk Management & Insurance, 9/e, Pearson Education. 2009.
6. G. Koteswar, Risk Management Insurance and Derivatives, Himalaya, 2008.

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**MBA I YEAR II SEMESTER**

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**A92008: FOREIGN TRADE  
(Open Elective-II)**

**Objective:** To know the policies that influence India's Foreign Trade, performance in the world trade post-independence era, globalization of India, problems and consequences, benefits.

**Unit-I:**

**Introduction:** Definition of Foreign Trade, Composition of Foreign Trade, Theories of International Trade, Foreign Trade and Economic Development. Analysis of India's Foreign Trade, Growth, Trends, Composition and Direction- Foreign Capital, Collaboration of Multinational Corporations, Bilateral and Multinational Trade Agreements- India's Trade Agreements - India's Balance of Payments including invisibles.

**Unit-II:**

**Import Policy and Export Promotion Schemes:** Salient Features of India's Export Import Policy- Objectives of EXIM, Trade Policy – Instruments of Trade Policy- Duty Exemption Schemes – DBK, DEPB, Advance License - Import of Capital Goods – Exports, Trading, Star Trading, Super Star Trading House Policy - EOU's, EPZs, SEZs Schemes - Services Exports.

**Unit-III:**

**Inco terms:** Background and objectives of Inco terms, Types of Inco terms- General guidance that are used in Inco terms – Terminology of Inco terms- Tariffs, Quantitative restrictions– Export-Import Procedures and documentation.

**Unit-IV:**

**Institutional setup for Export Promotion:** Export Assistance measures. Free Trade Zone SEZ's and 100% EOUs. State Trading in India- Principal Commodities of India's Export and Imports an overview – Sources and Analysis of Foreign Trade Statistics. Canalizing Agencies and Chambers of Commerce. Export Organization, Institutions involved in Export Promotion, DGFT, FIEO, RBI, CUSTOMS, ITPO, EXIM BANK, ECGC, EPCs, Commercial banks, Commodity Boards.



**Unit-V:**

**Assessment of Prospects- Products and Markets:** Identification of new Markets for Indian Products. African Market, Potential to enter into the South Africa, Ghana, Kenya, Nigeria, Uganda, Mauritius and Tanzania- Export potential of India, Latin America, an Analysis of US commercial office on India for investing in selected sector. Trade Blocks and Regional Economic Cooperation, European.

**References**

1. Francis Cherrunilam, International Trade and Export Management, Himalya Publications, 2009.
2. Bhagvati J (ed), International Trade , Penguin Books , 2007.
3. India's Trade statistics, published by CMIE and DGCIS.
4. Annual Reports of RBI.
5. Annual Reports of Ministry of Commerce.
6. CA. VirendraK.Pamecha-A Guide to International Trade and Export Management- JAIN BOOK AGENCY,2014-15

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**A92009: LOGISTICS AND SUPPLY CHAIN MANAGEMENT  
(Open Elective-II)**

**Objective:** The course aims to provide an exposure to the concepts of Logistics, Supply Chain Drivers in an organization

**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, Framework for Structuring Drivers. Facilities, Inventory, Transportation, Information, Sourcing and Pricing, Obstacles to Achieving Fit, Supply Chain Performance in India.

**Case:** Quality in Logistics at P&G

**Unit-II:**

**Designing the Supply:** Planning Demand and Supply in a Supply Chain: Demand Fore casting in Supply Chain: Components of Forecast and Forecasting methods, Aggregate Planning in Supply Chain Logistics Management, Inbound, Internal and Outbound Logistics in SCM, Developing the Logistics Organization for Effective Supply Chain Management, Development of Integrated Logistics Strategy, Logistics in Maximizing Profitability and Cash Flow, 3PL, 4PL, International Logistics, Reverse Logistics, The Logistical Value Proposition.

**Case:** Chrysler

**Unit-III:**

**Managing Supply Chain:** Sourcing of Material, Global Sourcing, Issues and Problems, E-Procurement, Group Purchasing, Reverse Auctions, Creating and managing Supplier Relations, Supplier Partnerships, Multi-tier Supplier partnerships. Managing Economies of Scale in Supply Chain, Managing Uncertainty in a Supply

Chain, and Determining Optimal level of Product Inventory. 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.

**Case:** CEMEX

**Case:** Cool Air

#### **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, Bench Marking, Re-engineering of Supply Chain Management.

**Case:** GSK

#### **Unit-V:**

**Supply Chain Management-Global Perspective:** Identifying Logistics Performance Indicators–Channel Structure – Economics of Distribution –Channel Relationships – Logistics Service Alliances. Managing Global logistics and Global Supply Chains: Logistics in a Global Economy– Views of Global Logistics- Global Operating Levels – Interlinked Global Economy - The Global Supply Chains , Supply Chain Management in Global environment–Global Strategy – Global Purchasing – Global Logistics–Global Alliances – Issues and Challenges in Global Supply Chain Management

**Case:** FEDEX

#### **References:**

1. Shah, J, —Supply Chain ManagementII, 2009, 1st Ed. Pearson.
2. Sunil Chopra and Peter Meindl: Supply Chain Management: Strategy, Planning and Operations, 3<sup>rd</sup> Edition, Pearson.2009
3. Crandall, Richard E, —Principles of Supply Chain ManagementII, 2010, CRC Press.
4. Mohanty, R.P and Deshmukh, S.G, —Essentials of Supply Chain ManagementII, 2009, 1<sup>st</sup> Edition, Jaico
5. Chandrasekaran. N, —Supply Chain Management Process, System and Practicell, 2010, Oxford, 1<sup>st</sup> Edition.
6. Altekar, V. Rahul, —Supply Chain ManagementII, 2005, PHI.
7. Leenders, Michiel R and others, —Purchasing and Supply Chain ManagementII, 2010, TMH.
8. Rangaraj, —Supply Chain Management for Competitive Advantagell, TMH,2009

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**A92010: MICRO SMALL MEDIUM ENTERPRISES (MSME) MANAGEMENT  
(Open Elective-II)**

**Objective:** After studying the course, the students will understand the role of MSMEs, Problems, sickness and remedies for it.

**Unit I:**

**Introduction for Small and Medium Entrepreneurship (SME):** Concept & Definition, Role of Business in the Modern Indian Economy, History of SMEs in India, Employment and Export Opportunities in MSMEs.

**Unit II:**

**Setting of SMEs':** Location of Enterprise, steps in Setting, Problems of Entrepreneurs, sickness in SMI, Reasons and remedies, Incentives and subsidies, Evaluating Entrepreneurial Performance, Rural Entrepreneurship, Women Entrepreneurship.

**Unit III:**

**Project Finance:** Sources of finance, Institutional finance – Role of IFC, IDBI, ICICI, LIC, SFC, SIPCOT and Commercial Bank – Appraisal of Bank for loans. Institutional aids for Entrepreneurship Development – Role of DST, SIDCO, NSICS, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial Guidance Bureau – Approaching Institutions for Assistance.

**Unit IV:**

**Management of MSE:** Management of Product Line; Communication with clients; Credit Monitoring System, Management of NPAs, Restructuring, Revival and Rehabilitation of SME.

**Unit V:**

**MSME Policies and Emerging Trends in SMEs:** Central Government Policies SME and Export Promotion Policy - the MSME Development Act, 2006. - Institutional Support Mechanism in India.

**References:**

1. Paul Burns & Jim Dew Hunt, Small Business Entrepreneurship, Palgrave Macmillan Publishers, 2010.
2. Abha Jaiswal, Micro, Small & Medium Enterprises Development Act, 2006 (Law, Policies & Incentives) 2010, Jain book agency.
3. K. Sudarsan. Financing Micro, Small & Medium Enterprises, 1st Edition, Associated Publishers, 2010
4. Stefano Gatti, Project Finance in Theory and Practice: Designing, Structuring, and Financing, Private and Public Projects Academic Press, 2007
5. Suman Kalyan Chaudhury, Micro Small and Medium Enterprises in India Hardcover, Raj Publications, 2013.
6. Aneet Monika Agarwal, Small and Medium Enterprises in Transitional Economies, Challenges and Opportunities, Deep and Deep Pvt Ltd.

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**MBA I YEAR II SEMESTER**

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**A92201: INDUSTRY ANALYSIS REPORT – (Seminar Presentation-50**

**Marks) Approach: CMIE Prowess Database/Annual Report of Companies &**

**MS-Excel.**

**Course aim:** The aim is to show the annual reports of different companies to students so that they use the knowledge gained in Financial Accounting and analysis and Financial Management for analysis of the performance of organizations on multiple dimensions.

**Exercises:**

1. Analyze the balance sheet of an organization.
2. Analyze the ratios of the companies.
3. SWOC and PEST of an organization
4. To study the Marketing mix of the organization
5. The HR policies of the organization
6. Forecast the future gaps in terms of the changing objectives of the organization.

**Reference:**

John Tenet, Guide to Financial Management, (The Economist), Viva, 2010. And

Refer books under Financial Accounting and Analysis, Financial Management, Marketing Management and Human Resource Management.

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**A93001: PRODUCTION AND OPERATIONS MANAGEMENT**

**Objective:** The course aims to introduce the concepts of Production and Operations Management in an organization and expose the students to analytical methods.

**Unit-I:**

**Introduction:** Overview of Production and Operations Management, Functions of POM, Historical Development of POM, Today's Scenario of POM – Product and Process Design: Phases in Product Design and Process Development, Manufacturing Process Technology, Value Analysis.

**Unit-II:**

**Facilities Management & Aggregate Planning:** Location of Facilities: Need and Steps Decision, Layout of Facilities, Optimization of Product/Process Layout. Aggregate Planning: Preparation of Aggregate Demand Forecast, Specification of Organizational Policies for Smoothing Capacity Utilization, Determination of Feasible Production Alternatives.

**Unit-III:**

**Scheduling:** Scheduling Job Shop Type Production, Shop- Loading, Sequencing, Scheduling Mass Production, Line of Balance, Methods of Production Control, World Class Production. Materials Management, Materials Requirement Planning, Sources of Supply Materials, Determinants of Vendor Rating.

**Unit-IV:**

**Work Study & Quality Management:** Method Study, Work measurement, Work Design, Job Design, Work Sampling, and Industrial Engineering Techniques. Quality Management: Economics of Quality Assurance Inspection and Quality Control, Control Charts for variables and Control charts for Attributes, Acceptance Sampling, Total Quality Management and ISO 9000 Series Standards, Six Sigma.

**Unit-V:**

**Project Management:** Project Management, Project Planning and Controlling Techniques-PERT&CPM, Drawing Networks, Identifying Critical Path, Probability of Completing the project within the given time, Project Crashing, Optimum Cost and Optimum Duration.

**REFERENCES:**

1. Panneer selvam — Production and Operations Management|| PHI, 2012
2. H.Kaushal, Production / Operations Management, Case Study Solutions, MacMillan, 2012.
3. Ajay K Garg, Production and Operations Management, TMH, 2012
4. B. Mahadevan, Operations Management: Theory and Practice, Second Edition, Pearson, 2010.
5. Danny Samson —Operations Management: Integrated Approach||,Cambridge, 2012.
6. Kenneth K. Boyer, Rohit Verma, Operations Management, Cengage Learning, 2011.
7. Dipak Kumar Bhattacharyya, Production and Operations Management, Universities Press, 2012.
8. Prof. L.C. Jhamb: Production Operations Management, 18<sup>th</sup> Edition, Everest Publishing House, 2013.



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**A93002: STRATEGIC MANAGEMENT**

**Objective:** The aim of this subject is to enable the students to develop a holistic perspective about the Strategic Management of an organization.

**Unit-I:**

**Introduction:** Concepts in Strategic Management, Strategic Management Process, Developing a Strategic Vision, Mission, Objectives, Policies, Factors that Shape a Company's Strategy, Environmental Scanning, Industry and Competitive Analysis, Methods. Evaluating Company Resources and Competitive Capabilities, SWOT Analysis, Value Chain Analysis and Competitive advantage.

**Case:** Bharti Airtel

**Case:** ITC Limited

**Unit-II:**

**Tools and Techniques for Strategic Analysis:** Porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix, IE Matrix, and the Experience Curve, Generic Strategies, Model of Competitive Rivalry, Strategy Formulation, Types of Strategies – Offensive strategy, Defensive Strategy, Exit and Entry Barriers, Tailoring Strategy to Fit Specific Industry and Company Situations.

**Case:** Bajaj Auto Ltd

**Case:** Coca Cola Vs Pepsi in India

**Unit-III:**

**Strategy Implementation:** Strategic Leadership, Functions of Leadership, Culture Change, Operationalizing and Institutionalizing Strategy. Global Strategies, Global Expansion Strategies and Entry Strategies, Cost and Risks.

**Case:** Entry into India & China by foreign firms and Indian/ Chinese firms reaching for global markets

**Unit-IV:**

**Corporate Strategies:** Turnaround Strategy, Strategies for Mergers, Acquisitions, Takeovers and Joint Ventures. Diversification Strategy: Reasons for Diversification, Different types of Diversification Strategies, The Concept of Core Competence, Strategies and Competitive Advantage in Diversified Companies and its Evaluation.

**Case:** Foster's Group Diversification into the Wine Business

**Case:** Merger & Acquisition Activity during a Global Crisis: Global and in India

**Unit-V:**

**Strategy Evaluation and Control:** Establishing Strategic Controls - Techniques. Role of the Strategist, Using Qualitative and Quantitative Benchmarking to Evaluate Performance, Strategic Information Systems, Problems in Measuring Performance, Guidelines for Proper Control, Strategic Surveillance, Strategic Audit, Strategy and Corporate Evaluation and Feedback in the Indian and International context.

**Case:** CISCO's evolution of strategy and structure

**Case:** Selecting a new CEO

**References:**

1. Hitt & Ireland and Manikutty : Strategic Management: A South Asian Perspective, Cengage Learning, 9e, 2012
2. Gregory Dess and G.T. Lumpkin: Strategic Management – Creating Competitive Advantage, TMH, 2009.
3. Thompson & Strickland: Strategic Management, Concepts and Cases. TMH, 2009.
4. Adrian and Alisan- Strategic Management: Theory & Application, Oxford University Press, 2010.
5. P.Subbarao: Business Policy and Strategic management, Himalaya, 2e, 2012
6. VSP Rao, V.Hari Krishna: Strategic Management, 1<sup>st</sup> Edition, Excel Books, 2012.
7. Johnson: Exploring Corporate Strategy, Pearson, 2009
8. Fred R.David: Strategic Management Concepts and Cases, PHI, 2009

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### A93003: RESEARCH METHODOLOGY

**Objective:** To understand the research methodology and basic statistical tools for analysis and interpretation of quantitative and qualitative data.

**UNIT-I: Introduction to Business Research:** meaning-Scope and Significance-Characteristics of Good Research-Types of Research-Research Process-Research Design: Features of good Design-Identifying Research Problem-Concepts, Constructs, Variables, Proposition.

**UNIT-II: Hypothesis:** Meaning-Sources-Types-Role of Hypothesis Formulation-Qualitative Research-Process-Qualitative Research Methodologies-Quantitative Research –Measurement-Meaning-Need- Errors in Measurement.

**UNIT-III: Sampling Design:** Meaning- concepts-Steps in Sampling-Criteria for Good Sample Design-Types of Sample Designs-Probability and Non Probability Samples-Sample Size Determination-Data collection: Types of Data-Sources-Tools for Data Collection –Constructing Questionnaire-Reliability & Validity-Pilot Study-Data Pre Processing-Coding and Editing Data Analysis: Exploratory, Descriptive and Inferential Analysis.

**UNIT-IV: Test of Significance:** Assumptions about Parametric and Non Parametric Test- Non Parametric Test-How to select a test-U-Test, Kruskal Wallisign test-Correlation and Regression analysis.

**Unit-V: Multivariate Analysis:** Factor Analysis, Cluster Analysis, MDS. Interpretation-Meaning- Techniques of Interpretation-Report Writing- Significance-Steps in Report Writing- Types of Reports-Layout of Report-Precautions for Writing Report- Norms for using tables, Charts And Diagrams, Appendix: -Norms for using Index and Bibliography.

**References:**

1. C.R Kothari Gaurav Garg. Research Methodology (Methods and Techniques) New Age International Publishers, 3<sup>rd</sup> edition, 2014.
2. Donald R. Cooper and Pamela S.Schindler, "Business Research Methods"TMH,9<sup>th</sup>Edition,2007.
3. William G.zigmund, Business Research Methods, Cengage Learning India Pvt Ltd.2006
4. Naresh K Malhotra," Marketing Research: An Applied Orientation," Pearson Education  
a. 4<sup>th</sup> Edition,2004.
5. Rao K.V.Research" Methods for Management and Commerce", Sterling Publishers,1993.
6. Uma Sekharan," Research Methods for Business", Wiley India Publications,4<sup>th</sup> Edition-2009.

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**A93004/M: CONSUMER BEHAVIOR  
(Marketing Elective)**

**Objective:** The aim of this the student should be able to understand the environmental influences on consumer behavior, perception and attitude of consumers, consumer decision making and marketing ethics towards consumers.

**Unit-I**

**Understanding Consumer Behavior:** Defining consumer behavior, Why to study Consumer Behavior? Understanding Consumer through research process, Consumer behavior in a world of economic instability, Rural Consumer Behavior, Consumer Segmentation, Targeting and Positioning, Segmentation & Branding, Rural Markets.

**Case:** Amazon.com, Consumer behavior and marketing strategy

**Unit-II**

**Environmental Influences on Consumer behavior:** Influence of Culture, Sub Culture, Social Class, Social Group, Family and Personality, Cross-Cultural Consumer Behavior.

**Case:** Fashion label-

**Case:** Cadbury Dairy Milk Chocolates

**Case:** Nescafe Instant Coffee

**Unit-III**

**Consumer as an Individual:** Personality and Self-concept, Consumer Motivation, Consumer Perception, Consumer Attitudes and Changing Attitudes, Consumer Learning and Information Processing.

**Case:** Titan watches

**Case:** Handling of down-age syndrome

**Unit-IV**

**Consumer Decision Making Processes:** Problem Recognition, Search and Evaluation, Purchasing processes, Post purchase behavior, Models of Consumer decision making, Consumers and the diffusion of Innovations.

**Case:** Mac Vs. Pc

**Case:** The story of Innovation of single car key to replace multiple car keys

## **Unit-V**

**Consumerism and Ethics:** Roots of Consumerism, Consumer Safety, Consumer Information, Consumer Responsibilities, Marketer responses to consumer issues, Marketing Ethics towards Consumers.

**Case:** Active Consumerism taking care of the public interest in globalised India

### **References:**

1. David L. Loudon and Albert J.DellaBitta, Consumer Behaviour, TMH, Fourth Edition, 2011.
2. S. Ramesh kumar, cases in Consumer Behavior, Pearson, 2011.
3. Suja R Nair, Consumer Behavior in Indian perspective, 2nd edition, HPH, 2015.
4. Ramneek Kapoor, N.Namdi O Madichie, Consumer Behavior, TMH, 2012.
5. Michael R.Solomon Consumer Behavior, Tenth Edition, PHI, 330-331.
6. RamanujMajumdar, Consumer Behavior, PHI, 2011.

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**A93005/M: SALES AND DISTRIBUTION  
(Marketing Elective)**

**Objective:** The aim of this course is student should be able to understand the importance of Sales Management, Sales Planning and Budgeting and characteristics of distribution channels and managing them.

**Unit-I**

**Introduction to Sales Management:** Evolution of Sales Management, importance of Sales Management, types of Selling, difference between Selling and Marketing, Modern Day Sales Activities, Selling Skills, Selling Strategies, Selling Process.

**Case:** Plastic Industries, Inc., The role of Personal Selling in creating Market

**Case:** United air flow manufacturer of household appliances sales people's job.

**Unit-II**

**Sales Planning and Budgeting:** Sales planning process, sales forecasting methods, sales budgeting process, methods used for deciding sales budget, types of quotas and quota setting procedure, reasons for establishing or revising sales territories, routing and scheduling sales persons, market cost analysis.

**Case:** Augsburg Wiesel Ltd, manufacturer of table ware, establishment of sales territories

**Case:** Midland office engineering, establishment of sales budgeting program

**Unit-III**

**Sales Force Management:** Recruitment and selection of the sales force, training the sales force, sales force motivation, sales force compensation, sales force control and evaluation.

**Case: 1** Adjusting Compensation Plan to Motivate Sales Representatives

**Case: 2** Sales Force Strategies at Life Insurance Corporation

**Unit-IV**

**Introduction to Distribution Management:** Definition of Distribution Management, need for Distribution Channels, Distribution Channels for Rural Markets, designing the Marketing Channels, Motivating and Evaluating Channel Members, Capturing the Customer requirements

**Case: 1** Fed Ex's Value Chain Solutions)

**Case: 2**The National Handloom Development Corporation.

## **Unit-V**

Managing Channel Institutions Managing Channel Information Systems, Managing Retailers, Wholesalers, Franchisers, Designing Channel Systems, reasons for Channel Conflicts, Managing Conflict, Managing International Channel of Distribution, Ethical issues in Sales and Distribution Management

**Case: 1** Kinetic Engineering Company, Handling Channel Conflict,

**Case: 2** Indian Ayurveda Pharmacy Limited

### **References:**

1. Krishna K Havaladar, Vasnt M Cavale, Sales and Distribution Management, 2nd edition, TMH, 2011.
2. Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, 5th edition, Pearson, 2011
3. Tapan K. Panda, SunilSahadev Sales and Distribution Management, 2nd edition Oxford.
4. S.L. Gupta, M.K.Rampal , Cases in Sales and Distribution Management, HPH, 2009.
5. K.SridharaBhat, Sales and Distribution Management, 1st , HPH, 2011.
6. S.A.Chunawalla, Sales and Distribution Management, 3rd edition, HPH. 2012



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**A93006/M: INTEGRATED MARKETING COMMUNICATIONS  
(Marketing Elective)**

**Objective:** The aim of this course is to enable students to understand management of marketing communication, communication mix and ethical aspects of marketing communication.

**Unit-I**

**Understanding Integrated Marketing Communication:** Understanding Marketing Communication, Integrated Marketing Communication, Integrated Marketing Communication as an Integral part of Marketing, Understanding Consumer Behavior, Understanding the Communication process, Communication Mix.

**Case:** Cadbury Manages a Crisis with Integrated Marketing Communications

**Unit-II**

**Budgeting, Objectives and Evaluation of IMC:** Setting Communication Objectives, DAGMAR Approach to setting objectives and measuring advertising effectiveness, allocates the Marketing Communication Budget, Conducting research to measure communication effectiveness, Post- Testing tools and techniques, Evaluating other promotional tools and IMC.

**Case:** The Premium Milk Food Private Ltd.

**Case:** Archias, Advertizing

**Unit-III**

**Marketing Communication Mix I:** Creative Execution in Advertising, Decision in Print, Execution on Radio, Execution on online and television, getting that 'Big Idea' of creativity.

**Case:** Tata Salt (Part I, II,III)

**Unit-IV**

**Marketing Communication Mix II:** Sales Promotion, Direct Marketing, Personal Public Relations, Publicity and Corporate Advertising, Unconventional Promotional Media: Sponsorships, Mobile Advertising, Word Of Mouth, Village Farmers, Out of Home Media, World Wide Web Communications.

**Case:** Amul taste of India

**Case:** RashaPrankees promotion

## **Unit-V**

**Regulation, Social and Ethical Aspects of Advertising and Promotion:** Federal Regulation of Advertising, regulations of Advertising and Promotion in India, regulation of other Promotional Areas, Social and Ethical Criticisms of Advertising, ethical aspects of Advertising – Truth in Advertising, Advertising to children, Advertising controversial products, Social Aspects of Advertising.

**Case:** Surrogate advertising

**Case:** The Unilever

### **References:**

1. Krutishah, Alan D'Souza, Advertising and promotions on IMC Perspective, TMH, 2012.
2. Jaishri Jethwaney, Shruthi Jain, Advertising Management, Oxford, Second edition, 2012.
3. George E Belch, Michael A Belch ,Keyoorpuravi , Advertising and Promotions – An Integrated Marketing Communications perspective , TMH, 2015.
4. Semenile, Allen, O Guinn , Kaufmann, Advertising and Promotions, An Integrated brand approach, Cengage, 6th edition , 2012.
5. SHH Kazmi, SatishK.Batra, Advertising & Sales Promotions, 3rd edition , Excel Books, 2011.
6. Terence A. Shimp, Integrated Marketing communication Advertising and Promotion, 8th edition CengageLearning , 2012.

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(AUTONOMOUS)

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MBA II YEAR I SEMESTER

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## A93004/F: STRATEGIC MANAGEMENT ACCOUNTING (Finance Elective)

**Objective:** The objective of the course is to enable the students to the components of product cost, their calculation methods, and their control.

### UNIT I

**Introduction to Management Accounting, Cost Analysis and Control:** Management accounting Vs. Cost accounting vs. financial accounting, Role of accounting information in planning and control, Cost concepts and Managerial use of classification of costs. Cost analysis and control: Direct and Indirect expenses, allocation and apportionment of overheads, calculation of machine hour rate. An introduction to activity based costing.

### UNIT II

**Costing for Specific Industries:** Unit costing, Job Costing, Cost Sheet and tender and process costing and their variants, treatment of normal losses and abnormal losses, inter-process profits, costing for byproducts and equivalent production.

### UNIT III

**Marginal Costing I:** Introduction, Application of Marginal costing in terms of cost control, profit planning, Closing down a plant, dropping a product line, charging general and specific fixed costs, fixation of selling price. Make or buy decisions, key or limiting factor.

### UNIT IV

**Marginal Costing II:** Selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, level of activity planning. Break-even analysis: application of BEP for various business problems. Inter-firm comparison: need for inter-firm comparison, types of comparisons, advantages.

### UNIT V

**Budgetary Control:** Budget, budgetary control, steps in budgetary control, Flexible budget, different types of budgets: sales budget, Cash budget, Production budget, Performance budgets, Zero Based Budgeting; An introduction to cost audit and management audit. Standard Costing: Standard Cost and Standard Costing, Standard costing Vs Budgetary control, Standard costing Vs estimated cost, Standard costing and Marginal costing, analysis of variance, Material variance, Labor variance and Sales variance.

**References;**

1. Hansen Mowen, Cost and Management Accounting & Control, Thompson Publications 2012.
2. S.P.Jain and K.L.Narang, Cost and Management Accounting, Kalyani Publishers, New Delhi, 2006.
3. M.Y. Khan, P.K. Jain, Management Accounting: Theory and Problems, TMH, New Delhi, 4/e, 2007.
4. James Jiambalvo, Managerial Accounting, John Wiley & Sons, Inc. New Delhi, 2007.
5. Atkinson, Banker, Kaplan and Young, Management Accounting, PHI, 2006.
6. Manash Gupta, Cost Accounting Principles and Practice, Pearson Education, 2006.

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**MBA II YEAR I SEMESTER**

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**A93005/F: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT  
(Finance Elective)**

**Objective:** The objective of the course is to develop students' knowledge, skills and competencies in employing different methodologies and techniques for managing the securities market, credit and operational risks in security analysis Investment Management and other related risks.

**UNIT I**

**Investments:** Investment Management –Objectives –Types –Investment Media, Investment Process. The Investment Environment – Investment Vs Speculation – Investment Vs Gambling – Securities Trading and Settlement – Types of Orders - Margin Trading.

**UNIT II**

**Security Analysis:** Definition and objectives of Securities Analysis – Types of Securities, Analysis - Fundamental Analysis, Objectives and Fundamental – Framework for Fundamental Analysis – Concept of Intrinsic Value Economic Analysis – Industry Analysis: Key Characteristics – Industry Life Cycle – Company Analysis – Technical Analysis – Meaning – Types – Fundamental Analysis Vs Technical Analysis; Features of Technical Analysis - Dow Theory, Efficient Market Hypothesis.

**UNIT III**

**Analysis and Valuation of Bonds:** Strategic role of Bonds from an Investors point of view – Bond Terminology – Types of Bonds – Valuation of Bonds – Bond Yield Measures – Bond Price Analysis – Risk associated with Bonds – Bond Duration.

**UNIT IV**

**Equity Valuation Models:** Valuation Methods – Dividend Discount Models Intrinsic Value and Market Price – Measures of Relative Value – Price Earnings Ratio – Price / Book Value Ratio – Price / Sales Ratio – Economic Value Added.

**UNIT V**

**Portfolio Management:** Concept of Portfolio Management-Optimal Portfolio-Theories of Portfolio Markowitz Model, Capital Asset Pricing Model, Capital Market Line and Securities market line; Portfolio Diversification, Efficient Frontier – Measurement of Portfolio risk and return. Performance of Portfolio – Meaning – Models - Jenson's

Model. Sharpe's Model and Tryon's Model – Techniques of Portfolio revision – Formula Plans, Constant Rupee Value Plan – Constant Ratio Plan, Variable Ratio Plan.

**References:**

1. William. F. Sharpe, Gordon j Alexander & Jeffery V Bailey: Fundamentals of Investments Prentice Hall, 2012.
2. Donald E, Fischer and Ronald J. Jordan, SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT 2000.
3. Prasanna Chandra, MANAGING INVESTMENTS, Tata McGraw Hill.
4. R.J.Fuller and J.L.Farrel, Modern Investments and Security Analysis, McGraw Hill
5. Jack Clark Francis, MANAGEMENT OF INVESTMENTS, McGraw Hill.
6. Frank K.Reilly and Keith C.Brown, Investment Analysis Portfolio Management, 7/e Thomson Publications, 2006.

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**MBA II YEAR I SEMESTER**

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**A93006/F: FINANCIAL INSTITUTIONS, MARKETS AND SERVICES  
(Finance Elective)**

**Objective:** The objective of the course is to provide to students an understanding of Financial Markets, the major Institutions involved and the Services offered within this framework.

**UNIT I**

**Introduction:** The structure of financial system, Equilibrium in financial markets, Indicators of Financial Development, Financial system and Economic Development, Financial Sector Reforms after 1991 - Regulatory and Promotional Institutions: Functions and Role of RBI, Role and functions of SEBI, performance of Non-Statutory Financial Organizations: IFCI, IRBI, NABARD, SIDBI and SFCs.

**UNIT II**

**Banking Institutions:** Commercial Banks, Public and Private Sectors, Structure and Comparative performance, Competition, Interest rates, Spread and NPAs; Bank Capital Adequacy norms and capital market support; Banking Innovations – BPLR to Base rate, Core Banking System, Financial Inclusion, Current rates: Policy rates, Reserve Ratios, Exchange rates, Lending/ Deposit rates; Co-operative Banks - Role, Govt. initiatives to strengthen Co-operative Banks.

**UNIT III**

**Non Banking Financial Institutions:** Structure and functioning of Unit Trust of India and Mutual Funds, Growth of Indian Mutual funds and their Regulation, Role of AMFI. Insurance Companies – Structure and Investment pattern of LIC, GIC and other Insurance companies, Competition, Innovation- Ban assurance, Role of IRDA, Challenges faced by Insurance Sector.

**UNIT IV**

**Financial and Securities Markets:** Structure and functions of Call Money Market, Government Securities Market – T-bills Market, Commercial Bills Market, Commercial paper and Certificate of Deposits; Securities Market – Organization and Structure, Listing, Trading and Settlement, SEBI and Regulation of Primary and Secondary Markets.

## **UNIT V**

**Asset/Fund Based Financial Services:** Lease Finance, Consumer Credit and Hire purchase Finance, Factoring - Definition, Functions, Advantages, Evaluation, Forfeiting, Bills Discounting, Housing Finance, Venture Capital Financing. Fee-based Advisory services: Stock Broking, Credit Rating.

### **References:**

1. L.M. Bhole: Financial Institutions and Markets, TMH, 2009.
2. E. Gordon, K. Natarajan: Financial Markets and Services, Himalaya Publishing House, 2013.
3. Pathak: Indian Financial Systems, Pearson, 2009
4. M.Y. Khan: Financial Services, TMH, 2009.
5. S. Gurusamy: Financial Services and System, Cengage,2009
6. Justin Paul and Padmalatha Suresh: Management of Banking and Financial Services, Pearson, 2009.



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**MBA II YEAR I SEMESTER**

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**A93004/H: PERFORMANCE MANAGEMENT  
(HR Elective)**

**Objective:** The students can understand the importance of performance Management, Performance Appraisals, Reward System, and other performance related concepts.

**Unit-I**

**Strategic and General Considerations:**

Performance Management and reward systems in context, Performance Management process, Performance Management strategic planning.

**Case:** Performance Management at Network Solution

**Case:** Performance Management at the University of Ghana

**Unit-II**

**System Implementation:**

Defining performance and choosing a Measurement Approach, Measuring Results and Behaviors. Gathering performance Information, Implementing a performance Management System.

**Case:** Accountabilities, Objectives and Standards

**Case:** Evaluating the appraisal form used by a Grocery Retailer

**Unit-III**

**Employee Development:**

Performance Management and employee development, Performance Management skills.

**Case:** Implementation of 360 degree feedback system at Ridge intellectual

**Case:** Was Robert Eaton A Good Coach

**Unit-IV**

**Reward Systems, Legal Issues And Team Performance Management:**

Reward Systems and legal issues, Managing Team performance.

**Case:** Possible Illegal Discrimination at Tractors, Inc.

**Case:** Team Performance Management at Duke University Health systems.

## **Unit-V**

**Relevant Performance related concepts:** Bench marking, Six Sigma, Competency Mapping, Balance Score card, Coaching and Mentoring Pygmalion effect, Job Analysis.

**Case:** BHEL, EVA Incentive Schemes

**Case:** The TCS Approach and experience

**Case:** NTPC Performance Management System

Case: Performance Management system (PMS)

### **References:**

1. Herman Aguinis, "Performance Management" Pearson, 2012.
2. Lance A Berger & Dorothy R Berger " The Talent Management Hand Book" 2nd edition TMH, 2015.
3. B D Singh, " Performance Management System- a holistic approach" excel Books,2010
4. Prem Chadha "Performance management" Macmillan, 2012.
5. Srinivas K Kandula "Performance Management" PHI, 2010.
6. R K Sahu : Performance Management System, Excel, 2015.

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**MBA II YEAR I SEMESTER**

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**A93005/H: TRAINING AND DEVELOPMENT  
(HR Elective)**

**Objective:** The student after completing the course will be familiar with how to do training need analysis, understand various training methods, design training programs, implement training programs and evaluate effectiveness of training programs.

**Unit-I**

**Training in organizations:** Trends in training, Career opportunities in training, important concepts and meanings, Integrating OD, strategy and training, understand motivation and performance, aligning training design with learning process.

**Case:** Taking Charge at Domtar: What it takes for a turnaround? (Nick Blanchard)

**Case:** LG Electronics ((Nick Blanchard)

**Case:** The wilderness training lab ((Nick Blanchard)

**Unit-II**

**Need Analysis and Training design:** The Training Need Analysis (TNA) Model, TNA and Design, organizational constraints, developing objectives, Facilitation of learning and training transfer to the job, design theory.

**Case:** Developing a training package at west can

**Case:** The Training program

**Unit-III**

**Training methods:** Matching methods with outcomes, lectures and demonstrations, games and simulations, OJT, computer based training.(CBT).

**Case:** Training & Development at Godrej

**Unit-IV**

**Implementation & Evaluation of Training:** Development of training, implementation, transfer of training, major players in training & development, rational for evaluation, resistance to training evaluation, types of evaluation.

**Case:** Jack goes to training.

**Case:** Training designed to change behavior and attitude.

## **Unit-V**

**Areas of organizational Training:** Orientation training, diversity training, sexual harassment training, team training, cross functional teams, cross cultural training, training for talent management and competency mapping.

**Case:** The competent employee.

### **References:**

1. P.Nick Blanchard, James W. Thacker, A.Anand Ram, " Effective Training" 4e, Pearson, 2012.
2. Raymond A Noe, Amitabh DeoKodwani, "Employee Training and Development" McGraw Hill, 2012.
3. Rolf Lynton, Uday Pareek "Training for Development" Sage, 2012.
4. Jean Barbazette-Training Needs Assessment: Methods, Tools, and Techniques- Wiley, 2014.
5. Raynold A. Svenson-The Training and Development Strategic Plan Workbook- PHI-2014.
6. John Pulparampil- Training for Development-Thompson publications-2014.

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**MBA II YEAR I SEMESTER**

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**A93006/H: MANAGEMENT OF INDUSTRIAL RELATIONS  
(HR Elective)**

**Objective:** The aim of the course is to enable HR elective students develop awareness towards labour laws. The students will understand how to deal with legal problems emanating from employer and employee relations in organizations

**Unit-I**

**Industrial Relations:** Introduction, Dunlop's Industrial Relations Systems, Characteristics of Indian IR System; Trade Unions: Union Purpose. Trade Union , Functions, Methods, Politics, Types of Unions, Trade Unions in India: Union Structure and characteristics. Recognition of Unions: States provisions for Recognition. Rights of recognized Unions, Unfair Labour Practices:

**Case:** Let us get back to work

**Case:** A case of complicated multi-union man oeuvres

**Unit-II**

**Settlement of Disputes:** Role of state Dispute Settlement Machinery and its instruments, Legislation: Causes of disputes, Right to Strike, Major Strikers, Tripartite and Bipartite Bodies, Standing orders and Grievance Procedure.

**Case:** Stop the shouting game please

**Case:** The dish ends ltd

**Unit-III**

Collective Bargaining, Conciliation, Arbitration, Adjudication, The Industrial Dispute Act 1947, Labour Welfare work, Labour Welfare officer, Worker's Participation.

**Case:** who is to be blamed?)

**Unit-IV**

Wage Policy and Wage Regulation Machinery, Wage Legislation, Payment of Wages Act 1936, The Payment of Bonus Act,1965

**Case:** Rules and regulations still guide actions at UPS

**Unit-V**

The Factories Act 1948, Mines Act 1952, Industrial Relations and Technological Change.

**Case:** Organizations and unions working as partners

**References:**

1. Mamoria, Mamoria, Gankar “Dynamics of Industrial Relations” Himalaya Publishing House.2012.
2. C.B.Mamoria, VSP Rao “personnel management- text & cases”, Himalaya Publishers 15th edition, 2012.
3. J.A.Kulkarni, Asha Pachpande, Sandeep Pachpande, “ case studies in amangement”, pearson, 2011.
4. Padhi“ Labour and Industrial Relations” PHI, 2012.
5. ArunMonappa,RanjeetNambudiri,Selvaraj “ Industrial Relations and Labour Laws” , TMH,2012
6. RatnaSen “Industrial Relations-Text and cases “Macmillan Publishers,2011.

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**MBA II YEAR I SEMESTER**

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**A93201: Business Best Practices (Seminar Presentation 50 Marks)**

**Objective:** To enable students to understand the best practices followed by the organizations.

**Exercises:**

The students may choose 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 (Level 5)
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, news papers, business magazines). Formal or informal interaction with the managers of the organization may also be attempted to have better clarity.

**Journals:** Vikalpa, IIMA, IIMB Review, Decision, IIMC, Vision, MDI.

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**MBA II YEAR II SEMESTER**

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**A94001: ENTREPRENEURSHIP CONCEPTS AND CASES**

**Objective:** The aim of this subject is to inspire students to become entrepreneurs so that they emerge as job-providers rather than job-seekers.

**Unit-I:**

**Introduction:** Understanding Entrepreneurial Mindset, the Evolution of Entrepreneurship-Approaches to Entrepreneurship, Process Approach, Twenty First Century trends in Entrepreneurship.

**Case:** Ready, Aim, Fire Fire

**Case:** Henry Ford,

**Case:** From Candle Seller to CEO

**Unit-II:**

**Individual and Corporate Entrepreneurship:** The Individual Entrepreneurial Mind-set and Personality, The Entrepreneurial Journey, Stress and the Entrepreneur, The Entrepreneurial Ego, Entrepreneurial Motivations. Corporate Entrepreneurial Mind set, the Nature of Corporate Entrepreneur- Conceptualization of Corporate Entrepreneurship Strategy, Sustaining Corporate Entrepreneurship.

**Case:** Globalizing Local Talent,

**Unit-III:**

**Launching Entrepreneurial Ventures:** Opportunities Identification- Entrepreneurial Imagination and Creativity, the Nature of the Creativity Process, Innovation and Entrepreneurship. Methods to Initiate Ventures, Creating new ventures, Acquiring an Established Entrepreneurial Venture, Franchising, Hybrid Disadvantage of Franchising.

**Case:** Water, Water Everywhere: But Not A Drop To Drink, .

**Case:** Pets.com

**Case:** Creativity in Start-Ups

**Case:** Opportunity–Earthmoving Industry



#### **Unit-IV:**

**Legal Challenges of Entrepreneurship:** Intellectual Property Protection-Patents, Copyrights, Trademarks and Trade Secrets, Avoiding Trademark Pitfalls. Formulation of the Entrepreneurial Plan, The Challenges of New Venture Start-ups, Poor Financial Understanding, Critical factors for New Venture Development, The Evaluation Process, and Feasibility Criteria Approach.

**Case:** Victoria, Tomlinson; Network.

**Case:** Tim Lockett, Knowing your Customers & Suppliers

**Case:** Google

**Case:** Tata Motors–Nano

#### **Unit-V:**

**Strategic Perspectives in Entrepreneurship:** Strategic Planning-Strategic Actions-Strategic Positioning- Business Stabilization- Building the Adaptive Firms-Understanding the Growth Stage-Unique Managerial Concern of Growing Ventures.

**Case:** To Lease or Not: A Cash flow Question

**Case:** Public Sector - Address Seed Capital

#### **References:**

1. D F Kuratko and T V Rao —Entrepreneurship- A South-Asian Perspective —CengageLearning,
2. Arya Kumar —Entrepreneurship- Creating and Leading an Entrepreneurial Organization|| Pearson 2012.
3. Richard Blundell Exploring Entrepreneurship Practices and Perspectives, Oxford, 2011.
4. David H Holt|| Entrepreneurship: New Venture Creation|| PHI,2013.
5. The Journal of Entrepreneurship, Entrepreneurship Development Institute of India, Ahmadabad,
6. Journal of Human Values: IIM Calcutta.
7. Vasant Desai, Small Scale Industries and Entrepreneurship, HPH, 2012.
8. Rajeev Roy, Entrepreneurship, 2e, Oxford, 2012.

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**MBA II YEAR II SEMESTER**

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**A94002/M: RETAILING MANGEMENT  
(Marketing Elective)**

**Objective:** To facilitate the students about the concepts of Retailing through cases so that interested students can choose retailing as their career.

**Unit-I**

**Introduction to Retail Management** - Meaning of Retail & Retailing, History, types, functions, utilities, theories of retailing, e-tailing, structure of Indian retail industry, retailing in Asia, global retailing, retailing in Europe, service retailing, FDI retailing, Rural marketing, ethics in retailing.

**Case:** The Classic story

**Case:** The Panwallah.

**Unit-II**

**Understanding Shoppers & Shopping** - Shopping Environment, shopping in a Socio Cultural Contest, shopping process shopping behavior, demographics of Indian shoppers, psychographic profile of Indian shoppers, lifestyle of Indian shoppers, shopping patterns in India.

**Case:** Multinational Fast Food Chains in India. Retail Management

**Case:** Tanishq.

**Unit-III**

**Delivering Value through Retail Functions** - Classification of formats, ownership-based, store based, non-store based, other retail formats, Value Based Model of store format choice, attribute based model of store format choice, the competitive market place, Marketing Structure, the demand side of retailing, non price decisions, types of competition, evolution of retail competition, future changes in retail competition.

**Case:** Nirula's.

**Case:** Hot Breads.

**Case:** McDonalds India.

**Case:** Automobile and Niche Marketing

#### **Unit-IV**

**Pricing & Supply Chain Management** - Pricing Objectives & Policies, Interactive Pricing Decisions, different Pricing Strategies, Price Adjustment Strategies. SCM-introduction, drivers of SCM, SCM & competitive advantages, types of supply chain-supply chain length, width, control of supply chain, framework of Supply Chain Management-SCM network structure, Supply Chain Business Process, SCM components, Retail Inventory Management, Retail Logistics Management, EDI in SCM.

**Case:** Café Coffee Day.

**Case:** Shoppers stop. )

#### **Unit-V**

**Retail Buying & Managing Retail Operations-** objectives of buying, organization buying, retailing buying behavior, models of buying behavior, buyer-responsibilities, merchandising & assortment plans merchandise plan, merchandise plan for basic stocks retail buying groups, negotiations in retail, contract in retail, store layout & design, merchandise display-fixtures, positioning of merchandise, materials & finishes – floors, interior walls, ceilings, lightings, music, graphics-exterior signage, interior signage, layouts for e-tailers.

Case: Godrej and Boyee's.)

#### **References:**

1. Piyush Kumar Sinha, Dwarika Prasad Uniyal, Managing Retailing, 2nd Edition, Oxford, 2012.
2. Lusch, Dunne, Carver, Introduction to Retailing, 7th Edition, Cengage Learning, 2015.
3. Suja Nair, Retail Management, Himalaya Publication House, 2012.
4. Aditya Prakash Tripathi, Noopur Agrawal, Fundamentals of Retailing (text and cases), Himalaya Publication House, First Edition, 2009.
5. Swapna Pradhan, Retail Management-Text & Cases, TMH, 2015.
6. Dr. Harjit Singh, Retail Management a global perspective text and cases, S.Chand, 2011.

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**MBA II YEAR II SEMESTER**

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**A94003/M: SERVICES MARKETING  
(Marketing Elective)**

**Objective:** To facilitate the students about the concepts of Services Marketing through cases. **Learning Objective:** The objective of the course is to provide a deeper insight into the Marketing Management of companies offering Services as product.

**Unit-I**

**Foundations of Service Marketing:** What are Services? Why Services Marketing? Role of Services in Modern Economy, Service and Technology, characteristics of services compared to goods, Services Marketing Mix, staying focusing on customer, Gaps model of Service Quality-Customer Gap, Provider Gap and Closing Gap.

**Case:** The United Indian Bank

**Case:** Online air travel: Expedia, Orbitz and Travelocity lead the pack

**Unit-II**

**Focus on the Consumer:** Consumer behavior in services, Consumer expectations in service, consumer perceptions of service, Understanding Consumer Requirements-listening to customers through research, building customer relationships, service recovery.

**Case:** The Crestwood Inn

**Case:** Population growth and the urban poor

**Unit-III**

**Aligning Service Design and Standards:** Service innovation and design-challenges, types of service innovations, stages in service innovation and development, service blueprinting, high performance service innovations, new Service Development Processes, Customer defined service standards-factors, types, and development, Physical Evidence and the Services cape.

**Case 1:** Physical evidence a case of KF.

**Case 2:** IT Trainers Limited.

#### **Unit-IV**

**Delivering and Performing Service:** Employee's roles in service delivery, customer's roles in service delivery, delivering service through intermediaries and electronic channels, managing demand and capacity.

**Case:** Relationship between Employee satisfaction, Customer satisfaction and market share: The case of Hewlett-Packard,

**Case:** Total Assurance Ltd.

#### **Unit-V**

**Managing Service Promises:** Integrated services marketing communications-need for coordination, five categories of strategies to match service promises with delivery, Pricing of Services-three key ways that service prices are different for customers, approaches to pricing services, pricing strategies that link to the four value definitions.

**Case:** Why Differential Pricing helps the poor? .

#### **References:**

1. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Services Marketing, 7th edition Pearson 2015.
2. Valarie A. Zeithaml & Mary Jo Bitner: Services Marketing – Integrating customer focus across the firm, TMH, Fifth edition, 2011.
3. John E.G. Bateson, K. Douglas Hoffman : Services Marketing, Cengage Learning, Fourth Edition, 2012.
4. Harsh V. Varma: Services Marketing text and cases, Pearson, Second edition, 2012.
5. Vinnie Jauhari, Kirti Dutta: Services- Marketing, Operations and Management, Oxford University Press, 2012.
6. Govind Apte : Services Marketing, Oxford Press, 2011.

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**MBA II YEAR II SEMESTER**

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**A94004/M: INTERNATIONAL MARKETING  
(Marketing Elective)**

**Objective:** To enable the student understand the Global Markets, formulate of Global Marketing Strategies and Implement.

**Unit-I**

**Introduction to International Marketing:** Definition, Scope, Features, Difference between Domestic and International Marketing, Why International? International Marketing Theories, Types of Economics & Markets.

**Case:** Starbucks –going Global fast.

**Unit-II**

**Environment of Global Markets: Types:** Political, Economical, Social, Legal and Technological Environments, EXIM Policy, International Trade and its barriers trade in Goods & Services.

**Case:** IKEA Catalogue.

**Case:** Mc. Donalds and obesity.

**Unit-III**

**Assessing Global Market Opportunities:** Global vision through Market Research: Market Selection, Role of Culture, Government Policies of Target Markets, SWOT Analysis of Target Markets, International Trade Agreements, World Market Stages.

**Case:** Reliance Entertainment)

**Case:** Mahindra & Mahindra

**Case:** IMAX Corporation

**Unit-IV**

**Developing Global Market strategies:** Segmentation product & services decisions for consumers and Business: Marketing channels and Distribution, Promotion Strategies, Pricing strategies.

**Case:** Harley-Davidson:-Price level

**Case:** McDonalds Great Britain –the Turnaround

## **Unit-V**

**Implementing Global marketing strategies:** Negotiation with customers and selection method, E-Marketing channels organization &controlling of the global marketing programme.

**Case:** NTT DOCOMO

### **References:**

1. Philip R. Cateora, John L graham, PrashantSalwan, International Marketing - 15th edition – TMH-2011.
2. SvendHollensen, MadhumitaBenerjee-Global Marketing-4th Edition- Pearson-2010.
3. Rajagopal –International Marketing-2nd Edition –Vikas -2011
4. Justin Paul, International Marketing – Text and Cases, TMH, 2015.
5. Kiefer Lee, Steve Carter-Global Marketing Management-3rd edition-Oxford-2011.
6. Francis Cherunilam- International Marketing-12th Edition-HPH-2012.

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| <b>PROGRAM<br/>OUTCOMES</b> |          |          |          |          |          |
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**MBA II YEAR II SEMESTER**

**A94002/F: STRATEGIC INVESTMENT AND FINANCING DECISIONS  
(Finance Elective)**

**Objective:** To develop an understanding of the role of financial strategy, in the investing, financing and resource allocation decisions within an organization.

**Unit-I**

**Investment decisions under conditions of Risk and uncertainty:** Concepts of risk and uncertainty. Risk Analysis in Investment Decisions. Risk adjusted rate of return, certainty equivalents, and probability distribution of cash flows, decision trees, sensitivity analysis and Monte Carlo Approach to Simulation. Investment Decisions under capital constraints: Capital Rationing Vs. Portfolio. Portfolio Risk and diversified projects.

**Unit-II**

**Types of Investments and disinvestments:** Project abandonment decisions, Evidence of IRR. Multiple IRR, Modified IRR, Pure, simple and mixed investments. Lorie Savage Paradox. Adjusted NPV and impact of inflation on capital budgeting decisions.

**Unit-III**

**Critical analysis of appraisal techniques:** Discounted pay back, post pay back, surplus life and surplus pay back, Bail-out pay back, Return on Investment, Equivalent Annual Cost, Terminal Value, single period constraints, multi-period capital constraint and an unresolved problem, NPV mean variance analysis, Hertz Simulation and Hillier approaches. Significance of information and data bank in project selections.

**Unit-IV**

**Strategic Analysis of selected investment decisions:** Lease Financing, Leasing vs. Operating Risk, borrowing vs. procuring. Hire purchase and Installment decisions. Lease Risk Management, Leasing as a Financing Decision, Advantages of Leasing, and Leasing Decision in practice.



## **Unit-V**

**Financing Decisions:** Mergers and Acquisitions Basic Issues, Strategy, Diversification and Mergers and Acquisitions, Theories of Mergers, Types of Mergers, Cost of Mergers, Government guidelines for Takeover, Problems on Mergers & Acquisitions and cases.

### **References:**

1. Ravi M Kishore "Strategic Financial Management, Taxman 2012.
2. Prasanna Chandra: Financial Management, 8/e, TMH, 2012
3. Prasanna Chandra: Projects: Planning, Analysis, Financing Implementation and Review, 6/e, TMH, 2012
4. I.M. Pandey: Financial Management, Vikas 2012.
5. Brigham & Ehrhardt: Financial Management, Text and Cases, Cengage, 2012.
6. MY Khan and PK Jain: Financial Management: Text, Problems & Cases, TMH, 2012.

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| <b>PROGRAM<br/>OUTCOMES</b> |          |          |          |          |          |
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**MBA II YEAR II SEMESTER**

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**A94003/F: INTERNATIONAL FINANCIAL MANAGEMENT  
(Finance Elective)**

**Objective:** The objective of the course is to provide students with a broad view of International Monetary Systems and its understanding to enable a global manager to do business in a global setting.

**Unit-I**

**International Financial Management:** An overview, Importance, nature and scope, International Business Methods, Recent changes and challenges in IFM.

**Unit-II**

**International Flow of Funds:** Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows. Indian BoP Trends. International Monetary System: Evolution, Gold Standard, Britton Woods's system, the flexible exchange rate regime, evaluation of floating rates, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

**Unit-III**

**Foreign Exchange Market:** Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations. Process of arbitrage, speculation in the forward market - Currency Futures and Options Markets, Overview of the other markets – Euro currency market, Euro credit market, Euro bond market, International Stock market.

**Unit-IV**

**(a)Exchange Rates:** Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates – exchange rate systems. Managing Foreign exchange Risk. International arbitrage and interest rate parity.

**(b) Relationship between inflation, interest rates and exchange rates – Purchasing Power Parity – International Fisher Effect – Fisher Effect.**

## **Unit-V**

**Asset–liability Management:** Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital. International Portfolio Management. International Financing: Equity, Bond financing, parallel loans - International Cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export – Import bank of India, recent amendments in EXIM policy, regulations and guidelines.

### **References:**

1. Jeff Madura: International Corporate Management, Cengage, 2012.
2. Alan C.Shapiro: Multinational Financial Management, John Wiley, 2012
3. Sharan.V: International Financial Management 5Th Ed.PHI2012
4. MadhuVij: International Financial Management, Excel, 2012.
5. Ephraim Clark: International Finance, , Second Edition, Thomson.
6. P.G.Apte: International Financial Management, TMH 2012.

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**MBA II YEAR II SEMESTER**

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**A94004/F: FINANCIAL DERIVATIVES  
(Finance Elective)**

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

**Unit-I**

**Introduction to Derivatives** – Development and Growth of Derivative Markets, Types of Derivatives, Uses of Derivatives, Fundamental linkages between spot & Derivative Markets, The Role of Derivatives Market, Uses & Misuses of derivatives.

**Unit-II**

Future and Forward Markets 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**

**(a) 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.

**(b)** Basic Option Strategies, Advanced Option Strategies, Trading with Options, Hedging with Options, Currency Options.

**Unit-IV**

**Commodity Market Derivatives**-Introduction, Types, Commodity Futures and Options, Swaps. Commodity Exchanges- MCX, NCDEX- Role, Functions & Trading. (Refer: M.Ranganatham&R.Madhumathi)

**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, Credit Swaps, using Swaps to Manage Risk, Pricing and Valuing Swaps.

**REFERENCES:**

1. John C Hull: Options, Futures and other derivatives, Pearson, 2012.
2. Robert A Strong: Derivatives – An Introduction, Thomson, 2012
3. Gupta: Financial Derivatives, PHI 2012
4. Dubofsky, Miller: Derivatives Valuations and Risk Management, Oxford. 2012
5. Don M. Chance, Robert Brooks: Derivatives and Risk Management Basic, Cengage. 2012.
6. Sundaram Das, Derivatives – Principles and Practice, McGraw Hill, 2012

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**MBA II YEAR II SEMESTER**

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**A94002/H: COMPENSATION & REWARD MANAGEMENT  
(HR Elective)**

**Objective:** The student understands how to design the compensation for various levels of jobs in the organization, designing the compensation for special groups. Government and legal issues in compensation design.

**Unit-I**

**The Pay Model Strategy:** The Totality of Decisions, Defining Internal Alignment, Job Analysis, Evaluating Work, Job Evaluation, person-based Structures.

**Case:** So you want to lead an orchestra

**Case:** Job Evaluation at whole foods

**Unit-II**

**External Competitiveness: Determining the Pay Level**

Defining Competitiveness, Designing pay levels, Mix and pay structures, pay for performance. The Evidence pay for performance plans.

**Case:** Burger Boy

**Case:** Incentives in the club House

**Unit-III**

**Employee Benefits:**

Performance Appraisals, Benefits Determination Process, statutory Benefits including Health care, Employee welfare and Retirement Benefits.

**Case:** Merit pay: Making policies and practices that work

**Unit-IV**

**Extending the System:**

Compensation of Special Groups, Union role in wage and Salary administration. International pay systems.

**Case:** Compensation of special groups

**Case:** Coke and IBM

## **Unit-V**

### **Managing the System:**

Government and legal issues in compensation Public sector pay Management: Making It works.

**Case:** Communicating by copier

### **References:**

1. George T Milkovich, Jerry M Newman, C S VenkataRatnam” TMH,2015.
2. B D Singh “Compensation and Reward Management” Excel books,2012.
3. Joseph J.Martocchio “Strategic Compensation” Pearson, 2012.
4. Kanchan Bhatia “Compensation Management” Himalaya, 2012.
5. Henderson “Compensation Management in a Knowledge Based World” 3e, Pearson, 2012.
6. Michale Armstrong” Employee Reward” University Press, 2012

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**MBA II YEAR II SEMESTER**

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**A94003/H: INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**Objective:** The objective of this subject is to enable the students to develop a perspective about the HRM Internationally.

**Unit – I**

**Introduction to IHRM:** Basics of IHRM Importance - Definition, Nature, Scope and components of IHRM Strategy, Functions, difference between Domestic HRM and IRHM, Over view of International HR activities- HR planning, Recruitment, Selection, Training and Development, Performance Management, Remuneration, Repatriation, Employee Relations, Approaches to the study of employment policy across countries.

**Unit – II**

**International Recruitment and Selection:** Approaches to international Recruitment-ethnocentric, polycentric, geocentric, region-centric; Selection process-factors effecting in expatriate selection process, Technical ability, cross-cultural suitability, individual adjustments, family adjustments IHRM practices – USA, UK, Japan and India A comparative study.

**Unit – III**

**Managing HRM In Virtual Organization, Globalization & HRM:** Meaning, Features and Types of Virtual Organizations, Advantages and disadvantages, Managing HR in Virtual Organizations; Impact of Globalization on Employment, HRD, Wage & Benefits, Collective Bargaining, Participative Management, Ethical Issues in HR.

**UNIT-IV**

**IHRM Model of India:** Culture and Indian Managers- Indian Managers-Responses to HR practices across the world-Implication for multinationals – MNCs skill based approach and staff training and Development priority – The global managers and future organizations - India's Response to Universalization of HR Principles, Policies and Practices – Cross- Convergence.



## **UNIT-V**

**Special Issues in IHRM:** Challenges of Globalization and implications of Managing people and leveraging Human Resources for competitive advantage – Impact of IT on Human Resource Management- IT and HR- out sourcing HR-Globalization, Quality of Work life and productivity- Reorienting work force through HR Interventions – Women expatriates and their problems – Exit policy and practices – Impact on participative Management and Quality circles.

### **References:**

1. N. Sengupta&Mousumi, S.Bhattacharya, International HRM, Excel Books
2. P.L. Rao, International Human Resource Management – Text and Cases, Revised Edition, Excel Books- New Delhi
3. Edwards - International HRM, Pearson Education.
4. K. Aswathappa - International Human Resource Management Sadhna Dash Text and Cases, Tata McGraw Hill Publishing Company Ltd
5. P. Subba Rao, International Human Resource Management Himalaya Publishing House Dr. NilanjamSengupta- International Human Resource Management Excel Books, New Delhi
6. Charles M. Vance, Managing a Global Workforce, challenges and opportunities in IHRM PHI-Private Ltd, New Delhi – 2007

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**MBA II YEAR II SEMESTER**

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**A94004/H: LEADERSHIP AND CHANGE MANAGEMENT**

**Objective:** Understands the relevance of organizational change in the public sector, and its central aspects.

**Unit – I**

**Introduction and Skills approach to leadership:** Definition, Components of Leadership, trait approach to leadership, strengths, criticisms, applications, Skills approach to leadership-Ohio state studies, Michigan studies, Blake and Mouton's Leadership Gird, strengths, criticisms, applications.

**Case:** Developing a leadership pipeline at Infosys (P.C.Reddy)

**Case:** Fostering young leaders ( Udaykumar)

**Unit – II**

**Contingency Leadership:** Contingency theory description, leadership styles, situational variables, strengths and criticisms, applications of contingency approach, Path-Goal Theory, strengths, criticisms, applications

**Case:** Charismatic leadership & motivation in ABC Ltd. (P.C.Reddy)

**Unit – III**

**Transformational Leadership:** A model of Transformational Leadership, How does Transformational Leadership defined, Strengths, Criticisms, applications, Servant Leadership, Definition, ten characteristics of Servant Leader, Historical Basis, strengths, criticisms, applications

**Case:** Servant leaders are the best leaders during times of change (W. Glennrowe)

**Unit – IV**

**Organizational design and change:** strategic level change, Group and team level change, and Individual level change. Organizational Structure, Organizational Culture and Management of Change; Change communication, resistance to change, Organizational learning, power, politics and Organizational change, Ethics and Managing Change, Change Agents and Agency

**Case:** Restructuring at Flexco (Adrian)

**Case:** Cultural change at DupontNylone (Adrian page)

## **Unit – V**

**Employee Relations and Managing Change:** The Management of Change, Technological Change. Employee Relations, Involvement Strategies, Management of Change, Downsizing and the Management of Change, Evaluating and Promoting change.

Case: Reward Management at Midland Main Line - Strategic Reward Management.

Case: Downsizing at Energy Co

Case: Evaluating a possible change to training methods at telesales Incorporated (Adrian)

### **References:**

1. Peter G. Nor house “Leadership: Theory & Practices” Sage Publications, 2012.
2. Mark Hughes, “Managing Change – a critical perspective”, Universities Press, 2011.
3. Adrian Thorn hill, Phil Lewis, Mike Millmore. Mark N K Saunders “Managing change”, Pearson, 2011.
4. Richard L. Hughes, Leadership, 6th Edition, Mc. Graw Hill, New Delhi
5. Uday kumarHaldar, “leadership & team building”, Oxford, 2011 6. Gary Yukl , “Leadership in Organizations” Pearson, 2012.

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**MBA II YEAR II SEMESTER**

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**A94201: SUCCESS STORIES OF ENTREPRENEURS (Seminar Presentation 50 Marks)**

**Objective:** The aim of this mini project is to understand how entrepreneurs are become successful. This is to inspire students to become job-providers rather than job-seekers.

**Exercises:**

1. Procedure to start a company
2. Choose the product and estimate the demand for the product.
3. The problems of procurement of raw materials.
4. The marketing, HR and finance problems of the entrepreneur.
5. Growth alternatives available to the entrepreneur.

**Report:** A brief report of the understanding and observation should be submitted and presented in the class.

**Reference:**

1. Raj Shankar, Entrepreneurship Theory and Practice, TMH First edition, 2012. A G Krishnamurthy, Dhirubhaism, TMH, 2011.
2. The Journal of Entrepreneurship, Entrepreneurship Development Institute of India, Ahmadabad.
3. Journal of Human Values: IIM Calcutta.

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| <b>PROGRAM OUTCOMES</b> |          |          |          |          |          |
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**MBA II YEAR II SEMESTER**

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**FINAL PROJECT GUIDELINES**

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

**Objective:** 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.

**A94202: 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:

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:

**A94203: Stage II: Statistical Analysis - 25 Marks** (Chapter II of the main report)  
**Seminar.**

**Approach:** Students should collect data for the main project from CMIE Prowess DATA BASE or any other source or from the field. Students are expected to use relevant statistical tools using Excel, SPSS, and make a **Seminar Presentation. This will be the CHAPTER II : Data Analysis** of the main report.

**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.**

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| <b>PROGRAM OUTCOMES</b> |          |          |          |          |          |
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**MBA II YEAR II SEMESTER**

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**A94204: COMPREHENSIVE VIVA-VOCE**

**Objective:** The aim of this Comprehensive Viva-Voce is to understand the ability of the students.

**Exercise:** Student will go through all theory subjects