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MBA Fourth Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	MBUSI20S401	Project Management	100	4	4	0	0	4

Course Objectives:

- To make them understand the concepts of Project Management for planning to execution of projects.
- To make them understand the feasibility analysis in Project Management and network analysis tools for cost and time estimation.
- To enable them to comprehend the fundamentals of Contract Administration, Costing and Budgeting.
- Make them capable to analyze, apply and appreciate contemporary project management tools and methodologies in Indian context.

Expected Course Outcome:

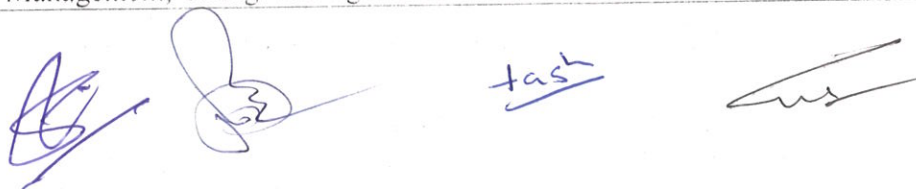
- Understand project characteristics and various stages of a project.
- Understand the conceptual clarity about project organization and feasibility analyses – Market, Technical, Financial and Economic.
- Analyze the learning and understand techniques for Project planning, scheduling and Execution Control.
- Apply the risk management plan and analyse the role of stakeholders.
- Understand the contract management, Project Procurement, Service level Agreements and productivity.
- Understand the How Subcontract Administration and Control are practiced in the Industry.

Student Learning Outcomes (SLO):

By the end of this course, a student should be able to:

- Explain accurately the processes and interactions a practitioner undertakes to achieve project goals.
- Analyze the iterative processes of a project correctly.— Identify and effectively communicate best practices within the framework of projects— management.
- Evaluate and describe the process of progressive elaboration independently.— Identify how organizational culture impacts a project.—

Units	Contents	Periods
UNIT – I	Project Management: Introduction, Need for Project Management, Project Management Knowledge Areas and Processes, The Project Life Cycle, The Project Manager (PM), Phases of Project Management Life Cycle, Project Management Processes, Impact of Delays in Project Completions, Essentials of Project Management Philosophy, Project Management Principles	12 Hours
UNIT – II	Project Identification and Selection: Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break-even point, Project Planning: Introduction, Project Planning, Need of Project Planning, Project Life Cycle, Roles, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure (WBS), PERT and CPM	12 Hours
UNIT – III	Organisational Structure and Organisational Issues: Introduction, Concept of Organisational Structure, Roles and Responsibilities of Project Leader, Relationship between Project Manager and Line Manager, Leadership Styles for Project Managers, Conflict Resolution, Team Management and Diversity Management, Change management.	12 Hours



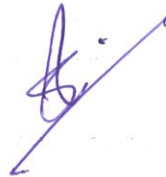
UNIT – IV	Understanding different fundamental contract types and some of the variants, Introduction, Risk, Risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Reducing Risks	12 Hours
UNIT – V	Project Performance Measurement and Evaluation: Introduction, Performance Measurement, Productivity, Project Performance Evaluation, Benefits and Challenges of Performance Measurement and Evaluation, Controlling the Projects	12 Hours

Books Recommended:

- Project Management: Principles of Project Management- Paul Newton and Helen Bristoll
- Fundamentals of Project Management- James P. Lewis
- Project Management: Process, Technology and Practice- Ganesh Vaidyanathan
- Project Management- Harold Kerzner



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					L	T	P	C
3.	MBUSI20S403	Project Viva	100	4	0	0	4	4

The Seminar & Term Paper shall be based on various practical exercises, which shall comprise of tutorial work, carry home tasks, debates, paper writing, case competition, group discussion, conferences surveys, management games, role-plays, workshops presentation, extempore, prepared speeches, library assignments, company studies project assignment etc. The weight-age of these items will be announced by the teachers concerned in consultation with the Professor & Head/Dean. The plan for the semester will be announced separately. The selected topics shall be from the all subjects that are being taught or any other general topic of academic importance. Marks may be awarded on the basis of total performance of the examinees, for which the scheme of examination and evaluation shall be (40+60) marks. The evaluation is to be made internally out of 40 marks and externally out of 60 marks which will be for project work and Viva-Voce.

In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants add to new knowledge to which the students should acquaint themselves with. Workshops, Group Discussion and Seminars are the additional sources of knowledge.



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Specialization: Marketing Management

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
4.	MBUSI20S404	Retail Management and product Management	100	3	3	0	0	3

Course Objectives:

- To familiarize students with the decisions involved in running a retail firm and the concepts and principles for making those decisions.

Expected Course Outcome:

- Understand the impact of retailing on the economy.
- Comprehend retailing's role in society and, conversely, society's impact on retailing.
- See how retailing fits within the broader disciplines of business and marketing.
- Recognize and understand the operations-oriented policies, methods, and procedures used by successful retailers in today's global economy.
- Know the responsibilities of retail personnel in the numerous career positions available in the retail field.

Student Learning Outcomes (SLO):

By the end of this course, a student should be able to:

- Do the contribution of retailers to the product value chain; consumer motivations, shopping behaviors, and decision processes for evaluating retail
- Do offering and purchasing merchandise and services; corporate objectives, competitor analysis, and competitive strategy;
- Do the traditional bases for segmentation and how segmentation can inform retail strategy;
- Understand how retailer's differentiate their offering as an element in their corporate strategy;
- Apply the fundamental concepts of product and brand development and management.
- Use the brand positioning framework to develop a brand, keep it relevant, expand a brand internationally, and reposition a brand.

Units	Contents	Periods
UNIT – I	Retail Management: Understanding Shoppers-Delivering value through retail formats-Deciding location-Supply Chain Management-Retail Buying-Retail Marketing	9 Hours
UNIT –II	E-retailing and Technology in Retailing- In Store Technologies, Electronic retailing, Technology- Human Interface, Challenges etc. Category Management-Store layout and Design-Establishing a Pricing Strategy-Deciding location	9 Hours
UNIT – III	Product management decision- making & product policy decisions. New product idea generation and screening-Brand Awareness and Consumer Brand Knowledge	9 Hours
UNIT – IV	-Brand Identity, personality and Associations-Brand Architecture-Differentiation and Positioning Decisions Concept Testing-Tactical Branding Decisions-Product Use	9 Hours
UNIT – V	Testing-Packaging Decisions-Test marketing and alternative methodologies-Pre-Launch and launch management-Product Recalls-Brand Equity (build, leverage and measure)	9 Hours

Books Recommended:

- Diamond Allen, Fashion Retailing.
- Diamond, Jay And Gerald Pontel Retailing.
- Drake, Mary Francis, J.H.Spoone and H.Greenwald Retail Fashion.

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Specialization: Marketing Management

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
5.	MBUSI20S405	B2B Marketing, Sales and Distribution Management	100	3	3	0	0	3

Course Objectives:

- The main objective of the course is to provide the knowledge and understanding business to business marketing, core concepts of sales and Distribution management.

Expected Course Outcome:

- The ability to study the demographic, geographical and anthropological characteristics of organizational customers.
- Knowing the basics of detection and study of the psychological characteristics of organizational customers.
- Course participants should be able to understand & appreciate the diverse variables affecting the sales & distribution function.
- Course participants should be able to develop sales and distribution plans.
- Course participants should be able to link distribution with other marketing variables.

Student Learning Outcomes (SLO):

- Develop the ability to study the demographic, geographical and anthropological characteristics of organizational customers.
- Know the basics of detection and study of the psychological characteristics of organizational customers.
- Develop ability to transfer knowledge from subject area to other functional areas of management organizations.
- Develop ability to understand the impact of marketing decisions in other functional areas of organizations.

Units	Contents	Periods
UNIT – I	B2B Marketing: Market Opportunity Identification–Analysis & Evaluation-Introduction to B2B Marketing-Customer Analysis-Customer Relationship Management Strategies for Business Markets	9 Hours
UNIT –II	Assessing Market Opportunities-Environmental Changes Impacting Supply Chain Power-Strategic Market Planning-Managing Products for Business Markets-Managing Business Marketing Channels	9 Hours
UNIT – III	Pricing-Key Account Management-Business Marketing Communication-Business Marketing Communication-B2B Branding	9 Hours
UNIT – IV	Introduction to SDM & Marketing Channels-Channel Design Channel Migration & Emergent Channels-Power & Conflict in Channel Management-Wholesaling and Mass Distribution	9 Hours
UNIT – V	Retailing and Modern Retail-Introduction to Sales & Personal Selling-Strategic Sales Management-Managing the sales force-Sales Analytics-Sales force Compensation and Evaluation Social & Ethical concerns in SDM	9 Hours

Books Recommended:

- Aaker, David A. etc. Advertising Management, 4th ed. New Delhi, Prentice Hall on India, 1985.
- Belch, George E and Belch, Michael A. Introduction to Advertising and Promotion, 3rd ed. Chicago,
- Borden, William H. Advertising, New York, John Wiley, 1981.
- David Ogilvy on Advertising London, Longman, 1983.
- Anderson, R. Professional Sales Management Englewood Cliffs, Jersey, Prentice Hall Inc. 1992.
- Anderson, R. Professional Personal Selling, Englewood Cliffs, Jersey, Prentice Hall Inc. 1991.

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Specialization: Financial Management

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
6.	MBUSI20S406	International Financial Management and Foreign Exchange Management	100	3	3	0	0	3

Course Objectives:

- To provide an integrative understanding of the foreign exchange market and the relationships between interest rates, spot and forward rates and expected inflation rates.
- To provide an information within the global financial environment of foreign exchange to solve problems and make informed decisions.

Expected Course Outcome:

- Understanding of the fundamental principles and ways of Multinational Companies (MNCs).
- Able to combine the courses in major finance and taxation, can combine taxation laws, accounting with practical issues.
- Have the ability to analysis practical international financial affairs;
- Right understanding of the conceptions of risks; able to get profit in a proper way to avoid or lower the risks.

Student Learning Outcomes (SLO):

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

- Apply appropriate formats and technologies to financial communication.
- Review the problems of dealing in foreign currency and the advantages and disadvantages of overseas funding
- Recognise and calculate forward exchange rates given spot rates
- Identify market conventions on exchange rate quotation and correctly calculate those quotations
- Comprehend the range of hedging strategies including forward rate hedging and contingent hedging
- Explain the use of futures and option contracts in hedging foreign exchange exposure

Units	Contents	Periods
UNIT – I	International Financial Environment, International Financial Transaction, Foreign Exchange Market: An Introduction, Foreign Exchange Market: Market Participants, Introduction to Indian Foreign Exchange Market, International Monetary Standard: Gold Standard, International Monetary System: Paper Currency Standard, Purchasing Power Parity & Bretton Woods Agreement, Floating Rate, Currency Boards & Currency Basket Systems, Foreign Exchange Contracts: Spot and Forward Contracts, Foreign Exchange Contracts: Swaps and Options.	9 Hours
UNIT –II	Foreign Exchange Quotations: Spot Market, Foreign Exchange Quotations: Bid- Ask Spread, Foreign Exchange Quotations: Cross Rates, TT Buy/Sell Rates, TC Buy/Sell Rates.	9 Hours
UNIT – III	Exchange Rate Arithmetic: Forward Rates, Exchange Rate Arithmetic: Forward Rates, Exchange Rate Arithmetic: Cross Rates & Triangular Arbitrage, Exchange Rate Theories: Purchasing Power Parity, Purchasing power parity, Exchange Rate Theories: Exchange Rate Pass Troughs.	9 Hours
UNIT – IV	International Parity Conditions, Foreign Exchange Exposures: Transaction Exposure, Transaction Exposure Management, Interest Rate Swaps, Currency Swaps, Operating Exposure Measurement, Operating Exposure Management: At Operational Level, Operating Exposure Management: At Strategic Level, Translation/Accounting Exposure: Integral vs. Non-Integral Foreign Operation, Translation/Accounting Exposure: Measurement and Management.	9 Hours

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UNIT – V	International Trade & Risk Associated with International Trade, Financing of International Trade, International Equity Market and Cross Listing of Shares, International Equity Market and Indian ADRs and GDRs, International Bond Market: An Introduction, Indian Companies and International Bond Market, International Perspective of Cost of Capital, International Capital Structure, International Capital Budgeting, Evaluation of Foreign Direct Investment.	9 Hours
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Books Recommended:

- International Financial Management by P.G.Apte, TMH Publication, 4th Ed.
- International Finance Management, Eun & Resnick TMH Publication, 4th Ed.
- International Finance Management, Jeff Madura, Thomson Publication, 7th Ed.
- Multinational Business Finance by David K Eiteman, Arthur I Stonehill, Michael H Moffett , Alok Pandey , Pearson Publication, 10th Ed.
- Multinational Financial Management, by Alan C. Shapiro, Wiley India, 8th Ed.
- Abdullah, F.A. Financial Management for the Multinational Firm. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1987.
- Bhalla, V. K. International Financial Management. 2nd ed. New Delhi, Anmol, 2001.

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**MBA Fourth Semester
Specialization: Financial Management**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
7.	MBUSI20S407	International Accounting and Project Planning Analysis Management	100	3	3	0	0	3

Course Objectives:

- The course is aimed to study theoretical and practical aspects of international accounting; to gain understanding about differences in national accounting systems and reasons of such differences; to analyze and evaluate worldwide processes of accounting harmonization and convergence, their influencing factors and Analyze the learning and understand techniques for Project planning, scheduling and Execution Control.

Expected Course Outcome:

- Understand project characteristics and various stages of a project. Market, Technical, Financial and Economic.
- Familiarize and understand the International Financial Reporting Standards (IAS or IFRS) and their application to the companies who use them.
- Prepare the mandatory financial statements, according to the IFRS.
- Work in the Finance Department of companies using IFRS.

Student Learning Outcomes (SLO):

Upon successful completion of this course;

- Students will be able to describe issues companies doing business internationally encounter.
- Students will be able to report on worldwide accounting diversity and factors that influence it.
- Students will be able to discuss International Financial Reporting Standards,.
- Students will be able to explain management accounting issues that affect multinational companies and factors that influence them.
- Students will be able to articulate basic concepts regarding international taxation and issues relating to international transfer pricing.

Units	Contents	Periods
UNIT - I	International Dimensions of Accounting- International Audit Environment, International dimensions of Financial Reporting, Characteristics of financial reporting in emerging capital market, Transfer pricing.	9 Hours
UNIT -II	Performance Evaluation, Analysis of foreign financial statements, Additional Issues in International financial statement analysis, Integrating Ethics into the Accounting Curriculum, Global Risk Management.	9 Hours
UNIT - III	Generation and Screening of Project Idea; Capital Expenditure; Importance and Difficulties; Market Demand and Situational Analysis; Technical Analysis; Financial Analysis; Analysis of Project Risk; Firm Risk and Market Risk; Social Cost Benefit Analysis.	9 Hours
UNIT - IV	Multiple Project and Constraints; Network Techniques for Project Management; Project Review and Administrative Aspects. Project Financing in India; Problem of time and Cost Overrun in Public Sector Enterprises in India.	9 Hours
UNIT - V	Assessment of the Tax Burden; Environmental Appraisal of Projects, . Project negotiation, Valuing Projects	9 Hours

Books Recommended:

- Evans, Thomas G. International Accounting & Reporting, London, MacMillan, 1985.
- Gray, S. J. International Accounting and Transnational Decisions, London. Butterworth, 1993.

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- Proadhan, Bimal, Multinational Accounting, London Croom-Helm, 1986.
- Rathore, Shirin, International Accounting, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1996.
- Bhalla, V. K. Modern Working Capital management, New Delhi, Anmol, 1997.
- Bhalla V. K. Financial management and Policy, 2nd ed. New Delhi, Anmol, 1998.
- Chandra, Prasanna Project; Preparation, Appraisal, Budgeting and Implementation, 3rd ed., New Delhi, Tata McGraw Hil, 1997.
- Dhankar, Raj S. Financial Management of Public Sector Undertakings, New Delhi Westvile, 1995.



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MBA Fourth Semester
Specialization: Human Resource Management

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
8.	MBUSI20S408	International HRM & Cross Cultural Management	100	3	3	0	0	3

Course Objectives:

- Aims to develop a critical understanding of the role and functions of the various human resource activities within multinational corporations (MNC).

Expected Course Outcome:

- Describe the role of the HR Manager in an International context
- Describe Human Resource activities in an International Context
- List and explain the differences between domestic and international HRM
- Explain the importance of cultural sensitivity in an international assignment

Student Learning Outcomes (SLO):

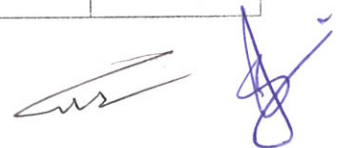
After completing this course students will be able to:

- Identify and Understand issues and practices pertaining to the major HRM functions within the context of a multinational environment.
- Recognize and value cultural differences.
- Become an expert in a particular country with regard to issues and practices pertaining to major HRM functions.
- Take ownership of their own career and its development.
- Evaluate “best practices” across cultures.

Units	Contents	Periods
UNIT – I	International HRM: Approaches, Challenges in global labour market-Linking HR to International expansion strategies, Socio-cultural context, Culture and employee management issues, challenges in managing employee diversity, stages of international involvement, developing HRM policies in global context, Managing expatriate assignments with HRM policies. Case study 1	9 Hours
UNIT –II	Institutional & Structural Context-Managing alliances and joint ventures ,HR challenges in cross border integrations-Legal issues in global workforce management, Meeting the challenges of effective Staffing in International context, appraisal of expatriate, third and host country employees, case study 2	9 Hours
UNIT – III	Issues in international performance management, international training, international compensation-approaches, composition, social security systems across countries, emerging issues. International Labour Relations , HRM practices in different countries. Case study 3	9 Hours
UNIT – IV	Cross Cultural Management: Dimensions of culture, the impact of culture on business practices, leadership across cultures, challenging role of Global Manager/Leader, need for cross-cultural management. Case study 4	9 Hours
UNIT – V	The challenge of managing multicultural/cross-cultural workgroups and international teams, virtual and multi cultural teams ,cross-cultural communications and negotiation-Decision-making within diverse cultures - ethical dilemmas and social responsibility facing firms in different cultures, Building cultural intelligence and cultural competence. Case study 5	9 Hours



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Books Recommended:

- French and Bell, Organizational Development, Pearson Education Sixth edition, 2008
- D.R. Brown, An Experimental Approach to Organization Behavior, Pearson Education, Eighth edition, 2013
- S.P.Robbins, —Organisational Behaviourll, Pearson Education
- Prasad, Organization Development for Excellence, McMillan, India.
- Sharma A.M, Managing Human Resources in Global Environmentll, Himalaya Publication, Nagpur, Latest edition, 2013
- P. Subba Rao, International Human Resource Management, Himalaya Publication, Second edition, 2017
- International Dimensions of Human Resource Management. 2nd ed. California, Wadsworth, 1994.
- K. Aswathappa & Sadhna Dash, -International Human Resource Management: Text & Casesl, Tata Mcgraw Hill Education, Private Ltd., New Delhi, Second edition, 2013



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MBA Fourth Semester
Specialization: Human Resource Management

S. No.	Course Code	Title	Max. Marks	Credits	Distributi on of Credits			
					L	T	P	C
9.	MBUSI20S409	Organizational Change and leadership	100	3	3	0	0	3

Course Objectives:

- This course aims to enhance our understanding of life inside organizations through an interdisciplinary examination of common organizational practices such as organizational structure, culture differentiation and internal integration, culture typologies, leadership attributes and styles.

Expected Course Outcome:

- Explore how managers can manage and culture change.
- Identify the new roles for leaders and leadership.
- Develop an awareness of the leadership issues and role of the leader in organizational change.

Student Learning Outcomes (SLO):

By the end of this course, a student should be able to:

- Define the concept of organizational culture and leadership.
- Research and explain the dimensions of culture.
- Research and explain the leadership role in building, embedding and evolving culture.

Units	Contents	Periods
UNIT - I	Organizational Change and Development: Dynamics of planned change, models and theories of planned change, triggers for change, strategies for implementing organizational change; Conceptual Framework of OD, OCTAPACE model of climate survey	9 Hours
UNIT -II	Managing OD Process, Classification of OD interventions, team building Interventions, structural interventions, comprehensive OD interventions, Power and Politics in OD, Issues in Client Consultant Relationship, Interdisciplinary nature of OD	9 Hours
UNIT - III	Team Dynamics at Work: Team composition, formation, and development-Team Performance and Motivation-Team Conflict and Leadership-Team Decision Making Discovering facets of interpersonal trust through Johari window, communication skills, Negotiation skills and strategies for team building.	9 Hours
UNIT - IV	Leadership: Roles of a leader, Leadership theory paradigms, Leadership traits and ethics, Personality traits and leadership, Leadership attitudes, ethical leadership, Leadership behavior and motivation, contingency leadership, Team Leadership, Organizational Leadership, Strategic leadership, Leadership for Creating high performance culture	9 Hours
UNIT - V	Leadership development through self-awareness and self-discipline, Development through education, experience and mentoring, Succession, Evaluation of leadership development efforts, Indian cases on leadership.	9 Hours

Books Recommended:

- Koontz, Hand Wechrich, H. *Management*. 10th Ed. New York. McGraw Hill, 1995.
- Luthans, F. *Organizational Behaviour*. 7th ed. New York, McGraw Hill, 1995.
- Robbins, S P. *Management*. 5th ed., New Jersey, Englewood Cliffs, Prentice Hall Inc .. 1996.
- Robbins, S P. *Organizational Behaviour*. 7th ed., New Delhi, Prentice Hall of India, 1996.
- Singh, Dalip *Emotional Intelligence at Work, Response Books*, Sage Publications. Delhi, 2001
- Staw, B M. *Psychological Dimensions of Organizational Behaviour*. 2nd Ed., New Jersey.