

SCHEME OF STUDIES & SYLLABUS
MASTER OF BUSINESS ADMINISTRATION
PROGRAMME
(Batch 2019-21)

UNDER AUTONOMOUS SYSTEM



**Post Graduate Department of
Management Studies & Research Centre**

Siddaganga Institute of Technology
Tumakuru- 572 103.

CONTENTS

#	PARTICULARS	Page No.
1	INTRODUCTION	3-5
2	SCHEME OF STUDY AND EXAMINATION	6-11
3	SYLLABUS OF FIRST SEMESTER	12-29
4	SYLLABUS OF SECOND SEMESTER	30-47
5	SYLLABUS OF THIRD SEMESTER	48-92
6	SYLLABUS OF FOURTH SEMESTER	93-126

1. INTRODUCTION

Post Graduate Department of Management Studies and Research Centre was started (1997) with an objective of imparting quality management education and conducting research in the new frontiers of management. In 1997, SIT was one among the very few engineering colleges in Karnataka to offer MBA programme. Initially the programme was affiliated to Bangalore University and later when Visvesvaraya Technological University (VTU) was formed in 1998, the programme got affiliated to VTU. SIT has played a major role in formulating of policy, curriculum etc. of the MBA programme of VTU right from the beginning. Starting with an intake of 40 students, the intake was gradually increased over the years: 60 (1999-2000), 90 (2004-05) and 120 (2006-07). Initially, the Department was housed in the Architecture Department of SIT. The Department was shifted to new independent state-of-the art structure in 2003.

Keeping in view the emphasis on application of management principles in the rural development, the Department started Sree Sivakumara Swamiji Centre for Management of Rural Development in the year 2005. The Department was recognized as a Research Centre to offer Ph.D., programmes by the Visvesvaraya Technological University in 2005. VTU granted autonomous status to the MBA Programme in the year 2008. The Department is recognized as Approved Training Institute in GST by National Academy of Customs, Indirect taxes & Narcotics (NACIN), Government of India since 2017.

Vision of the Department

“To be in the forefront of management education and research by building competencies and leveraging technology with spiritual and ethical values”.

Mission Statements of the Department

- M1 To develop professionally competent managers with social concern and high ethical values through effective teaching-learning process.
- M2 To create conducive ecosystem for management education through symbiotic Industry–Institute Interface.
- M3 To establish academic ambience that fosters research, consulting and entrepreneurship.

Objectives of the Department

1. To impart in-depth knowledge in the field of management by adopting state-of-the art technology and modern teaching methods.
2. To expose students to the challenges of business administration and equip them with management skills and capabilities with ample scope for individual growth.
3. To inculcate in the students such concepts, intellectual skills, courage, integrity, awareness and sensitivity which meet the needs of the society.
4. To develop socially relevant entrepreneurial skills among students.
5. To attract and retain high quality and competent faculty members and provide them opportunities for professional development.

2. Course Structure

Our MBA Programme is designed to equip our students with the skills and capabilities that will enable them to reach responsible positions in the corporate world. The curriculum is oriented towards current and emerging issues in management and is updated every year to keep it abreast with the current business environment. The curriculum consists of thirty one courses spread over four semesters. The first year (I & II Semester) students are exposed to basic concepts in the broader areas of management which lay foundation for all the functional areas of management.

3. Programme Educational Objectives & Program Outcomes

Programme Educational Objectives (PEOs)

In three to five years after graduation, Department of MBA graduates have been able to

- PEO 1** Occupy important positions in the corporate world such as team leaders, managers, zonal heads or be entrepreneurs.
- PEO 2** Demonstrate competency, creativity and professionalism contributing to success of the organisation.
- PEO3** Adopt life-long learning for professional growth.

By 10-15 years of completing the MBA programme, our students should be able to occupy important positions in the corporate world such as Zonal heads, Vice-presidents, Presidents of National and International organisation. It is our commitment to inculcate in our students a drive for life-long learning with ethical and moral values and societal commitments.

Program Outcomes (POs)

Students in the MBA Programme at the time of their graduation should be able to:

- P01:** Apply knowledge of management theories and practices to solve business problems.
- P02:** Foster analytical and critical thinking abilities for data-based decision making.
- P03:** Ability to develop value-based leadership.
- P04:** Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business.
- P05:** Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
- P06:** Inculcate self-sustaining entrepreneurial traits.
- P07:** Demonstrate research skills and life-long learning.

SCHEME OF STUDY & EXAMINATION
(2019-21 BATCH)

MBA I Semester (Academic Year 2019-20)

Course Code	Course Name	Credits	Contact Hours					Examination			
			Lecture hours per week	lab hours per week	Tutorial classes / week	Self Learning Component	Total lecture hours	Duration (hours)	CIE Marks	SEE Marks	Total Marks
1MBA02	Economic Analysis for Managerial Decisions	3	3	--	--	--	39	3	50	50	100
1MBA03	Statistics for Management	4.5	4	--	1	--	52	3	50	50	100
1MBA04	Accounting for Managers	4.5	4	1	1	--	52	3	50	50	100
1MBA06	Marketing Management	4	4	--	--	1#	52	3	50	50	100
1MBA07	Management & Behavioural Process	3	3	--	--	--	39	3	50	50	100
1MBA08	Management Information Systems	4	4	--	--	--	52	3	50	50	100
1MBA09	Written Analysis and Communication - I	2	2	--	--	--	26	3	50	50	100
Total		25									700

Four contact hours (one contact hour by faculty supervision and three hours of self-study)

SCHEME OF STUDY & EXAMINATION
MBA II Semester (Academic Year 2019-20)

Course Code	Course Name	Credits	Contact Hours				Examination			
			Lecture hours / week	Tutorial classes / week	Self Learning Component	Total lecture hours	Duration (hours)	CIE Marks	SEE Marks	Total Marks
2MBA01	Operations Management	4	4	--	--	52	3	50	50	100
2MBA03	Financial Management	4	4	--	--	52	3	50	50	100
2MBA04	Human Resource Management	3	3	--	--	39	3	50	50	100
2MBA05	Business Research Methods	4	4	--	1#	52	3	50	50	100
2MBA06	Quantitative Techniques for Management	4.5	4	1	--	52	3	50	50	100
2MBA09	Business Environment	4	4	--	--	52	3	50	50	100
2MBA10	Written Analysis and Communication-II	2	2	--	--	26	3	50*	50	100
MCMBDAT	Data Analysis Tools for Managers	0	4	--	--	52	3	100*		100
	Total	25.5								700

Four contact hours (one contact hour by faculty supervision and three hours of self-study)

* CIE is based on two tests of 50 marks each.

SCHEME OF STUDY & EXAMINATION MBA III Semester (Academic Year 2020-21)

Course Code	Course Name	Credits	Contact Hours			Examination			
			Lecture hours / week	Tutorial classes / week	Total lecture hours	Duration (hours)	CIE Marks	SEE Marks	Total Marks
3MBA01	Cost & Management Accounting	4.5	4	01	52	3	50	50	100
3MBA02	Legal Environment of Business	3	3	--	39	3	50	50	100
3MBA06	Entrepreneurship Development	2	2	--	26	3	50	50	100
3MBAPWI	Project Work* / Internship**	5	*	*	*	*	50	50	100
MCAAP	Advanced Aptitude Skills	0	3	--	39	3	100***	--	100
3MBAXXYY (FM/MM/HR)	Specialization Paper –I (Core)	4	4	--	52	3	50	50	100
3MBAXXYY FM/MM/HR)	Specialization Paper –II (Core)	4	4	--	52	3	50	50	100
3MBAXXYY (FM/MM/HR)	Specialization Paper –III (Soft)	3	3	--	39	3	50	50	100
3MBAXXYY (FM/MM/HR)	Specialization Paper –IV (Soft)	3	3	--	39	3	50	50	100
	Total	28.5							

***Project Work:** There is a strong emphasis on Project Work as a part of the regular course. The students are required to undertake 8 weeks project work after the second semester and conduct analysis, presentation, report submission etc during III semester. The project has to be an empirical research study or a study at an industrial unit involving two parts (a) a detailed organizational study of the unit and (b) a study on a specific problem identified by the student or the industrial unit. The students have to present two seminars: One after completing one month of the project and the other one after completing the project work. On the basis of suggestions/modifications proposed by the faculty team, the student's submit their final project report. Project report will be evaluated as per the guidelines. The evaluation will be based on Report and a viva-voce examination. The detailed guidelines pertaining to Project Work are given on pages from 54 to 59 in this handbook.

**** Internship:** In case of internships, the student will work in an organization for a period of 8 weeks covering part A of project work and will work as an employee of the organization and gain work experience. The detailed guidelines pertaining to Internship are given on pages from 60 to 64 this handbook.

*** CIE includes two tests of 50 marks each.

Details about Specialization Streams in the Third Semester

#	Course Code	Course Name	Credits
		Marketing Stream	
		Core	
1	3MBAMM06	Sales and Distribution Management	4
2	3MBAMM02	Consumer Behaviour	4
		Soft (Any Two)	
1	3MBAMM03	Business Marketing	3
2	3MBAMM07	Retail Management	3
3	3MBAMM05	Rural Marketing	3
		Finance Stream	
		Core	
1	3MBAFM01	Investment Analysis & Management	4
2	3MBAFM02	Financial Institutions & Markets	4
		Soft (Any Two)	
1	3MBAFM03	Mergers, Acquisitions & Corporate Restructuring	3
2	3MBAFM04	Advanced Corporate Finance	3
3	3MBAFM05	Risk Management & Insurance	3
		Human Resource Management Stream	
		Core	
1	3MBAHR01	Advanced Organizational Behaviour	4
2	3MBAHR02	Employment Relation Laws	4
		Soft (Any Two)	
1	3MBAHR03	Industrial Relations in India	3
2	3MBAHR04	Personnel Management	3
3	3MBAHR05	Organizations - Structure, Process & Design	3
		Total Credit	

SCHEME OF STUDY & EXAMINATION**MBA IV Semester (Academic Year 2020-21 BATCH)**

Course Code	Course Name	Credits	Contact hours			Examination			
			Lecture hours / week	Tutorial classes / week	Total lecture hours	Duration (hours)	CIE Marks	SEE Marks	Total Marks
4MBA02	Supply Chain Management	3	3	--	39	3	50	50	100
4MBA03	Strategic Management	3	3	--	39	3	50	50	100
4MBACAS	Comprehensive Area Seminar *	1	--	--	--	--	100*	--	100
4MBAXXXY (FM/MM/HR)	Specialization Paper –I (Core)	4	4	--	52	3	50	50	100
4MBAXXXY (FM/MM/HR)	Specialization Paper –II (Core)	4	4	--	52	3	50	50	100
4MBAXXXY (FM/MM/HR)	Specialization Paper –III (Soft)	3	3	--	39	3	50	50	100
4MBAXXXY (FM/MM/HR)	Specialization Paper –IV (Soft)	3	3	--	39	3	50	50	100
	Total	21							

* CIE is awarded on the basis of conducting a research on the chosen topic, presentation of the topic (seminar) and submitting the report. The presentation and the report will be evaluated by the internal guide and internal panel of examiners. The detailed guidelines are mentioned in this syllabus book from page number 94 to 96

Details about Specialization Streams in the Fourth Semester

#	Course Code	Course Name	Credits
		Marketing Stream	
		Core	
1	4MBAMM06	Services Marketing	4
2	4MBAMM09	Digital Marketing	4
		Soft (Any Two)	
1	4MBAMM03	International Marketing Management	3
2	4MBAMM08	Strategic Brand Management	3
3	4MBAMM10	Integrated Marketing Communications	3
		Total Credit	
		Finance Stream	
		Core	
1	4MBAFM01	International Financial Management	4
2	4MBAFM02	Financial & Commodity Derivatives	4
		Soft (Any Two)	
1	4MBAFM03	Tax Management	3
2	4MBAFM04	Project Analysis & Management	3
3	4MBAFM05	Bank Credit Management	3
		Total Credit	
		Human Resource Management Stream	
		Core	
1	4MBAHR01	Occupational Testing	4
2	4MBAHR02	Organizational Development	4
		Soft (Any Two)	
1	4MBAHR03	Team Development & Leadership	3
2	4MBAHR04	Learning & Development	3
3	4MBAHR05	International Human Resource Management	3

I SEMESTER SYLLABUS

ECONOMIC ANALYSIS FOR MANAGERIAL DECISIONS

Subject Code	1MBA02	CIE Marks :	50
Credits (Lecture Hrs/week)	03	SEE Marks :	100
Total no. of Lecture Hrs	39	Exam Duration :	03 Hours

Course Objectives

- To provide the basic understanding of various economic concepts
- To cater the fundamental and detailed knowledge on demand analysis and supply that are essential for managerial decisions.
- To brief the students with the theory of production and cost concept.
- To provide an in-depth understanding of different market structure.
- To propagate the ideas of cost volume and profit analysis to aid in decision making.

Course Outcomes

- Gain practical knowledge of managerial decision and role of economists.
- Better understanding on the techniques of demand forecasting and solving the problems for decision making.
- An in-depth understanding on production function, cost and revenue analysis.
- Critical analysis of various market structures.
- Analyze the cost of products the volumes needed to achieve break even and the profit margins on every unit sold in brief.

Pedagogy: Lectures, Case studies and Presentations.

UNIT- 1 (6 Hours)

Introduction to Managerial Economics: Role of Managerial Economist in decision-making, Relevance of Managerial Economics for business, Fundamental principles of Managerial Economics: Opportunity Costs, incremental principle, time prospective, discounting and equi- marginal principle, Concepts of Firm & Industry, Objectives of the firms.

UNIT- 2 (8 Hours)

Demand Analysis & Elasticity of Demand: Demand – Meaning, Law of Demand- Exceptions, Elasticity of demand- Price, Income & cross elasticity, advertising and promotional elasticity. Analysis of elasticity of demand for Managerial decision-making.

UNIT- 3 (9 Hours)

Theory of Production: Production function, Short-run & Long-run, Returns to scale, Economies and diseconomies of scale, Least Cost Combination & Expansion path. Costs analysis: Cost Concepts, Cost Output Relations - Short run and long run cost curves, Revenue Analysis – Total Revenue, Average Revenue & Marginal Revenue, Law of supply, Elasticity of supply.

UNIT- 4 (8 Hours)

Market Structure: *Perfect Competition* – Features, Price determination, *Monopoly*: Features, Types of monopoly, Pricing under monopoly, Price discrimination, *Oligopoly*: Features, Kinked demand Curve, Cartels, Price leadership, *Monopolistic Competition*: Features, Price determination, Product differentiation.

UNIT- 5 (8 Hours)**Tools in Economic Analysis:**

Index Numbers: Definition; uses; types; Simple Aggregate Method and Weighted Aggregate Method – Laspeyre's, Paasche's, Fisher's and Marshall Edge-worth Index numbers, Test for adequacy of Index numbers and cost of living index numbers. Break even analysis- Meaning, assumptions and Determination of Break-even point (simple problems).

RECOMMENDED BOOK:

1. Dr D M Mithani, Managerial Economics- Theory and Applications, Himalaya Publishers, 8th Edition, 2017.

REFERENCE BOOKS:

1. D N Dwivedi, Managerial Economics, Vikas Publishing House, 8th Edition, 2015.
2. Samuelson, P.A. & William D. Nordhous, Economics, 19th Edition. Tata McGraw Hill, New Delhi, 2010.
3. Christopher R Thomas and S. Charles Maurice, Managerial Economics, McGraw Hill Education, Indian Adapted Edition, 10th Edition, 2014.
4. Yogesh Maheswari, Managerial Economics, PHI Learning, 3rd Edition, 2012.

STATISTICS FOR MANAGEMENT

Subject Code	1MBA03	CIE Marks :	50
Credits (Lecture Hrs/week)	4.5	SEE Marks :	100
Total no. of Lecture Hrs	52	Exam Duration :	03 ours

Course Objectives

- To provide basic understanding of Statistical tools and techniques and its application in real life.
- To equip the students with the various sources of data and make them competent to analyze the same.
- To facilitate the students to find out the various measures of central tendency and dispersion.
- To empower with the knowledge of trend analysis.
- To equip with the skills of decision-making using probability techniques

Course Outcomes

- Describe the nature, models, benefits and limitations of Statistics.
- Collect, analyze and interpret data.
- Describe the data using descriptive statistics.
- Demonstrate the ways to fit a trend.
- Develop the skills of decision making.

Pedagogy: Lectures, Problem solving and Case studies.

UNIT- 1 (12 Hours)

Introduction to Statistics: Definition of Statistics – Importance and scope of Statistics – Functions of Statistics - Statistical Investigation - Limitations of Statistics – Distrust of Statistics - Statistical Data: Primary and Secondary Data – Sources of Data –Classification of Data - Frequency Distribution: Discrete or Ungrouped Frequency Distribution, Grouped Frequency Distribution, Continuous Frequency Distribution. – Diagrammatic and Graphic Representation: Line Diagram, Bar Diagram, Rectangle Diagram, and Pie Diagram -Choice of a Suitable Diagram – Graphs: Histograms, Frequency Polygon, Cumulative Frequency Curves or Ogives – Advantages and Limitations of Diagrams and Graphs.

UNIT- 2 (10 Hours)

Measures of Central Tendency: Average: Concept, Types – Mathematical Averages: Arithmetic Mean, Geometric Mean, Harmonic Mean – Position or Locational Averages: Median, Mode - Partition Values: Quartiles, Deciles and Percentiles - Comparison of the Various Measures of Central Tendencies.

Measures of Dispersion: Range – Quartile Deviation – Mean Deviation - Standard Deviation – Variance – Coefficient of Variance - Comparison of various measures of Dispersion.

Skewness and Kurtosis: Concept of skewness of frequency distribution, positive skewness, negative skewness, symmetric frequency distribution. Bowley's coefficient of skewness, Karl Pearson's coefficient of skewness Concepts of Kurtosis, leptokurtic, mesokurtic and platykurtic frequency distribution.

UNIT- 3 (8 Hours)

Time Series Analysis: Introduction, Objectives of Time Series, Identification of Trend - Variations in Time Series: Secular Variation, Cyclical Variation, Seasonal Variation, and Irregular Variation — Methods of Estimating Trend: Graphical Method, Method of Simple averages, Method of least squares (Linear and Quadratic Equation only); Simple Exponential smoothing method.

UNIT- 4 (6 Hours)

Correlation and Regression: Scatter Diagram, Karl Pearson's Coefficient of Correlation, Rank Correlation, Concurrent Deviation, concept of Multiple and Partial Correlations – Regression, Concept of Multiple Regression.

UNIT- 5 (16 Hours)

Probability and Distribution: Concept and Definition - Relevance to Management Decisions - Sample Space and Events - Relevance of Permutations and Combinations to Probability - Rules of Probability, Random Variables, Mean and SD of Random variables and Concept of Probability Distribution. Theoretical Probability Distributions: Binomial, Poisson and Normal Distributions and examples. Baye's Theorem (Definition only) and examples.

RECOMMENDED BOOK:

1. S. C. Gupta, Fundamentals of Statistics, Himalaya Publishing House, 7th Edition, 2016.

REFERENCE BOOKS:

1. G C Beri, Business Statistics, McGraw Hill Education, 3rd Edition, 2009.
2. Richard I Levin, Statistics for Management, Pearson Education, 8th Edition, 2017.
3. Aczel and Sounderpandian, Complete Business Statistics, McGraw-Hill Education, 7th Edition, 2012.
4. Lawrence S. Meyers, Glenn C. Gamst, A. (Anthony) J. Guarino, Applied Multivariate Research: Design and Interpretation, SAGE Publications Inc, 3rd Edition, 2017.
5. Glyn Davis & Branko Pecar, Business Statistics using Excel, Oxford University Press, 2nd Edition, 2014.

6. Anderson, Sweeney, William, Statistics for Business and Economics, Cengage Learning, 13th Edition, 2018.
7. S. P. Gupta, Statistical Methods, Sultan Chand & Sons, 44th Edition, 2014.
8. Ken Black, Business Statistics for Contemporary decision-making, John Wiley, 9th Edition, 2016.
9. JIT S Chandan, Statistics for Business and Economics, Vikas Publishing House, 2nd Edition, 2014.
10. Ajai S. Gaur & Sanjaya S Gaur, Statistical Methods for Practice and Research, Response Books, 2nd Edition, 2009.

ACCOUNTING FOR MANAGERS

Subject Code	1MBA04	CIE Marks	50
Credits (Lecture Hrs/week)	4.5	SEE Marks	100
Total no. of Lecture Hrs	52	Exam Duration	03 Hours

Course Description:

The course helps the students to determine and analyse the relevant basic accounting that would happen in any form of an organization. The course is intended to understand, analyse and interpret financial statements and related reports. The course highlights on the following:

- Define the principles and the importance of accounting
- Describe the Accounting cycle
- Define and analyse the effect of inventory
- Define Fixed Assets, Liabilities and Shareholders' Equity
- Describe and discuss the techniques of analyzing financial statements and cash flow statement.

Course Objectives:

- To understand and explain accounting standards
- To explain and analyse accounting cycle
- To conceptualise and understand the valuation of inventory
- To know and understand treatment of assets and liabilities
- To prepare and analyse the financial statements

Course Outcomes:

- Recall and understand the accounting standards
- Discuss and understand the accounting principle and cycle
- Decide on the best technique to value inventory
- Evaluate and understand the valuation of assets and liabilities
- Prepare and analyse income statement and cash flow statement

Pedagogy: Lectures, problems solving, case studies, presentations and usage of Tally for accounting.

UNIT 1 (8 Hours)

Introduction to Accounting: Meaning of Accounting. Users of accounting information. Assumptions underlying accounting measurement. Generally Accepted Accounting Principles (GAAP). Indian Accounting Standards - International Financial Reporting Standards (IFRS). Forms of business organizations. The Accounting Equation. Ethical issues in accounting. Window dressing.

UNIT 2 (10 Hours)

Accounting Cycle: Recording business transactions. Classification of accounts. Double-entry system of accounting. Journal, Ledgers and trial balance. Measuring business income - Incomes, expenses, gains and losses and net profit. Accrual accounting. Accounting Principles. Adjusting entries for deferrals and accruals. Completing Accounting Cycle: the final steps. Closing entries. Post-closing trial balance. Reversing entries. (Mandatory Training on Usage of Tally for accounting)

UNIT 3 (10 Hours)

Fixed Assets and Inventory Valuation: Fixed assets-determining cost of acquisition. Capitalisation of borrowing costs, basket purchases, donated assets and self-constructed assets. Accounting for Depreciation. Establishing the depreciable base and estimating the useful service life. Methods of depreciation – Straight-line and Written Down Value methods. Capital expenditure and revenue expenditure. Accounting for intangible assets (Theory Only).

Meaning of inventory. Effects of inventory errors. Pricing the inventory. Inventory costing methods – Specific identification, FIFO, LIFO and Weighted Average methods. Comparison of alternative inventory valuation methods. Perpetual inventory system.

UNIT 4 (12 Hours)

Liabilities, Shareholder's Equity & Financial Statements-Preparation & Analysis: Definition of liabilities. Classification of liabilities – current liabilities, contingent liabilities and long-term liabilities. Deferred tax liability. Off-Balance sheet financing. Equity share capital, Preference share capital, Reserves. Earnings per Share (EPS) and Diluted EPS.

Preparation of Financial Statements. (Sole trader and companies with basic adjustments). Understanding Annual Report of a company. Objectives of Financial Statement Analysis. Techniques of Financial statement analysis – Horizontal, Vertical, Trend Analysis.

UNIT 5 (12 Hours)

Financial Statements-Analysis: Techniques of Financial statement – Ratio Analysis. Statement of cash flows. Structure of cash flow statement. Preparation of cash flow statements - direct and indirect (problems only on indirect method). Interpretation of cash flow statements.

RECOMMENDED BOOK:

1. R. Narayanaswamy, Financial Accounting - A Managerial Perspective, Prentice Hall India, 6th Edition, 2017.

REFERENCE BOOKS:

1. S.P. Jain, K.L. Narang & Simmi Agrawal, Accounting for Managers, Kalyani Publishers, 5th Edition, 2015.
2. P. C. Tulsian, Financial Accounting, Pearson Education India, 1st Edition, 2002.
3. Dr S N Maheshwari, CA Sharad K Maheshwari & Dr Suneel K Maheshwari, A Textbook of Accounting for Management, Vikas Publishing House (P) Ltd., 4th Edition, 2018.
4. B.S. Raman, Accountancy – Vol I & Vol II, United Publishers.
5. N. Ramachandran & Ram Kumar Kakani, Financial Accounting for Management, McGraw Hill Education, 4th Edition, 2016.
6. Ashish K Bhattacharya, Introduction to Financial Statement Analysis, Elsevier India (P) Ltd., 1st Edition, 2007.

MARKETING MANAGEMENT

Subject Code	1MBA06	CIE Marks :	50
Credits (Lecture Hrs/week)	04	SEE Marks :	100
Total no. of Lecture Hrs	52	Exam Duration :	03 Hours

Course Objectives :

- Develop understanding about marketing management concepts and frameworks, and apply these to a new or existing business
- To develop basic skills in marketing analysis, decision and strategy formulation
- To introduce the concept of marketing mix as a framework for marketing decision making.
- To emphasize the need, importance and process of marketing planning and control.
- To sensitize the students to the dynamic nature of marketing function.
- To expose students to a systematic framework of marketing & implementations

Course Outcomes: This course will enable the student to:

- To familiarize the students with the fundamentals of marketing including marketers' perspectives and their market orientations while sensitizing them about the dynamic and volatile marketing environment to enable them to take better marketing decisions.
- To discuss and make the students understand the concepts of product design, new product development, product life cycle for various products &

services and simultaneously stimulating them to observe the nuances and complexities involved in pricing decisions.

- To demonstrate the importance and implications of distribution & channel decisions in marketing while sensitizing them towards the ethical issues & concerns relating to distribution decisions. Also to discuss and explore various retail formats and theories.
- To demonstrate what is to plan and how to organize & control marketing activities and simultaneously developing the skill to effectively analyze the sales, cost and profit.
- To develop the skills among students to critically analyze the Promotion-Mix in the light of competitive market environment while sensitizing them towards various ethical issues & concerns relating to promotion decisions.
- This course will also improve students' ability to think about setting the price and adapting the price and responding to price changes.

Pedagogy: Lecture and Case study, Students presentations, Self -Study.

UNIT 1: Introduction to Marketing (14 hrs)

Define marketing. Needs, wants and demands. The market offering – products, services and experiences. Value, satisfaction and quality. Exchange, transactions and relationships. Marketing management. Demand management. Building profitable customer relationships. Marketing management practice. Marketing management philosophies: The production concept, The product concept, The selling concept, The marketing concept, The societal marketing concept.

The marketing process, Strategy, marketing and planning, Strategic marketing, The marketing mix, The marketing plan, Marketing organization, Marketing control.

Marketing audit: Meaning, Features of marketing audit, various components of marketing audit.

The New Environment with Internet and advancements in Telecom sector.

The way Business and Marketing are changing, The major forces driving the New Economy. Business and marketing practices changing as a result of the New Economy. Marketers use of Internet, customer databases, and customer relationship management in the New Economy. Adapting Marketing to the New Economy, Major Drivers of the New Economy, Marketing in the Internet age, Major forces shaping the Internet age, Marketing strategy in the new digital age, E-commerce domains, Conducting e-commerce.

The marketing environment: The company's microenvironment, The company's macro environment, Rural marketing environment in India and rural marketing.

UNIT-2: Consumer Behaviour (10 hrs)

Consumer Markets: Models of consumer behaviour, Characteristics affecting consumer behaviour, Consumer decision process, Types of buying decision behaviour, The buyer decision process, The buyer decision process for new products.

Business Markets: Characteristics of business markets. A model of business buyer behaviour, Business buyer behaviour. Business buying on the Internet. Institutional and government markets.

Marketing and Society: Social responsibility and marketing ethics: Consumerism, Marketing ethics. Consumer Protection Act, 1986-An introduction.

Market segmentation: Levels of market segmentation, Segmenting consumer markets, Segmenting business markets, Developing market segments, Requirements for effective segmentation, Market targeting, Segment strategy, Differentiation, Differentiating markets, Product positioning, Positioning strategies, Selecting the right competitive advantages, Communicating and delivering the chosen position.

UNIT-3: Product & Branding (10 hrs)

Product and branding: Define product. Levels of product, Product classifications.

Packaging / Labeling: Packaging as a marketing tool, requirement of good packaging, Role of labeling in packaging, Product decisions, Branding strategy, Brand equity, Managing brands New-product development and product life-cycle strategies: Innovation and new-product development strategy, New-product development process. Organising for new-product development. Product life-cycle strategies.

Marketing services: Nature and characteristics of a service. Defining services and the service mix, Service characteristics, Marketing strategies for service firms. The service-profit chain, Managing differentiation. Managing productivity.

UNIT-4: Pricing and Place (10 hrs)

Define price. Factors to consider when setting prices, Internal factors affecting pricing decisions, External factors affecting pricing decisions, General pricing approaches, Cost-based pricing, Value-based pricing, Competition-based pricing, New-product pricing strategies, Market-skimming pricing, Market-penetration pricing, Product-mix pricing strategies, Price-adjustment strategies, Psychological pricing, Promotional pricing, Geographical pricing, Price changes.

Managing marketing channels: Supply chains and the value delivery network, The nature and importance of marketing channels, How channel members add value, Selecting channel members, Managing and motivating channel members, Evaluating channel members.

UNIT-5: Promotion (8 hrs)

Promotion: Integrated marketing communication strategy, The changing communications environment, The need for integrated marketing communications.

A view of the communication process, Steps in developing effective communication. Setting the total promotion budget and mix. Socially responsible marketing communication.

Advertising: Important decisions in advertising, Setting advertising objectives, Setting the advertising budget, Developing advertising strategy, Evaluating advertising Sales promotion: Rapid growth of sales promotion, Setting sales promotion objectives Major sales promotion tools, Developing the sales promotion programme.

Public relations: The role and impact of public relations, Major public relations tools

Personal selling: The nature of personal selling, The personal selling process, Steps in the selling process, Direct marketing :Case studies in Indian context only.

RECOMMENDED BOOK:

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileswar Jha, Marketing Management, Pearson, 15th Edition, 2016.

REFERENCE BOOKS:

1. R Srinivasan, Case Studies in Marketing – The Indian context, PHI Learning, 7th Edition, 2018.
2. "Marketing Moves" by Philip Kotler, Harvard Business School Press, 1st edition, 2001.
3. Lamb, Hair, Mc Danniel, Marketing, Thomson, 12th Edition, 2016.
4. Evans & Berman, Marketing, Biztantra, 8nd Edition, 2012.
5. William M Pride, O C Fewell, Marketing – Concepts, strategies, Biztantra, 12th Edition, 2005.
6. Ramaswamy & Namakumari, Marketing Management, Macmillan, 5th Edition, 2013.
7. Arun Kumar & Meenakshi, Marketing Management, Vikas Publishing, 3rd Edition, 2016.
8. Philip Kotler, Armstrong, Principles of Marketing, Pearson Education, 17th Edition, 2018.
9. Tapan Panda, Marketing Management, Excel Publication, 2nd Edition, 2006.
10. Dr. K. Karunakaran, Marketing Management (Text & Cases in Indian Context), Himalaya Publishing House, 3rd Edition 2017.
11. Michael J Etzel, Bruce J Walker, William J Stanton and Ajay Pandit, Marketing, McGraw Hill Education, 14th Edition, 2009.
12. Rajan Saxena, Marketing Management, McGraw Hill Education, 5th Edition, 2015.

Marketing Management – I Semester Self-study in Marketing Management course

Objective: To instill in student's mind the sense of inquisitiveness and motivate them to look for deeper insights into various aspects of the course, i.e. Marketing Management.

Concepts that are taught in classes have wider aspects which can be explored and better appreciated only if a student is self-motivated and oriented towards looking for deeper insights from various sources like Internet, library, experienced individuals. The students will be guided to take up topics to make study on their own and make presentations.

Action plan for carrying out Self-study in Marketing Management.

1. Selection of topics: The topics selected should be easy for the student to understand. There should be enough scope for the student to make an analysis, study and present something which is not covered at class teaching level. If topics are to be selected for group, then topics should be such that sufficient scope for 5-6 students to present various aspects.
2. Student is expected to make a presentation about the topic for about 10-12 minutes and give a report for about 3 pages (A4 size). For groups, depending on the size of the group, the faculty to decide about the presentation time for all group members and number of pages for report.
3. This can replace one quiz. (Only three quizzes are to be conducted for Marketing Management).
4. The topic shall be declared at the beginning of the semester itself and students have to work on it immediately. The presentation has to take place as per the schedule.
5. Evaluation can be made on the basis of report (5 marks) and presentation (10 marks) for individual projects and for groups. The report will carry same grade for the entire group whereas different grading for presentation will be made for each member on merit.

MANAGEMENT & BEHAVIOURAL PROCESS

Subject Code	1MBA07	CIE Marks :	50
Credits (Lecture Hrs/week)	03	SEE Marks :	100
Total no. of Lecture Hrs	39	Exam Duration :	03 Hours

Course Objectives:

- To introduce the concept of Management in the workplace.
- To develop holistic approach to management
- To develop organizational skills
- To make students understand organizational dynamics
- To focus on the behavior of individuals and groups in organizations

Course Outcomes:

After the course students will be able

- to learn the concepts of Management and link them to organizational contexts
- to develop skills in management
- to discuss the development of the field of organizational behavior and explain the micro and macro approaches
- to analyze and compare different models used to explain individual behavior related to motivation and rewards
- to explain group dynamics and demonstrate skills required for working in groups team building and conflict resolution

Course Pedagogy: Lectures, Assignments, Case studies and Presentations

FOUNDATIONS OF MANAGEMENT

UNIT- 1 (11 Hours)

Management, Planning and Organization: Definition of management, nature, purpose and functions. Evolution of management thought. Characteristics of 21st century executives. Social responsibility of managers. Ethics in Business.

Planning: Meaning and nature of planning, Steps in planning process; Objectives: meaning, setting and managing objectives – MBO method. Decision making, steps in decision making.

Organizing: Principles of Organization– Organization structure- Functional, Divisional -Matrix -Team -Network -boundary less structure. Mc Kinsey 7 S framework for analysing organisations, Organization culture.

UNIT- 2 (11 Hours)

Leadership, Motivation and Control: Leadership, Leadership traits, Leadership styles, Leaders behaviour – Likert's four systems, Managerial Grid. Motivation-Goal Setting, Equity theory, Four Drive Model.

Controlling: Control function in management, The basic control process. Factors in control effectiveness.

Motivation – Maslow's and Herzberg's Theories, Goal Setting, Equity theory, Four Drive Model.

ORGANIZATIONAL BEHAVIOUR

UNIT- 3 (5 Hours)

Organizational Behaviour: Introduction, definition, historical development of Organizational Behaviour, contributing disciplines to OB, limitations of Organizational behaviour, the future of OB.

UNIT- 4 (5 Hours)

Individual Behaviours: Introduction, foundation of individual behavior:

Personality: Definition, determinants, personality traits, types, from concepts to skills, HUMANISTIC- Carl Rogers, TRAIT- Raymond Cattell, Five Factors, SOCIAL–COGNITIVE- Martin Seligman, instruments to measure personality, personality attributes influencing OB.

Perception: Meaning, factors influencing perception, perceptual errors

Attitudes: Definition, sources of attitudes, types of attitudes, cognitive dissonance theory, from concepts to skills, changing attitudes, work related attitudes.

UNIT- 5 (7 Hours)

Behaviour in the Organization: Introduction, Issues between organizations and individuals, Organizational Culture

Group dynamics: types of groups and teams, team meetings, teamwork, stages of group formation. Co-working spaces.

Employee stress: forms, causes, implications, approaches to stress management

RECOMMENDED BOOKS:

1. Rajesh Viswanathan, Principles of Management, Himalaya Publishing House, Delhi, 2014.
2. Stephen P Robbins, Timothy A. Judge, Seema Sanghi, Organizational Behavior, Pearson Education, 16th Edition, 2017.
3. Heinz Wehrich, Mark V Cannice, Harold Koontz, Management: A Global, Innovative and Entrepreneurial Perspective, McGraw Hill Education, 14th Edition, 2013.

REFERENCE BOOKS:

1. Ricky W. Griffin, Management: Principles and Practices with Course Mate, Cengage Learning, 11th Edition, 2013.
2. Gareth Jones and Jennifer M George, Contemporary Management, McGraw Hill Education, 7th Edition, 2011.
3. Fred Luthans, Organizational Behavior, Mc-Graw Hill Education, 12th Edition, 2011.
4. Michael Butler, Introduction to Organisational Behaviour, Jaico Publishing House.

5. Ashwathappa, Organization Behaviour, Himalaya Publication House, 2019.
 6. Khanelwal, Nelson, Quick, ORGB, Cengage Learning, 2nd Edition, 2016.
 7. Anada Das Gupta, Organizational Behaviour, Wiley India, 2nd Edition, 2013.
 8. Arun Kumar and Meenakshi, Organizational Behaviour: A modern approach, Vikas Publishing House, 1st Edition, 2009.
 9. Rao V. S. P, Organizational Behaviour, Excel Books, 1st Edition, 2009.
 10. Laurie J Mullins, Management and Organizational Behaviour, Pearson education, 10th Edition, 2016.
 11. Slocum/Hillriegel, Fundamentals of Organizational Behaviour, Cengage Learning, 13th Edition, 2010.
 12. Aquinas P. G, Organizational Behaviour, Excel Books, 2nd Edition, 2013.
-

MANAGEMENT INFORMATION SYSTEMS

Subject Code	1MBA08	CIE Marks	50
Credits (Lecture Hrs/week)	04	SEE Marks	100
Total no. of Lecture Hrs	52	Exam Duration	03 Hours

Course Objectives:

- To educate the students about the role of information systems in business.
- To equip the students with required knowledge of essentials of information systems.
- To explore the new avenues of e-commerce and its impact on organizations.
- To enhance the students' knowledge in understanding the social and ethical issues in handling the information systems.
- To enrich the students' thinking in the context of emerging big data and data analytics.

Course Outcomes:

- The students would have learnt about different business processes in an organization and how different information systems help in managing these processes.
- The students would understand and appreciate the essentials of information systems
- The students would have learnt, and distinguish impact of information systems on organizations and decision making.
- The students comprehend the ethical and social issues and challenges in employment of information systems.
- The students are expected to apply the knowledge acquired in the context of global business and role of information technology/systems.

Pedagogy: Lectures, Case studies and Presentations.

UNIT 1 (10 Hours)

Role of information management in Business: Information Systems and transformation of business – Recent Developments – globalization challenges and opportunities: A flattened world – The Emerging Digital firm – Strategic business objectives of Information Systems – Information system and its dimensions.

Business Processes and Information Systems: Business Processes and IT – Types of information Systems – Intranets and Extranets – E-business, E-Commerce, and E-Government – Systems for collaboration and teamwork.

UNIT 2 (10 Hours)

IT Infrastructure: Definition – evolution – technology drivers – Infrastructure components – hardware platform trends – software platform trends.

Telecommunications, the Internet and Wireless Technology: Computer networks – communications networks – the Internet – wireless revolution.

UNIT 3 (10 Hours)

Enterprise Applications: Enterprise Systems – Supply Chain Management Systems – Customer Relationship Management Systems – Opportunities and Challenges of enterprise applications.

Managing Knowledge: Dimensions of knowledge – KM value chain – enterprise wide KM systems – knowledge work systems.

UNIT 4 (10 Hours)

E-Commerce: Introduction – key concepts and features – types – business models – revenue models – e-commerce marketing – B2B – m-commerce services and applications – building an e-commerce web site.

UNIT 5 (12 Hours)

Business Intelligence: Problems with traditional file management systems – Capabilities of data base management systems (DBMS) and Relational DBMS – Capabilities of DBMS – Designing databases.

The Challenges of big data – Business Intelligence Infrastructure – Analytical Tools: Relationships, Patterns and Trends – Databases and the Web – Establishing an Information Policy.

Security, Ethical and Social Issues: System Vulnerability and abuse: internet vulnerabilities – wireless security challenges – malicious software – internal threats – software vulnerability.

RECOMMENDED BOOK

Kenneth C Laudon and Jane P Laudon, Management Information Systems, Pearson, 15th Edition, 2018.

REFERENCE BOOKS

1. James A. O' Brien, Management Information Systems, Tata McGraw Hill, 11th Edition, 2019.
2. Ralph M. Stair, George Reynolds, Information Systems, Cengage Learning, 10th Edition, 2012.
3. Effy Oz, Management Information Systems, Cengage Learning, 6th Edition, 2013.
4. Lynda M AppleGate and Robert D Austin, Corporate Information Strategy and Management, Tata McGraw Hill, 8th Edition, 2014.
5. Jawadekar, W. S., Management Information Systems, Tata McGraw Hill Edition, 5th Edition, 2013.

WRITTEN ANALYSIS AND COMMUNICATION – I

Subject Code	1MBA09	CIE Marks	50
Credits (Lecture Hrs/week)	02	SEE Marks	100
Total no. of Lecture Hrs	26	Exam Duration	03 Hours

Course Objectives:

- Acquire practical and oral communication skills,
- Use written Communication skillfully in different business situations
- Practice principles of effective business writing and document design in all written documents.
- Design and deliver a persuasive presentation that convinces the audience of the topic's relevance and overcomes resistance, using appropriate visual support and adhering to a specified time limit.
- Develop interpersonal skills that contribute to effective and satisfying personal, social and professional relationships, and Utilize electronic presentation software.

Course Outcomes:

- Develop a learning habit and motivation
- Learn and use vocabulary, phrases to comfortably describe features, express thoughts and opinions, assimilate facts from varied materials and reproduce them by using standard forms of expressions in written and oral forms
- Learn to make sentences, frame paragraphs and create standard documents.
- Imbibe acceptable presentation skills (e.g., demonstrates confidence and poise through body language, eye contact, vocal tone).
- Learn group discussion, interview skills and develop ability to build CV/Resume

Pedagogy: Audiovisual aids, collaborative planning, monitoring and evaluating, learning to learn / unlearn, online learning, full-frontal communicability, workshop methods are adopted for teaching and learning.

UNIT 1 (12 hours)

Exposure to the grammatical framework

Framing sentences- what they are and how they made- learning the basics of sentence structures-subject, predicate and object- usages of verbs, prepositions, adjectives, adverbs, articles, conjunctions and nouns.

Punctuations- how to use them effectively to generate, proper meanings in sentences and paragraphs

Tenses - Tenses transformation - W-H Questions – Question Tags – Active and Passive Voice – Degrees of Comparison.

Understanding the nuances of English Language-capturing the English sound with ears and expressing thoughts to create meanings by employing articulation techniques- Basic English Vocabulary-Comprehensive vocabulary lesson, Phrases and Sentences to cover topics across personal, social and business scenarios.

Activities and Case Studies

UNIT 2 (12 hours)

Introduction: Understanding the foundations of Business Communication

Understanding Why Communication Matters- Communication Objectives redefined in a new digital world-Communicating Professionalism, Exploring the communication Process- Barriers to communication- The linear concept of communication, The Shanon –Weaver Model, Two way communication process- Seven C's of communication, Communication and Electronic Media, Communication and Social Media. Case Study and activities.

UNIT 3 (12 hours)

Developing Presentation Skills:

Defining Presentations- Essential Characters of Good Presentation –Preparing a presentation- Delivering the Presentation – Individual and group presentation - Tips to fight Stage Fright-Case Studies and activities

UNIT 4 (6 Hours)

Writing Skills and Case Methodology of Teaching:

Gaining skills in written English- Purpose of writing- structuring and designing the presentation- composing drafts and documents- clarity in writing- principles of effective writing-approaching the writing process systematically: The 3X3 writing process for business communication: Pre writing – Writing – Revising – Specific writing features – Coherence – Electronic writing process.

Case Method of Learning: Understanding the case method of learning – Different types of cases –Overcoming the difficulties of the case method – Reading a case properly (previewing, skimming, reading, scanning) – Case analysis approaches (Systems, Behavioral, Decision, Strategy) – Analyzing the case – Dos and don'ts for case preparation.

UNIT 5 (10 hours)

Employment communication: Introduction – Writing CVs – Group discussions – Interview skills – Business Etiquettes and Grooming; **Group Communication:** Meetings – Planning meetings – Objectives – Participants – Timing – Venue of meetings – Leading meetings.

RECOMMENDED BOOKS:

1. Chaturvedi P. D, Mukesh Chaturvedi, The Art and Science of Business Communication: Concepts, Cases and Applications, Recent Edition, Pearson Education, 4th Edition, 2019.
2. Penrose, Rasberry, Myers, Business Communication for Managers, An Advanced Approach, Cengage Learning, 5th Edition, 2009.

REFERENCE BOOKS:

1. Courtland L. Bovee, John V. Thill, Roshan Lal Raina, Business Communication Today: Pearson Education, 14th Edition, 2019
2. Lesikar, Flatley, Rentz & Pande, Basic Business Communication, 13th Edition, Mcgraw Hill Education, 2015.
3. Sehgal M. K, V Khetrapal, Business Communication, 3rd Edition, Excel Books, 2013.
4. Shalini Kalia and Shailaja Agarwal , Business Communication –A practice Oriented Approach5, Wiley India Private Limited, First Edition 2015.
5. Payal Mehra, Business Communication for Managers,Pearson Education Second Edition,2018.

II SEMESTER SYLLABUS

OPERATIONS MANAGEMENT

Subject Code	2MBA01	CIE Marks :	50
Credits (Lecture Hrs/week)	04	SEE Marks :	100
Total no. of Lecture Hrs	52	Exam Duration :	03 Hours

Course Objectives:

- To introduce the concepts, tools and applications of operations management.
- To define the role and responsibilities of operations in relation to other functions.
- To orient to quality management and quality control techniques.
- To develop skills required to solve practical problems in operations.
- To analyse cases and inculcate decision making capabilities.

Course Outcomes:

- The students would have learned about various concepts related to the operations management.
- The students would have understood the decision role and responsibilities of operations function vis-à-vis other functions in an organization.
- Problem solving exercises and illustrations would have enabled the students to understand and appreciate the importance of operations management in an organization.
- Learning quality management and quality control would have made the students understand the importance of quality in organisations.
- Studying and analysing cases in operations would have instilled the capability in students to take decisions depending upon the situations and ground realities.

Pedagogy: Lectures, Case studies and Presentations.

UNIT 1 (9 Hours)

The Operation Function: Role of operations in an organisation. Process management. The scope. Operations management and decision making. Historical evolution. Operations today. Mission and strategies. Operations strategy. Implications of organisation strategy, cycle of service.

Defining Service: The Service-Product Bundle, Service Matrix

UNIT-2 (9 Hours)

Facilities, Location and Layouts: Site Selection. Location Analysis Techniques. Type of Facilities. Process structure in services. Process structure in manufacturing. Process selection. Technology. Facilities layout. Designing product layouts. Designing Process Layouts.

UNIT-3 (9 Hours)

Inventory Management: Nature and importance of inventories. Requirements

for effective inventory management. Inventory Cost Structures. Independent versus Dependent Demand. ABC Inventory Management, Economic Order Quantity (EOQ). Continuous Review (Q) System. Periodic Review System (P). Using P and Q Systems in Practice.

UNIT-4 (13 Hours)

Materials Requirement Planning (MRP): An overview of MRP. MRP inputs. MRP processing. MRP outputs.

Just In Time (JIT): The Toyota Approach. Supporting goals. Building blocks – product design, process design, personnel/organization elements, manufacturing planning and control (including kanban).

Scheduling: Scheduling operations. Scheduling in low-volume systems.

UNIT-5 (12 Hours)

Managing Quality: Evolution of Quality Management, the Quality Gurus, Quality Definitions, Service Quality, Quality Awards, Quality Certifications and Standards.

Quality Control and Improvement: Design of Quality Control Systems, Process Quality Control, Attribute Control, Variables Control, Using Control Charts, Continuous Improvement, Six Sigma.

RECOMMENDED BOOKS:

1. William J Stevenson, Operations Management, McGraw Hill Education (India), 12th Edition, 2018.
2. Lee J Krajewski, et. al., Operations Management, Process and Supply Chains, Pearson Education, 12th Edition, 2019.

REFERENCE BOOKS:

1. Jay Heizer and Barry Render, Operations Management, Pearson Education, 12th Edition, 2017.
2. S.N. Chary, Operations Management, Tata Mc Graw Hill Publishing Company, 5th Edition, 2012.
3. Roger G Schroeder et al, Operations Management in the Supply Chain, Mc Graw Hill, 6th Edition, 2013.
4. B. Mahadevan, Operations Management – Theory and Practice, Pearson Education, 3rd Edition, 2015.
5. Roberta S Russel, Bernard W Taylor III, Operations Management, Wiley, 7th Edition, 2011.
6. Chase, Ravi Shankar and Jacobs, Operations and Supply Chain Management, McGraw Hill, 15th Edition, 2018.
7. Norman Gaither, Greg Frazier, Operations Management, Thomson South-Western, 9th Edition, 2002.
8. Martin K Starr, Production and Operations Management, Biztantra, 2004.
9. Aswathappa K, Sridhara Bhat K, Production and Operations Management, Himalaya Publishing House, 2018.

FINANCIAL MANAGEMENT

Subject Code	2MBA03	CIE Marks :	50
Credits (Lecture Hrs/week)	04	SEE Marks :	100
Total no. of Lecture Hrs	52	Exam Duration :	03 Hours

Course Objectives

- Familiarizing the students with the financial environment of business, especially the Indian financial systems.
- Developing the analytical skills to value investments projects and companies.
- Analysis of capital allocation (the capital budgeting decision).
- Evaluate how a firm finances its investments (the capital structure decision) and how it manages its short – term operations (the working capital budgeting decision).
- Decision making on dividend payout and measurement of earnings.

Course Outcomes

- Recall and understand Indian financial systems.
- Evaluate the investments projects and companies.
- Prepare capital budget and appropriations.
- Decide upon the capital structure and working capital budgeting decisions.
- Take decision on higher dividend payout or lower dividend payout.

Pedagogy: Lectures, Case studies and Presentations.

UNIT-1 (12 Hours)

Introduction to Financial Management and Indian Financial System: Functions of financial management. Finance function in an organization. Role of finance manager, treasurer, controller. Objectives of financial management – Profit maximization Vs. Wealth maximization. Basic concepts of corporate financial planning.

Basic concepts of Indian Financial System: Financial markets. Primary and secondary market-its significance. Various methods of raising funds in the primary market. Rights issue of shares. Raising long term and short term funds – various sources-equity, preference shares, debt - its characteristics. Institutional finance.

UNIT-2 (8 Hours)

Time Value of Money: Concepts of future value and present value of single amounts, annuities and perpetuity. Computation of Equated Monthly Installments (EMI), effective interest rate etc. Loan amortization.

UNIT-3 (10 Hours)

Capital Budgeting Decisions: Significance, Techniques of project evaluation – Payback, Accounting Rate of Return (ARR), Net Present Value (NPV), Internal Rate of Return (IRR) and Benefit Cost Ratio. Its applications. Conflicts in ranking the

projects using NPV & IRR. Estimation of cash flows for capital budgeting – principles of cash flow estimation. Cash flows of expansion, replacement projects etc.

UNIT-4 (12 Hours)

Cost of Capital and Capital Structure Decisions: Basic concepts. Cost of equity, cost of preference capital and cost of debt. Weighted average cost of capital. Floatation costs and cost of capital. Marginal cost of capital schedule. Cost of capital and capital budgeting – linkages.

Capital Structure Decisions: Basic concepts, capital structure & market value of a firm - Practical considerations. Leverage--operating, financial and combined. EBIT-EPS analysis. Theories of capital structure – NI approach, NOI approach, Modigliani-Miller approach, traditional approach. Arbitrage process in capital structure.

UNIT 5 (10 Hours)

Dividend Decisions and Working Capital Management: Types of dividends. Bonus shares and stock split. Buy-back of shares. Factors considered for dividend payments. Dividend Theories – Gordon Model, Walter Model and MM Hypothesis.

Working Capital Management: Factors influencing working capital. Working capital policy. Operating cycle and cash cycle. Estimation of working capital requirements (Does not include Cash, Inventory and Receivables Management).

RECOMMENDED BOOK:

1. Prasanna Chandra, Financial Management – Theory & Practice, McGraw-Hill Education, 9th Edition, 2015.

REFERENCE BOOKS:

1. Khan M.Y & Jain P.K, Financial Management – Text & Problems, McGraw-Hill Education, 7th Edition, 2014.
2. Pandey I M, Financial Management, Vikas Publishing House Pvt. Limited, New Delhi, 11th Edition, 2015.
3. Damodaran Aswath, Corporate Finance–Theory & Practice, Wiley India Pvt Ltd, New Delhi, 2nd Edition, 2007.

HUMAN RESOURCE MANAGEMENT

Subject Code	2MBA04	CIE Marks :	50
Credits (Lecture Hrs/week)	03	SEE Marks :	100
Total no. of Lecture Hrs	39	Exam Duration :	03 Hours

Course Objectives

- To Inform the importance of Human Resource Management
- To introduce the concepts and practices of Human Resource Management
- To Analyze the key issues related to administering the human elements such as motivation, compensation, appraisal, career planning, diversity, ethics, and training
- To familiarize students with the various human resource management practices across industry.
- To provide real life experiences in Human Resource Management through case studies.

Course Outcomes: After this course students will be able to:

- Explain the importance of human resources and their effective management in organizations.
- Analyze the role of recruitment and selection in relation to the organization's business and HRM objectives in an Indian context. This includes demonstrating the appropriate use of job descriptions, application forms and related staffing tools such as internet recruiting
- Develop, analyze and apply advanced training strategies and specifications for the delivery of training programs.
- Implement design models of organizational change through case studies providing the necessary skills and methodologies.
- Appraise a job-based compensation scheme that is consistent with organizational goals, mission and values, and at the same time linked to the labor market

Pedagogy : Lectures, presentations and case studies

UNIT 1 (10 Hours)

Introduction: Definition – human resource management – personal v/s HR – meaning of HRM – features of HRM – role of HRM – managerial functions and operative functions – objectives of HRM policies – procedures and programmes – organization of HRM – line and staff and personnel management – role of personnel manager and HR manager – qualities of HR/ personnel manager. McKinsey 7S Frame-work for analyzing organizations.

UNIT-2 (7 Hours)

HR planning and Recruitment: Job analysis – job evaluation – job description. Human Resource Planning (HRP) , Objectives –definition and need for HRP – linkage of HRP to other plans – benefits of HRP – factors affecting HRP – process, problems and limitations of HRP – Recruitment, factors affecting recruitment policy

– centralized and decentralized recruitment – recruitment techniques – recruitment process.

UNIT-3 (5 Hours)

Selection, Placement and Induction: Meaning – definition of selection – significance of selection process – selection procedure – various types of tests (aptitude, achievement, situational, interest, personality) – different types of interviews and interview process – means to make interview effective – placement and induction.

UNIT-4 (7 Hours)

Human Resource Training and Development: Meaning of Training & Development (T&D) – importance of training – benefits of training – need and objectives – assessment of training needs – areas of training – training methods – on-the-job and off-the-job training – advantages of training – training procedures – final evaluation.

Performance Appraisal System (PAS) – introduction – meaning – need – purpose – objectives – contents of PAS – appraisers and different methods of appraisal – uses of performance appraisal – limitations and problems of performance appraisal – 360° Appraisal, balance score card added.

UNIT-5 (10 Hours)

Wage and Salary Administration: Introduction – definition – need for sound salary administration – objectives – factors affecting wages / salary levels – wage incentives – merits and types of incentive plans – profit sharing – bonus concepts – Employee Stock Options (ESOPs) – pay for performance. HR accounting – HR audit – Human Resource Information System (HRIS).

Career Planning, Compensation and HR Records: Career planning – meaning – need, career development actions – promotion – meaning – purpose – bases of merit – seniority – merit cum seniority – benefits – problems – promotion policy – transfer – meaning – purpose – types – reasons – benefits – demotion – meaning – need for demotion policy.

RECOMMENDED BOOK:

1. P Subba Rao, Essential of Human Resource Management, Himalaya Publication, 5th Edition, 2016.

REFERENCE BOOKS:

1. Biswajeet Patnayak, Human Resource Management, PHI Learning, 5th Edition, 2014.
2. Bohlander, Snell and Sherman, Managing Human Resources, Cengage Learning, 16th Edition, 2014.
3. VSP Rao, Human Resource Management: Text and Cases, Excel Publications, 3rd Edition.

4. Cynthia Fisher, Shaw, Human Resource Management, Biztantra, 5th Edition, 2005.
 5. Gary Desler, Human Resource Management, Pearson Education, 15th Edition, Pearson Education, 2018.
 6. John M Ivancevich, Human Resource Management, Mcgraw Hill Education, 11th Edition, 2016.
 7. Michael Armstrong, A, Stephen Taylor, A Hand Book of Human Resource Management, Kogan Page India Ltd., 14th Edition, 2017.
 8. Ian Beardwell, Len Holden, Human Resource Management, Mcmillan India Ltd.
 9. Robbins, D' Cenzo, Human Resource Management, John Wiley & Co., 11th Edition.
 10. Gomes Mejia, Bakin Candy, Managing Human Resources, Pearson Education, PHI, 8th Edition, 2016.
-

BUSINESS RESEARCH METHODS

Subject Code	2MBA05	CIE Marks :	50
Credits (Lecture Hrs/week)	04	SEE Marks :	100
Total no. of Lecture Hrs	52	Exam Duration :	03 Hours

Course Objectives:

- To highlight the importance of Research in business.
- To introduce the basic concepts of Research Methodology.
- To familiarize students with the research process, designing a research project and implementing the same.
- To expose students to various quantitative tools of data analysis.
- To familiarize students with preparing and evaluation of research report.

Course Outcomes:

- Understand various applications of research in business.
- Design a research project for business decision making.
- Apply the most appropriate research design for a real-life situation.
- Apply the various data analysis techniques.
- Write detailed research proposal and research report.

Pedagogy: Lectures, Presentations, Practical assignments, Self-study components and case analysis.

UNIT 1 (12 Hours)

PART 1: Research Methodology

Introduction to Business Research: Research and research methodology. Language of Research Meaning, types of business research, criteria of good research approaches to business research; scientific and non-(un)-scientific; difference between research methods and methodology; significance of business research, Literature Review.

Business Proposal: Meaning and components; steps involved in preparing business research proposal

Business Research Process : Steps

Rearrangement of the topics research proposal followed by the steps in business research process.

UNIT-2 (12 Hours)

Research Design: Research problems – designing the study – steps in research design process – types of research design. Sources and collection of data - Secondary data – sources – advantages and limitations – methods of collection of data, Concept of Reliability and Validity has been added. (Theory only) Primary data – sources – advantages – questionnaire design – scales of measurement used in research. Reliability and Validity (Theory only).

UNIT-3 (4 Hours)

Sampling Methods: Types – probability and non-probability samples – types of sample design – random, stratified, area, systematic – non probability – convenience, judgment, quota – advantages sampling, snowball sampling – limitations – determination of sample size and estimating proportions – application of sampling.

UNIT-4 (18 Hours)**Data Analysis and Testing of Hypothesis:**

Data editing, coding and cross tabulation and descriptive data analysis, testing of hypothesis: Non Parametric Test : Sign test, Run test Parametric Test :

Bivariate: Z & T test (samples and proportions)

Multivariate: Chi square test and one way anova. (problems included).

Discriminant Analysis - Factor Analysis - Conjoint Analysis - Multi Dimensional Scaling (Theory Only).

UNIT-5 (6 Hours)

PART 3: Report Writing: Methods of report writing – oral, written, advantages and disadvantages of oral and written reports – components of written research reports – presentation of reports – audio-video presentation.

RECOMMENDED BOOKS:

1. Cooper, Schindler and Sharma, Business Research Methods, Mcgraw Hill Education, 12th Edition, 2018.
2. Naresh Malhotra and Satyabhushan Dash, Marketing Research, Pearson Education, 7th Edition, 2019.

REFERENCE BOOKS:

1. Zikmund, Babin, Carr, Adhikari and Griffin, Business Research Methods, Cengage, 8th Edition, 2016.
2. Deepak Chawla and Neena Sondhi, Research Methodology, Concepts and Cases, Vikas, 2nd Edition, 2016.
3. C R Kothari, Research Methodology, New Age International, 4th Edition, 2019.
4. Rajendra Nargundkar, Marketing Research: Text and Cases, Mcgraw Hill Education, 3rd Edition, 2008.
5. William M C, Trochim, Research Methods, Biztantra, 2nd Edition, 2004.
6. David Luck, Ronald Rubin, Marketing Research, PHI Learning, 2000.
7. G A Churchill, Iacobucci, Marketing Research, Cengage Learning, 10th Edition, 2010.

8. A Parasuraman, Dhruv Grewal, Marketing Research, Cengage Learning, 2nd Edition, 2006.
9. M, Ranganatham, O R Krishnaswamy, Methodology Of Research In Social Sciences, Himalaya Publishers, 2nd Edition, 2019.
10. Panneerselvam R, Research Methodology, PHI Learning, 2nd Edition, 2014.
11. Ajai S. Gaur and Sanjaya S.Gaur, Statistical Methods For Practice and Research A guide to data Analysis using SPSS, Response Books, 2nd Edition, 2009.
12. Robert H Carver and Jane Gradwohal Nash, Doing Data Analysis with SPSS version 18.0, CengageLearning, 5th Edition, 2013.

Business Research Methods – II Semester Self-Study Component – Research Project

Objective: Students are given an opportunity to take up a research project of their own interest and apply the research methodology that they have studied in planning and execution of the project.

Roadmap:

- Students form a team of 5 members each.
- The time-line for the research project is as follows.

Choosing a Research Project	1 Week
Problem Formulation	1 Week
Research Design	1 Week
Framing Questionnaire	1 Weeks
Pre-test	1 Week
Data Collection	2 Weeks
Analysis and Interpretation	2 Weeks
Presentation	1 Week
Total	10 Weeks

Continuous Evaluation and Assessment:

- Each team is required to show continuous progress in planning and executing the project.
- At the end of the project, each team has to submit a report and make presentation.
- The grade will be awarded on the basis of each student's contribution to the project, the presentation and the project report. This enables students to contribute to the project. If a student is not able to live up to the requirements, he/she may get lesser grade than that of team's grade.

QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Subject Code	2MBA06	CIE Marks :	50
Credits (Lecture Hrs/week)	4.5	SEE Marks :	100
Total no. of Lecture Hrs	52	Exam Duration :	03 Hours

Course Objectives

- To provide basic understanding of Quantitative techniques and equip the students with the various linear programming models.
- To facilitate the students to find out optimal solution for transportation and assignment problems.
- To empower with the knowledge of network analysis.
- To demonstrate the queuing model and simulation
- To equip with the skills of decision making.

Course Outcomes

- Describe the nature, models, benefits and limitations of Quantitative techniques and develop a mathematical model by using linear programming technique.
- Draw up the transportation and assignment problem.
- Illustrate the use of network techniques for successful project implementation
- Demonstrate the queuing and simulation models.
- Develop the skills of decision making.

Pedagogy: Lectures, Problem solving and Case studies

UNIT 1 (12 Hours)

Introduction to Operations Research: Historical development of Operations Research, Nature and characteristic features of Operations Research, Meaning and definition of Operations Research, Methodology of Operations Research, Models in Operations Research, Benefits and Limitations.

Linear Programming: Formulation, Solution by graphical method, Special cases – alternative, infeasible and unbounded solutions, Advantages and limitations, duality (formulation only)

UNIT-2 (11 Hours)

Transportation and assignment models: General structure, Finding initial solution using North West Corner (NWC), LCM (Least Cost Method) and Vogel's approximation method; Optimal solution using Modified Distribution (MODI) method, Unbalanced, Degeneracy, Restricted and maximal problems. Assignment Model – initial and optimal solution, unbalanced, maximal and restricted problems.

UNIT-3 (10 Hours)

Network Analysis: Characteristics of Project Evaluation and Review Techniques and Critical Path Method, Activity-on-Node (AoN), Activity-on-Arrow (A-o-A) Diagrams, Determination of critical path, timings and slacks, Network cost system – Crashing.

UNIT-4 (9 Hours)

Queuing Model and Simulation: Introduction to queuing, queue characteristics, queue discipline, queuing model notations and applications of queuing models. Single channel queuing model with Poisson arrival and Exponential Service rate (unlimited queue). Simulation and its importance, process, advantages and disadvantages, Monte-Carlo method, Random number generation. Simulation of inventory, queuing, investment, risk analysis and network problems.

UNIT-5 (10 Hours)

Decision Theory: Decision making under risk – Expected Mandatory Value (EMV), Expected value for perfect information and Expected Opportunity Loss (EOL). Decision making under uncertainty – Maximax, Maxmin, criterion of realism, equally likely and Minimax regret. Marginal Analysis with discrete and continuous (normal) distribution. Decision Tree Analysis.

RECOMMENDED BOOK:

1. N D Vohra, Quantitative Techniques in Management, McGraw Hill Education, 5th Edition, 2017.

REFERENCE BOOKS:

1. Wayne L Winston, Operations Research Applications and Algorithms, Cengage Learning, 4th Edition, 2004.
2. J K Sharma, Operations Research – Theory and Applications, Macmillan India, 5th Edition, 2013.
3. R, Kipp Martin, et al, Quantitative Methods for Business, Cengage Learning, 12th Edition, 2013.
4. Richard I. Levin, et al, Quantitative Approaches to Management, McGraw Hill International, 5th Edition, 1982.
5. Barry Render et al, Quantitative Analysis for Management, Pearson Education, 12th Edition, 2016.

BUSINESS ENVIRONMENT

Subject Code	2MBA09	CIE Marks	50
Credits (Lecture Hrs/week)	4	SEE Marks	100
Total no. of Lecture Hrs	52	Exam Duration	03 Hours

Course Objectives:

- To understand the dynamics of business environment
- To analyze the impact of globalization on different sectors
- To introduce the concept of international business.
- To explore various entry strategies for international business.
- To familiarize with international financial institutions.

Course Outcomes:

- Better understanding of importance of business environment.
- Better understanding of international business environment.
- Better understanding of international business organization.
- Understand the pros and cons of various modes of entering into international business.
- Understand the role of various international financial institutions in international business.

Pedagogy: Lectures, presentations and case studies

UNIT 1 (6 hours)

Business and Its Environment: Introduction, Business Environment, Meaning, Importance, Environmental Factors, Circular Flow of Income- Savings and Investments. Economic Growth and National Income- GDP, GNP, NDP, NNP, and Per Capita income

UNIT 2 (12 hours)

Political Environment: Introduction, Political Environment and Business, Political Environment in India, Recent Trends: Skill India, Digital India, startup India Standup India, Demonetization.

Economic Environment: Indian Economy-Overview, Analysis of Sectors: Agriculture, Manufacturing, IT, Aviation sector and telecom sector.

Socio-Cultural Environment: Cultural and Social Environmental of Business, Doing Business in India-A Cultural Perspective, Demographic Environmental Factors. Technological Environment: Introduction and overview.

Environmental, Ecological and Ethical Issues: Impact on starting a business.

Legal Environment: Indian legal framework- Industrial and Licensing policy (Latest), Foreign Exchange Management Act, CCI-Competition Law and Environmental Protection Act.

UNIT 3 (10 hours)

Monetary Policy: Introduction and Overview, Role of RBI.

Fiscal Policy: Introduction, and Overview. Securities and Exchange Board of India (SEBI) and Investors' protection, Overview of Tax System in India: Direct Taxes, Indirect Taxes the GST regime.

Agricultural Policy: Introduction, Role of Agriculture in Indian Economy. Foreign Trade Policy: Introduction, Exim Policy (Latest), Regional Trade Agreement: BRICS, SAARC, EU and NAFTA and Special Economic Zones (SEZ).

UNIT 4 (12 hours)

International Business: Introduction, Concept and Definition; Reasons for Going International,

International Entry Modes: Advantages and Disadvantages, Strategy in the Internationalization of Business, Global Challenges; Entry Barriers, India's Attractiveness for International Business.

Globalization-Meaning and Scope, Impact of Globalization on Indian Business Environment: Recession and other trends. **Liberalization:** Overview.

Privatization: Introduction and Disinvestment. Recent Trends: Brexit, Protectionism, Dumping and Anti- Dumping Policies.

UNIT 5 (12 hours)

International Institutions: Introduction, IMF as an International Financial Institution: Overview, Overview of World Bank as an International Financial Institution, World Trade Organization, Introduction, Agreements and Implications. TRIPs and TRIMS, IPR: Meaning Types and Scenario in India

RECOMMENDED BOOKS:

1. Shaikh Saleem- Business Environment, Pearson Education, 3rd Edition 2015.
2. Justin Paul-Business Environment Text & Cases, McGraw Hill Education, 4th Edition, 2018.

REFERENCE BOOKS:

1. Justin Paul & Parul Gupta-Economic Environment and Policies for Business, McGraw Hill Education, 2012.
2. Francis Cherunilam-Himalaya Publishing House, 25th Edition, 2016.
3. K Aswathappa-Essential of Business Environment Text, Cases & Exercises, Himalaya Publishing House, 15th Edition, 2019.

WRITTEN ANALYSIS AND COMMUNICATION – II

Subject Code	2MBA10	CIE Marks :	50
Credits (Lecture Hrs/week)	02	SEE Marks :	100
Total no. of Lecture Hrs	26	Exam Duration :	03 Hours

Course Objectives:

- Demonstrate effective speaking skills
- Analyze a company's communication processes or key messages and recommend changes that can help advance communication as an integral part of that organization's management strategy.
- Write business documents to a professional standard and conforming to acceptable formats.
- Present information in an organized, structured way so as to achieve a specific objective.
- Express ideas with confidence and clarity, supporting persuasive and logical arguments.

Course Outcomes:

After this course Students will be able to

- Deliver an effective oral business presentation.
- Utilize analytical and problem solving skills appropriate to business communication.
- Select appropriate organizational formats and channels used in developing and presenting business messages.
- Compose and revise accurate business documents using computer technology.
- Communicate via electronic mail, Internet, and other technologies.

Pedagogy: Audiovisual aids, collaborative planning, monitoring and evaluating, learning to learn / unlearn, online learning, full-frontal communicativity, workshop methods are adopted for teaching and learning.

UNIT 1 (8 Hours)

Nurturing Speaking Skills –The Art of Speaking-Goals of speaking-Speaking Styles-Guidelines for developing Speaking Skill. Oral Communication:

What is oral communication – Principles of successful oral communication what is conversation control – Reflection and empathy: two sides of effective oral communication – Effective listening – Effective use of non-verbal communication - Essentials of intercultural and cross cultural communication .

UNIT-2 (8 Hours) Negotiation Skills for Managers:

Communications for effective Negotiations: Defining Effective Negotiation- Factors affecting Negotiation- Stages in the Negotiation process – Negotiation Strategies.

UNIT-3 (8 Hours)**Executive/Work Place Communication**

Types and purpose of organizational communication - Inter and Intra personal communication - Styles of organizational communication (Consultative, Problem Solving, Assertive etc) - Communication for Results: Response, Advise, Evaluate, Directing, Instructing, Personal Opinion - Communication for Change Management - Communication for developing Work culture - Effective Communication in Meetings and Conferences - Public Speaking and Business Speeches.

UNIT-4 (7 Hours)

Technology of Modern Communication and Business Etiquettes.

Telephone Etiquettes - E-mail Etiquettes - Fax and SMS - Teleconferencing and Video Conferencing – Tips for effectiveness - Challenges of technological communication - Business Etiquettes.

UNIT-5 (8 Hours)**Business Correspondence/Communication**

Strategies for persuasive communication - Kinds and Styles of business letters - Organizing and composing business messages - Writing messages for goodwill and brand building - Finding and communicating information - Corporate Reports and Business Proposals - Communication cross functional area - Communication for Negotiation and Conflict management - Legal Correspondence - Press release & Media management - Press conference - Media interview - Seminars - Workshops – Conferences.

RECOMMENDED BOOKS:

1. Chaturvedi P. D, Mukesh Chaturvedi, The Art and Science of Business Communication: Concepts, Cases and Applications, Recent Edition, Pearson Education, 4th Edition, 2019.
2. Penrose, Rasberry, Myers, Business Communication for Managers, An Advanced Approach, Cengage Learning, 5th Edition, 2009.

REFERENCE BOOKS:

1. Courtland L. Bovee, John V. Thill, Roshan Lal Raina, Business Communication Today: Pearson Education, 14th Edition, 2019
2. Lesikar, Flatley, Rentz & Pande, Basic Business Communication, 13th Edition, Mcgraw Hill Education, 2015.
3. Sehgal M. K, V Khetrapal, Business Communication, 3rd Edition, Excel Books, 2013.
4. Shalini Kalia and Shailaja Agarwal , Business Communication –A practice Oriented Approach5, Wiley India Private Limited, First Edition 2015.
5. Payal Mehra, Business Communication for Managers,Pearson Education Second Edition,2018.

DATA ANALYSIS TOOLS FOR MANAGERS

Subject Code	MCMDAT	CIE Marks	50
Credits (Lecture Hours/week)	00	SEE Marks	100
Total no. of Lecture Hours	52	Exam Duration	3 hours

Course Objectives:

- To introduce theory and practice of data analysis.
- To familiarise analytics and categorise different techniques.
- To build the requisite skills in using statistical analysis software packages.
- To solve statistical and managerial problems using the software packages.
- To prepare the students for a career in data analytics

Course Outcomes:

- Understand business problems and convert into analytic questions.
- Distinguish and choose appropriate analytics.
- Analyse available data with appropriate tools and techniques.
- Infer the results and its implications on organisations.
- Present the output and solution
- Present the output and solution for managerial decision making.

Pedagogy: Lectures, data analysis lab exercises/activities, presentations and case analysis.

UNIT 1 (8 Hours)

Introduction to analytics

Business Analytics – Definition, evolution, scope, data and models. Categorisation – Descriptive, predictive and prescriptive. Big data. Business analytics in practices – Financial, HR, marketing, health care, supply chain, analytics for government and non-profit, sports and web.

UNIT 2 (12 Hours)

Analytics on spreadsheets

Basic Excel skills, functions, lookup functions and spreadsheet add-ins.

Descriptive statistics

Overview of using data: Definitions and goals. Types of data – modifying data – creating distributions from data – measures of location – measures of variability – analysing distributions – measures of association between two variables.

UNIT 3 (8 Hours)

Data visualisation

Overview – tables – charts – advanced data visualisation – data dashboards.

UNIT 4 (12 Hours)

Introduction to statistical software package

Overview – Mouse and keyboard processing – frequently used dialog boxes – editing – output – printing results – creating and editing a data file.

Frequencies and graphs

Frequencies – bar charts – histograms – percentiles.

Descriptive statistics

Measures of central tendency – variability – deviation from normality – and size stability – cross tabulation and chi-square analyses

UNIT 5 (12 Hours)

Statistical tests

Means – T-test – one-way ANOVA – non-parametric tests – normality tests.

Correlation and regression

Linear correlation and regression – multiple regression (linear).

Multivariate analysis

Factor analysis – cluster analysis – multidimensional scaling.

RECOMMENDED BOOK

1. Camm, Cochran, Fry et al, Essentials of Business Analytics, Cengage Learning, 2015.

REFERENCE BOOKS

1. Field A., Discovering Statistics Using SPSS, Fourth Edition, Sage, 2013
2. Darren George and Paul Mallery, SPSS for Windows, Pearson, 2011
3. James Evans, Business Analytics, Pearson, 2017.
4. Albrignn S.C., and Winson W.L., Business Analytics, 5th Edition, Cengage, 2015.

III SEMESTER SYLLABUS

COST AND MANAGEMENT ACCOUNTING

Subject Code	3MBA01	CIE Marks :	50
Credits (Lecture Hrs/week)	4.5	SEE Marks :	100
Total no. of Lecture Hrs	52	Exam Duration :	03 Hours

Course Objectives:

- To familiarise students with concepts, nature and classification of costs.
- To illustrate various methods and techniques of product costing.
- To demonstrate how cost concepts are used for decision making.
- To explain the costing systems used in service organisations.
- To describe how costing is used as a control tool in organisations.

Course outcomes:

- List and describe major concepts and classification of costs.
- Describe the behaviour of costs and estimate product cost using different costing methods.
- Apply the principles of costing for managerial decision making.
- Describe methods of cost ascertainment in service sector.
- Prepare budgets and standards to control costs in an organisation.

Pedagogy: Classroom discussions, problem solving, case studies, student assignments and presentations.

UNIT 1 (10 Hours)

Management Control and Cost Concepts: Meaning, nature and purpose. Profit, growth and control. Goal congruence. Conflict among stakeholders. Hierarchy of controls and corporate governance.

Cost terms, cost drivers, cost pools and cost objects. Classification of costs. Direct and indirect costs. Product costs and period costs. Computation of total costs and unit costs for manufacturing, merchandising and service firms. Cost behavior with respect to volumes- variable/ fixed and semi variable.

UNIT-2 (12 Hours)

Costing systems: Absorption costing – treatment of direct and indirect costs – overhead allocation and absorption.

Job costing – manufacturing and service sector

Process costing: preparation of process accounts – treatment of normal loss, abnormal loss and abnormal gain.

Activity based costing (ABC) – cost pools- cost drivers and product costing using ABC.

UNIT-3 (14 Hours)

Cost-Volume-Profit (CVP) Analysis: CVP relationship with output. Break-even analysis. Sensitivity analysis, Cost planning & CVP. Cost analysis for decision making. Determining cost behavior. Decisions on Make or buy; closing down unprofitable divisions/products/product line; alternative sourcing. One time special orders, Product mix

decisions – under certain capacity constraints. Sell or process further, make or buy (outsourcing), operate or shut down.

Pricing Decisions (Theory only): Major influences on pricing. Short and long run pricing, various methods of pricing. Cost plus pricing. Target costing for target pricing. Transfer Pricing – Meaning & methods.

UNIT-4 (6 Hours)

Services Costing: Basic concepts of services/operating costing. Costing systems in service industry. Computation of total and unit costs in Transportation, Hospital and Hotels.

UNIT-5 (10 Hours)

Budgeting & Budgetary Control: Types of budgets- Preparation of sales budget, production budget and cash budget, Preparation of flexible budget. Standard costing-Variance analysis (material variances).

RECOMMENDED BOOKS:

- 1) Jawaharlal, Cost Accounting, Tata McGraw Hill Publishing Company Limited, 5th Edition, 2013.
- 2) Robert N Anthony & Vijay Govindarajan, Management Control Systems, Tata McGraw Hill Publishing Company Limited, 12th Edition, 2007.

REFERENCE BOOKS:

- 1) Charles T Horngren, Srikant M Datar & George Foster, Cost Accounting – A Managerial Emphasis, Pearson Education, 15th Edition, 2017.
- 2) Lynch & Williamson, Accounting for Management – Planning & Control, Tata McGraw Hill Publishing Company, 3rd Edition, 2004.
- 3) M Y Khan & P K Jain, Cost Accounting, Tata McGraw Hill Publishing Company, 2nd Edition, 2014.
- 4) T R Sikka, Fundamentals of Cost Accounting, Viva Books, 7th Edition, 2012.

LEGAL ENVIRONMENT OF BUSINESS

Subject Code	3MBA02	CIE Marks :	50
Credits (Lecture Hrs/week)	03	SEE Marks :	100
Total no. of Lecture Hrs	39	Exam Duration :	03 Hours

Course Objectives:

- To provide basic understanding on the Indian Contract Act 1872.
- To brief the importance of Law of Agency.
- To enable the students with usage of negotiable instruments.
- To elaborate the provisions relating to formation of a company, powers and responsibilities of the directors and managers, holding company meetings and winding up of a company.
- To explain the nature and formation of partnership, the rights, duties and liabilities of partners and the procedure for dissolution of partnerships.

Course Outcomes:

- Gain practical knowledge on the Indian Contract Act 1872.
- Better understanding on the Law of Agency, bailment and pledge.
- Understand and comprehend the legal aspects of company formation.
- Analyze the importance of law of partnership among the firms.
- Ability to comprehend new laws affecting business.

Pedagogy: Pedagogy includes classroom discussions, student assignments and presentations.

UNIT 1 (9 Hours)

Law of Contract: Definition, essentials, offer – definition and essentials, acceptance – definition and essentials, consideration – definition and essentials, exceptions to the rule, no consideration - no contract, capacity of parties, free consent, termination of contract, remedies for breach of contract.

UNIT-2 (7 Hours)

Law of Agency: Kinds of agents, rights and duties of agent and principal, creation of agency, termination of agency.

Bailment and Pledge – Bailment, definition, essential elements, rights and duties of bailor and bailee. Pledge – Essentials, rights and duties of pledger and pledgee.

UNIT-3 (8 Hours)

Negotiable Instruments Act 1881: Kinds of negotiable instruments – promissory notes, bills of exchange and cheques. Parties to negotiable instruments, presentment, discharge and dishonour of negotiable instruments.

Law of Insurance – General principles of insurance, life, fire and marine insurance.

Sale of Goods Act: Sale v/s Agreement to Sell, Arbitration, objectives and scope, Arbitral Tribunal, Appointment, and termination of arbitrator.

UNIT-4 (8 Hours)

Companies Amendment Companies Act 2013: Definition, characteristics and kinds of companies, steps in formation of company. Memorandum of Association, Articles of Association, Prospectus. Directors: Powers & duties.

Meeting: Types of meetings. Auditor: Rights and liabilities. Key highlights of the Companies (Amendment) Bill-2016. Intellectual Property Rights and Competition Law, Insolvency & Bankruptcy Code (IBC).

UNIT-5 (7 Hours)

Law of Partnership: Essentials, rights & liabilities of partners, registration and dissolution of partnership firm.

Foreign Exchange Management Act (FEMA): Objectives.

Consumer Protection Act: Objectives, Consumer Protection Council.

RECOMMENDED BOOKS:

1. Ravindra Kumar, Legal Aspects of Business, Cengage Publications, Edition, 2018.
2. Akhileshwar Pathak, Legal Aspects of Business, McGrawHill, 2018.

REFERENCE BOOKS:

1. N D Kapoor, Elements of Mercantile Law, Sultan Chand Publishing House, 34th Edition, 2006.
2. Manmohan Prasad, Principles of Business Law and Management, HPH, 2014.
3. M C Kuchhal, Business Law, Vikas Publication, 6th Edition, 2013.
4. Gulshan, Business Law, Excel Books, 4th Edition, 2012.
5. Rohini Aggrawal, Students Guide to Mercantile & Commercial Law, Taxman Publications, 2014.

ENTREPRENEURSHIP DEVELOPMENT

Subject Code	3MBA06	CIE Marks :	50
Credits (Lecture Hrs/week)	02	SEE Marks :	100
Total no. of Lecture Hrs	26	Exam Duration :	03 Hours

Course Objectives:

- To familiarize the students with entrepreneurship and its importance.
- To expose and coach them on entrepreneurial competencies.
- To help them to know various stages and the problems associated to entrepreneurship.
- To ignite and motivate them to become an entrepreneur.
- To familiarize students with various schemes available for financing projects.

Course Outcomes:

- Better understanding of entrepreneurship and its importance.
- Knowing and understanding of required competencies to run the successful enterprise.
- Prepared to become an entrepreneur.
- Ability to tackle problems encountered during entrepreneurship development.
- Utilize various schemes provided by Govt. of India for financing entrepreneurial projects.

Pedagogy: Lectures, presentations, entrepreneurial-learning activities and case studies

UNIT 1 (10 Hours)

Entrepreneur and Entrepreneurship: Meaning, Evolution of the Concept; Development of Entrepreneurship, Functions of an Entrepreneur. Types of Entrepreneurs

Stages in Entrepreneurial Process. Barriers to Entrepreneurship, Entrepreneurship and Innovation. Intrapreneur, Difference between Manager and Entrepreneur, Role of entrepreneurs in Economic Development. Entrepreneurial competencies: Meaning, major entrepreneurial competencies.

UNIT-2 (4 Hours)

Rural Entrepreneurship: Meaning, Need for rural entrepreneurship, Problems of rural entrepreneurship. **Women Entrepreneurship:** Concept, functions of women entrepreneurs, Growth of women entrepreneurship, Problems of women entrepreneurs. **Social Entrepreneurship:** Meaning, importance, traits of a social entrepreneur, role of social entrepreneurship in nation building.

UNIT-3 (4 Hours)

Role of Government in promoting Entrepreneurship: MSME policy in India, Institutional support and programmes for promoting entrepreneurship: Small Scale Industry Institute (SSI), District Industries Centre (DIC), Technical Consultancy Organizations (TCOs), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB), Entrepreneurship Development Programmes (EDP), Meaning, Need for EDP, Objectives and phases of EDPs.

UNIT-4 (6 Hours)

Identification of Business: Opportunities, Meaning of a Project, Project Identification and Selection. Project Report/business plan; Need and Significance and Contents. **Project Appraisal:** Market Feasibility Study, Technical Feasibility Study, Financial Feasibility Study.

UNIT-5 (2 Hours)

Forms of Business Ownership, Startups: Meaning, advantages. Franchising: Meaning, advantages, disadvantages, franchising in India.

RECOMMENDED BOOK:

1. S S Khanka, Entrepreneurship Development, S Chand & Co., 4th Edition, 2010.

REFERENCE BOOKS:

1. Dr. C V Gupta & Dr. N P Srinivasan, Entrepreneurship Development in India, Sultan Chand & Sons, 5th Edition, 2014.
2. Michael Edwards & Alan Fowler, The Earthscan Reader on NGO Management (Chapters 3, 4, 5, 8 & 17), Earthscan, 1st Edition, 2003.
3. Robert D Hisrich, Entrepreneurship, Tata McGrawHill, 10th Edition, 2018.
4. David H Holt, Entrepreneurship-New Venture Creation, PHI, 1st Edition, 2000.

PROJECT WORK

Subject Code	3MBAPW
Credits	05

Every eligible student has to take up a summer project after 2nd semester. The duration of project is eight weeks and project work carries 5 credits. Project Work includes presentations in the form of the seminars on the project work done including analysis, project report submission, report evaluation and viva-voce examination.

Course Objectives:

- Apply business concepts and theories to real-world decision-making
- Increase proficiency in specific business disciplines; such as human resources management, operations management, marketing, accounting, statistics, economics, finance, and business law.
- Develop and improve business skills in communication, technology, quantitative reasoning, and teamwork.
- Observe and participate in business operations and decision-making.
- Meet professional role models and potential mentors and develop a solid work ethic and professional demeanor

Course Outcomes:

- To be able to carry out organizational studies in the context of the given industry environment.
- To be able to develop McKissey framework for a given organization.
- To be able to conduct surveys on matters of business and industry.
- To be able to conduct business and social research independently in organizations.
- To be able to prepare research proposals.

Guidelines for Student Projects

1. The project work shall be for a period of 8 weeks immediately after 2nd semester-end examinations.
2. The Department Project Evaluation Committee (DPEC) in coordination with Alumni Cell and Placement Cell of the Department shall facilitate the conduct of student projects by:
 - a) Preparing a list of companies to be contacted for student projects
 - b) Contacting the officials of the companies for student projects
 - c) Allotting students to various companies, and
 - d) Maintaining contacts with the corporate world and the alumni of the SIT-MBA Department.

3. The Department Project Evaluation Committee shall make necessary preparations during the second semester to contact the companies concerned and enlist their cooperation for the purpose of student projects.
4. All M.B.A students who are eligible to take up Summer Project shall undergo an orientation training given by the faculty of the department (PGDMS & RC) before taking up the project work.
5. During the period of project work, each student is expected to be with the selected organization and collect the necessary information related to the topics of the project in consultation with his/her internal guide and external guide. Each student is required to identify a problem in the organisation on a specific aspect relevant to the intended area of specialisation; study/investigate/conduct survey; analyse the data and offer suggestions for solving the problem/improving the phenomenon.
6. Each student must submit the Weekly Reports in the prescribed format to the project guide and the weekly review of the same during the project period shall be done by the project guide. Repeated failure in submitting the Weekly Reports to the project guide shall be treated seriously and their project work can be put on hold.
7. Each student must maintain the Project Diary as provided by the institute. The Project Diary consists of two parts viz., Part 1: Project Execution Plan (Pg5-Pg19) and Part 2: Report of the Activity Actually Carried out (Pg 21-Pg36). The students are required to fill up both the parts and report the same on weekly basis to their project guides.
8. After completing one month of their project work, the students shall have to make a presentation on 'Part A' of the project and make necessary changes in accordance with the suggestions. Later, they have to give a final presentation on completing the project work. The comments, suggestions offered by the Faculty Guide and other Faculty of the department present during the presentations have to be incorporated while preparing the final report.
9. The Director, PGDMS&RC, shall receive three copies of the project report one week before the commencement of the Project Report Evaluation as per the schedule.
10. On completion of the project work, the student shall have to prepare a report. While preparing the report, each student has to note the following important points:
 - a. The report shall be prepared in two parts, namely Part-A: Organization study. Part-B: Research work.
 - b. The maximum marks for Part-A of the report shall be 40 and for Part-B of the report 60 marks.
 - c. The size of Part-A of the report shall be between 25-30 pages and the size of Part-B of the report shall be between 65-70 pages (total number of pages in the project report should not exceed 100).
 - d. The Part-A and Part-B of the report shall be hard bound in one volume in royal blue colour facing sheet indicating the title of the research project, title of institution, i.e., S.I.T-PGDMS & RC, names of the internal and

external guides; and month and year of admission to the MBA Department. The soft copy of the project report in CD/ DVD has to be submitted along with the hard bound copies of the report. **Spiral binding of the report is not permitted.**

- e. A certificate by the guide, company, and Head of the Institution indicating the bonafide performance of the project by the student is to be enclosed.
- f. An undertaking by the student to the effect that the work is independent and original has to be given.
- g. The certificate from the organization where the project is carried out has to be enclosed.
- h. A note on 'Acknowledgements' containing the name of the Institute/ Institutions which the student wants to thank has to be added.
- i. The project report shall be prepared using word processor, viz., MS word. Entire Report Font: Arial, Font size: 12, Main Heading: 16, Sub-heading: 14. Header: Title of the project, Footer: SIT, PGDMS & RC and page number.
- j. The project report shall be typed/ printed on A4 size paper with 1.5 inch margin on left side and one inch margin on all other sides.
- k. The report shall be organized in the following format:

Executive summary

Part - A

Industry Profile (In the backdrop of PEST)

PEST ANALYSIS

This form of business analysis examines the external environment and the global factors that may affect a business. It can provide a quick and visual representation of the external pressures facing a business, and their possible constraints on strategy. It is usually divided into **four external influences** on a business. They are P –Political, E –Economic, S –Social, and T –Technological.

- **Political:** This is concerned with how political developments, regional, national and international might affect a business strategy
- **Economic:** This involves the analysis of a wide variety of economic factors and their effects on a business
- **Social** - Competitive advantage a business might gain by social changes taking place outside the business
- **Technological** – The impact of technological advancement on business strategy

Organization study shall be based on 7S framework/alternative framework as suggested.

Part – B

- i. Literature Review
- ii. General introduction
 - Statement of the problem
 - Objectives of the study
 - Scope of the study
 - Methodology

- Limitations of the study
 - iii. Analysis /design, interpretation of results, findings, suggestions and observations which may be divided into one or two chapters
 - iv. Conclusion
 - v. Learning outcome
 - vi. Annexure relevant to the project, such as figures, graphs, photographs, and Weekly Reports obtained from the company.
 - vii. Bibliography
- The project work shall be on a topic related to the area of specialization opted by the candidate in consultation with the Faculty Guide.

Evaluation of Project Work

A. PROJECT PRESENTATIONS: In addition to a presentation made by a student after one month of his work on Part A, each student has to make a presentation on his entire project work during the third semester.

Project Presentation Guidelines

1. Each student will be allotted 15 minutes for presentation, which will be followed by 5 minutes of interactions / questions from the panel.
2. The presentation will be evaluated by a panel of faculty members comprising the Project Guide and other subject experts.
3. Students are required to keep the presentations ready well in advance and copy the same to any one laptop of that batch before the commencement of the presentation.
4. Students are required to bring all supportive materials like filled questionnaires, copy of company brochures, financial statements etc. and show the same to the panel on demand.
5. The suggestions / modifications / alterations given by the panel should be incorporated in the final report.
6. If the panel is not satisfied with the quality of any presentation, the student will be asked to make one more presentation on a later date. In such cases, the marks obtained by the student in the second presentation will be final.
7. Project presentation carries 2 credits. The criteria for evaluation of the presentation are as follows:

#		Marks
1	Brief overview of the organization	5
2	Summary of 7S Model	7
3	SWOT Analysis	5
4	Literature Review, Research Design, Objectives and Methodology	10
5	Data Analysis & Interpretation	10

6	Findings, Suggestions & Conclusions	4
7	Usefulness/Relevance of the study	4
8	Co-curricular Activities	5
Total		50

Co-curricular Activities

Students participation in co-curricular activities plays a significant role in developing their personalities. The co-curricular activities for MBA students, in particular, provide opportunities to expose themselves to different environments and help them demonstrate their competencies and skills. Participation in co-curricular activities is suitably rewarded. The details are as follows:

#	Co-curricular Activities	Max. Marks
a	Publication of research paper in Management Journals (for first two authors)	05
b	First prize in paper presentations in Seminars and Conferences (open competitions including faculty/ professionals, maximum two authors)	05
c	First prize in paper presentation in Seminars & Conferences (student conferences, maximum two authors)	04
d	Any prize other than first prize in paper presentation in Seminars & Conferences (maximum two authors)	03
e	Participation in Paper Presentation in Seminars & Conferences (maximum two authors)	02
f	For every additional paper presentation or obtaining prizes (subject to a maximum of 5)	02
g	Co-curricular activities like Case Presentation, Business Plan, Business Quiz, Pick and Speak, Debate, Group Discussion, Role Play and any other competitions organized by management institutes: (i) First prize in the above competitions (ii) Any other prize in the above competitions (iii) Participation in the above competitions (iv) For every additional participation or obtaining prizes in such competition (subject to a maximum of 5)	04 03 02 02

The co-curricular activities mentioned above can be either in I/II/III semester and counted for CIE in project work for a total of 5 marks in IV semester. In case of group activities the same weightage shall be given to each group member.

B. EVALUATION OF PROJECT REPORT

- The project report will be evaluated independently by two examiners (a) Internal guide and (b) External examiner. Each of them shall value the report for maximum of 50 marks and the average marks shall be reckoned as the marks for the Report.

2. The project report is first evaluated for 100 marks. The evaluation criteria include overall understanding of the organization/ products/ services, clarity on PEST, McKinsey 7S and SWOT, clarity on research problem and design, clarity on analysis/interpretation/findings suggestions, communication and presentation skills. The marks on each criterion are shown below:

Marks Distribution for Project Report Evaluation

#	Component	Max Marks
Part A		
A	Industry Profile	10
B	PEST Analysis	05
C	Company Profile	10
D	McKinsey 7-S Analysis	10
E	SWOT Analysis	05
F	Overall Presentation	10
Part B		
G	Statement of the Problem & Objectives	05
H	Literature Review	04
I	Research Design & Methodology	06
J	Data Analysis & Interpretation	15
K	Findings, Conclusions & Suggestions	10
L	Learning outcome	10
M	Overall Presentation & Quality of Report Writing	10
Total		100*

* To be converted to 50 (includes 5 marks for co-curricular activities)

C. PROJECT VIVA-VOCE

Each student shall have to appear for viva-voce examination before a two-member panel comprising of the internal guide and an external examiner. The external examiner for viva-voce examination shall be the one who evaluates the Project Report. The viva -voce examination marks will be jointly decided by both the examiners out of 50 marks. The distribution of marks for viva-voce are shown below:

Marks Distribution for Viva-Voce Examination

#	Component	Max Marks
A	Overall Understanding of the Organisation/Products/Services etc.	10
B	Clarity on McKinsey 7-S and SWOT Analysis	10
C	Clarity on the Research Problem & Design	10
D	Clarity on Data Analysis/Interpretation/Findings & Suggestions	10
E	Communication Skills	10
Total		50

The minimum marks for obtaining pass grade in report evaluation as well as viva-voce examination is 20 out of 50.

INTERNSHIP

Subject Code	3MBAPW
Credits (Lecture Hrs/week)	05

Every eligible student has to take up a summer project or internship after 2nd semester. The duration of the internship is eight weeks and it carries 5 credits. Internship includes presentations in the form of the seminars on the work done, internship report submission, report evaluation and viva-voce examination.

1 Introduction

- 1.1 All eligible students, who are promoted to the third semester, are required to undertake Internship at a business organisation. The objective of the internship is to expose students to the real-life working conditions of a business organisation and to provide them hands-on experience of working for an organisation. The internship is expected to prepare the students for
- 1.2 taking up jobs in business organisations after the MBA programme.
Internship carries 5 credits.

2 Selection of the Organisation

- 2.1 The Institute will place students in different organisations for the internship. The responsibility of placing the students will rest with the Departmental Project Evaluation Committee (DPEC) and the Placement Cell
- 2.2 The students will have to undergo the internship at the organisations allotted to them by the Institute. They will not be permitted to take up internships at organisations of their choice.
- 2.3 In exceptional cases, where a student is able to get internship on his/her own in a highly reputed organisation, DPEC will have the discretion to permit the student to take up the same, subject to fulfillment of all other regulations related to the internship.

3 Duration

- 3.1 The internship will be for a period of eight weeks between the second and third semesters.
- 3.2 The actual date of commencement and closure will be announced by the Institute in consultation with the business organisation.
- 3.3 The students are required to report at the organisation on all working days during the eight weeks. Under normal circumstances, the students are not permitted to avail any leave during this period. In case of any contingency, a student can avail a maximum of *two days* leave during the eight weeks period with prior permission of the supervisor.

4 Supervision

- 4.1 Each student will be supervised by two supervisors, one internal and the other external.
- 4.2 The internal supervisor will be a faculty member of the Institute. DPEC will allot supervisors to each student before commencement of the internship.
- 4.3 The student will report to the internal supervisor on a weekly basis by submitting weekly reports duly signed by the external supervisor in the format prescribed by DPEC.
- 4.4 The external supervisor will be a competent authority at the business organisation where the student undertakes internship. The student will be reporting to the external supervisor on a daily basis.
- 4.5 The external supervisor will be giving various assignments/tasks to the students during the period of internship.

5 Contents

- 5.1 The eight-week internship is divided into three parts. The first part, which should be completed during the first two weeks, relates to an overall study of the organisation. The student is expected to gather details regarding history of the organisation, the ownership structure, management team, product/service profile, details of branches/offices, employee strength, HR initiatives, marketing strategies, achievements and accolades, future plans etc. During this period, they are also expected to conduct a SWOT analysis for the organisation and analyse its financial position during the last three years.
- 5.2 The second part of internship is for a period of five weeks. During this period the students are expected to work for the organisation in a department allotted to them by the external supervisor. They may be given specific assignments/jobs by the supervisor. The students will work in various departments of the organisation under the guidance of the external supervisor, so that they get exposure to different functions of the organisation.
- 5.3 Out of the five weeks, the supervisor may allot the students for three to four weeks in any one of the functional areas, viz. Finance, Marketing or HR depending on the student's choice of specialisation. The remaining one to two weeks can be utilised for providing exposure in other functional areas/departments. The external supervisor has complete freedom in engaging the students during these five weeks depending upon the internal circumstances of the organization.
- 5.4 The external supervisor reserves the right to assign any task to the student and the student is expected to fulfill the same to the satisfaction of the supervisor.
- 5.5 The last one week of the internship shall be spent on writing the report. The contents of the report are mentioned in section 6. The schedule of activities is summarised below.

Activity	Duration
----------	----------

Overall study of the organisation	2 weeks
Work in a specific department or on a specific task	3-4 weeks
Experience in various functional departments	1-2 weeks
Report writing	1 week

- 5.6 Each student is expected to maintain a project diary where the student has to record the activities carried out on a daily basis. This daily report has to be approved by the external supervisor and the same shall form part of the report. The daily report also acts as proof of attendance.

6 Internship Report

- 6.1 Each student is required to submit a report to the Institute on completion of the internship. The report shall be approved by the external supervisor before submission.
- 6.2 The report should be prepared using MS Word. The font used shall be Times New Roman, 12 points with 1.5 line spacing.
- 6.3 The size of the internship report will be around 50 pages comprising of three sections as follows:
- The first section, which shall not be more than 20 pages, will deal with the organisation study done during the first two weeks of internship. The details are outlined in 5.1 above.
 - The second part of the report will be the report on daily activities. The students are expected to write a brief half page summary of activities carried out on each day. The day and date has to be clearly mentioned. This size of this section shall not be more than 20 pages.
 - The third part of the report shall be on the learning outcomes during the internship project. It should contain various aspects learnt by the student, challenges faced during the internship and how those challenges were overcome. The students are also expected to explain how the internship has helped them to sharpen their managerial skills and prepared them for a corporate career. The length of this section shall not be more than 10 pages. The contents of the internship report are summarised below:

Sl. No.	Contents	Number of pages
1	Section 1- Organisation Study	20
2	Section 2- Report on Daily activities	20
3	Section 3- Learning Outcomes	10
	Total	50

7 Evaluation

- 7.1 Each student has to give two seminars on the internship. The first one will be scheduled after one month of commencement of internship. The students are expected to present details on the organisation and the work carried out so far. The final presentation will be scheduled during the third semester. The final presentation will be evaluated based on the following

parameters:

Sl.No.	Component	Marks
1	Organisation study	10
2	SWOT Analysis	10
3	Work done during the internship period	10
4	Experience of working in various functional departments	10
5	Overall Learning Outcomes	10
	Total	50

The Internship will be evaluated in three parts. The first part is an evaluation of the activities carried out during the eight week period. This will be for 50 marks and will be done by the external supervisor. The external supervisor will look into the following aspects for evaluation:

Sl.No.	Components	Marks
1	Punctuality & attendance	10
2	Efficiency of completing the assignments	20
3	Quality of the internship report	10
4	Overall behaviour of the student	10
	Total	50

7.2 The external supervisor will assign marks to the students confidentially and communicate the same to the Director in a sealed envelope. The supervisor will not reveal the marks to the student.

7.3 The internship report will be evaluated independently by two examiners. One of the examiners will be the internal supervisor and the second will be an external examiner appointed by the Director. The external examiner will be a faculty member from another Institute. The report will be evaluated for 50 marks by both the examiners by considering the following aspects:

Sl. No.	Components	Marks
1	Organisational Study	10
2	Report of daily activities	20
3	Report on learning experience	10
4	Overall quality of the report	10
	Total	50

7.4 The third part of evaluation will be a viva-voce examination jointly evaluated by the internal supervisor and the external examiner. The same external examiner, who was appointed for evaluation of the internship report, will be the external examiner for the viva-voce too. The viva-voce will be jointly evaluated for 50 marks by both the examiners based on the following aspects:

Sl.No.	Component	Marks
--------	-----------	-------

1	Understanding of the organisation	10
2	Daily activities carried out and the learning from the same	20
3	Discussion on the learning experience	10
4	Communication and overall presentation	10

7.5 The final marks for internship will be out of 100. The first 50 marks will be the marks awarded by the external supervisor. The second component will be the average of marks awarded by the internal supervisor for the report and marks awarded by the external examiner for the report. The third component will be the marks obtained in the viva-voce examination. The pattern of evaluation is summarised below:

Sl. No.	Components	Maximum Marks	Final Marks
1	Evaluation of Report by the external supervisor (This will be considered as CIE)	50	50
2	Evaluation of Report by the internal supervisor	50	Average of 2 and 3
3	Evaluation of Report by the External Examiner	50	
4	Internship Viva-Voce	50	Average of 2 & 3 + 4 divided by 2

APTITUDE SKILLS

Subject Code	MCAAP	CIE Marks	50
Credits (Lecture Hrs/week)	0	SEE Marks	-
Total no. of Lecture Hrs	39	Exam Duration	-

Course Objectives:

- To lay a foundation to basic mathematics required for cracking placement related tests.
- To develop reasoning and data interpretation skills among students.
- To train students on advanced aptitude reasoning, verbal skills and group discussions.
- To prepare students to perform well in placement related tests and competitive examinations
- To enhance employability of students

Course Outcomes:

After completion of this course, the students will be able to:

- To solve problems in basic mathematics that are set in placement related tests.
- To be able to deal with questions relating to reasoning and data interpretation.
- To be able to conduct group discussions confidently.

- To be able to come out successfully in placement related tests and competitive examinations
- To be able to market oneself in job markets

PART-1 (15 Hours)**Aptitude**

Basic Concept and Formulas of Geometry, Average, Decimal Fractions, H.C.F. and L.C.M., Height and Distance, Numbers Basics (Only formulas and Examples), Percentage, Permutations and Combinations Basics, Profit and Loss, Simplification, Square Root and Cube Root, Time and Distance Basics, Time and Work Basics

PART-2 (8 Hours)**Reasoning and Data Interpretation (DI)**

Age, Calendar, Clock, Directions, Blood Relation, Introduction to DI, Tabular Data (Tables), Line Graph, Bar Chart or Graph, Pie Chart or Graph

PART-3 (8 Hours)**Verbal Aptitude**

English Usage or Grammar, Vocabulary Based (Synonyms Antonyms), Sentence Correction, Fill in the blanks, Cloze Passage, Analogies or Reverse Analogies

PART – 4 (8 Hours)**Training on Advanced Aptitude Reasoning, Verbal Skills & Group Discussion**

Common Errors, Phrase Substitution, Spelling Test, Rearrangement of Sentence, Cloze Test, Reading Comprehension, Root words to improve vocabulary, Spotting errors, Synonyms and Antonyms

Introduction to GD, Factual topic, Controversial topics, Abstract topics, Case-based GD, Social issues, Current affairs, Technology and business, do's and don'ts, Mock GD Sessions.

RECOMMENDED BOOKS:

1. R S Agarwal, Quantitative Aptitude for Competitive Examinations, S Chand Publishing, 17th Edition, 2017.
2. R S Agarwal, A modern approach to verbal and non-verbal reasoning, S Chand Publishing, 2nd Edition, 2017.
3. A to Z about Interviews by M. B. Sivaramakrishnan, 2008
4. Quantitative Aptitude for Competitive Examinations- Author: Dr R S Aggarwal, 7th edition, reprint 2015

SALES AND DISTRIBUTION MANAGEMENT

Subject Code	3MBAMM06	CIE Marks :	50
Credits (Lecture Hrs/week)	04	SEE Marks :	100
Total no. of Lecture Hrs	52	Exam Duration :	03 Hours

Course Objectives:

- To the students understand the various aspects of sales and distribution management.
- To know the emerging trends in sales management and logistics management.
- To familiarize with the roles and skills of the modern sales managers.
- To understand the design and execution aspects of channel management.
- To know the peculiar aspects of rural marketing and distribution in India.

Course Outcomes:

- Students will have adequate knowledge and information about various aspects of sales, the organisations, product market situations and existing distribution structure that is available now.
- Students will have ability to comprehend marketing and sales problems using the principles of management.
- Ability to apply this knowledge and understanding to solve managerial problems.
- Ability to analyse the corporate problems with regard to its environment to devise suitable policy measures for the companies.
- Ability to organize the corporate teams to achieve goals.

UNIT- 1: (10 hours)

Introduction to Sales and Distribution Management

Introduction, Evolution of Sales Management. What is Sales Management? Nature and Importance of Sales Management, Emerging Trends in Sales Management, Global Perspective, Revolution in Technology, Customer Relationship Management (CRM), Sales force Diversity, Team Selling Approach, Managing Multi-channels.

Personal Selling: Preparation and Process

Introduction: The Psychology in Selling, Buyer-Seller Dyadic Interaction ,Buying Decision Process, Buying Decision Process of Business Buyers, Buying Situations or Types of Purchases, Effective Communication, Sales Knowledge and Sales Related Marketing Policies, Company Knowledge Product Knowledge, Customers and Competitors Knowledge, Sales-Related Marketing Policies, The Sales Process or the Personal Selling Process

UNIT- 2: (10 hours)

Planning, Sales Forecasting and Budgeting

Introduction, Strategic Planning, Corporate Strategic Planning, Business Unit (or SBU) Strategic Planning, Product/Operational Planning , Role of Marketing and Sales, The Role of Marketing at Corporate Level ,The Role of Marketing at Business Unit, Marketing and Personal Selling Strategies, Integrated Marketing Communications (IMC), Sales Strategy— A Strategic Decision Area, Classification of Accounts, Relationship Strategy, Selling Methods, Channel Strategy.

Management of Sales Territories and Quotas

Reasons for Setting up or Reviewing Sales Territories, Procedure for Designing Sales Territories, Select a Control Unit, Salesperson's Effectiveness in a Territory, Use of IT in Territory Management, Managing Territorial Coverage, Routing, Scheduling, Time Management Tools for Salespeople, Time Management Tools for Sales Managers, Sales Quotas or Sales Targets, What are Sales Quotas?, Objectives of Quotas, Types of Quotas, Methods for Setting Sales Quotas, Insights into Setting and Administration of Sales Quotas, Companies not Using Quotas.

UNIT- 3: (12 hours)

Organizing and Staffing the Sales force: Concepts of Sales Organization, Degree of Centralization, Degree of Specialization, Line or Staff Position Market Orientation, Effective Co-ordination, Span of Control, Basic Types of Sales Organizational Structures, Specialization within Sales Organization, Combination Sales Organization, Management of Major or Key Accounts, Alternative Sales Organizations for Major Customers, Size of the Sales force 128 Staffing the Sales force, Recruiting the Sales force, Selecting the Sales force, Hiring Stage, Socialization.

Training, Motivating, Compensating, and Leading the Sales force

Introduction, Managing the Sales Training Process, Assess Sales Training Needs, Design and Execute Sales Training Program, Evaluation of Sales Training Program Reinforcing Sales Training, Motivating the Sales force, compensating the Sales force, Objectives of Compensation Plan, Designing an Effective Sales Compensation Plan Basic Types of Compensation Plans, Leading the Sales force, Modern Views of Sales Leadership, Leadership Styles, Leadership Skills, and Supervising Salespeople.

Controlling the Sales force

Sales and Marketing Intelligence System, Salespeople, Secondary Data Sources Discussions with Customers and Intermediaries, Other Sources, Sales force Expenses Types of Expense Plans, Marketing Audit, Sales force Audit, Evaluation of Effectiveness of Sales Organization, Sales Analysis, Marketing Cost and Profitability Analysis, Productivity Analysis, Evaluating and Controlling the Performance of Salespeople.

UNIT- 4: (10 hours)

Distribution Management

Introduction, Distribution Management, Definition of Distribution Management, Need for Distribution Channels, Are Intermediaries Necessary? A Combination Works Better, Discrepancies and Distribution Channels, How Does Distribution Add Value? Distribution Channel Strategy, an Overview of Distribution Channels, Channels of Distribution Used, Different Kinds of Distribution Networks, Patterns of Distribution, Distribution Channels for Rural Markets.

Marketing Channels

Introduction, What about Information? The Marketing Channel, Channel Definition, Evolution of Marketing Channels, Channel Formats Possible, Producer Driven, Seller Driven, Service Driven, Other Formats, Relationship of Flows to Service Levels, Channel Levels, Service Channels, What is the Channel Expected to Deliver? Prominent Channel Systems, Vertical Marketing Systems, Contractual VMS, Horizontal Marketing Systems, Multi-channel Marketing Systems, Costs and Margins in the Distribution System.

UNIT- 5: (10 hours)**Channel Institutions: Retailing**

Introduction, Definition of Retailing, The Retailer as a Salesman, Theories in Retail, Manufacturers' Response to Growing Retail Strength, Retail Relationships, The Retail Scene in India, Some Salient Features of Retail in India, Shopper Segments, Sources of Awareness, Modern Format Awareness Levels. Hierarchy of Factors for Evaluation of a Modern Format, Private Label Brands in India Trends in Retailing in India, Projected Trends, Organized Retailing in India, Trading/Retail Formats, Types of Retailers, Retail Focus on Categories. Electronic Retailing or E-Tailing, Retailing on the Internet/e-tailing, Retailing on the Internet—Some Salient Points, Foreign Direct Investment (FDI) in Retail in India.

Channel Institutions: Wholesaling

Introduction, Definition of a Wholesaler, Features of Freelance Wholesalers in India Wholesalers Deliver Value, Functions of Wholesalers, Wholesaling Functions for Producer Suppliers, Wholesaling Functions for Retailers and Other Customers, Classification of Wholesalers, Wholesalers—Key Tasks, Assembling or Aggregating the Goods Warehousing of the Goods, Order Booking and Execution, Transportation of the Goods Financing of the Business, Risk Bearing, Grading and Packing, Providing Market Information, Limitations of Wholesalers, Strategic Issues in Wholesaling, Selecting Target Markets, Marketing Mix, Major Wholesaling Decisions, Which Markets to Operate in? Manpower, Which Product to Sell? Promotional Support, Credit and Collections Image and Customer Perception, Warehouse Location and Design, Inventory Control

RECOMMENDED BOOK:

Krishna K Havaladar, Vasant M Cavale, Sales and Distribution Management, McGraw Hill Education, Mumbai, 3rd Edition, 2017.

REFERENCE BOOKS:

1. Tapan K Panda, Sunil Sahadev, Sales and Distribution Management, Oxford, 2nd Edition, 2012.
2. K Shridhara Bhat, Sales and Distribution Management, Himalaya Publishing House, 2nd Edition, 2017.

CONSUMER BEHAVIOUR

Subject Code	3MBAMM02	CIE Marks :	50
Credits (Lecture Hrs/week)	04	SEE Marks :	100
Total no. of Lecture Hrs	52	Exam Duration :	03 Hours

Course Objectives:

- To understand what consumer behaviour is and the different types of consumers.
- To understand consumer behaviour and marketing concepts.
- To understand the relationship between consumer behaviour and customer value, satisfaction, trust.
- To understand consumer opinions and attitudes, behaviours at different levels and different ages.
- To know the consumer motivation and research aspects.

Course Outcomes:

- Students will have adequate knowledge and information about various aspects of consumer behavior for products and services, the organizational purchase behaviour and research methods to analyse them.
- Students will have ability to comprehend online and offline purchase behaviour related problems using the concepts learnt.
- Ability to apply this knowledge and understanding to solve consumer behaviour and promotional message related problems.
- Ability to analyse the corporate problems with regard to its environment to devise suitable policy measures for the companies.
- Ability to organize the corporate teams to achieve goals.

Pedagogy : Lectures, presentations and case studies

UNIT 1 (12 Hours)

Introduction Consumer Behaviour: The diversity of consumer behavior – need to study consumer behavior – why was the field of consumer behavior developed – ethics in marketing – the consumer movement – ethics and corporate environment.

Consumer as an individual: Consumer needs and motivation – what is motivation – motivation needs – goals – positive and negative motivation – rational versus emotional motives – the dynamic nature of motivation – needs and goals – frustration – arousal of motives – types and systems of needs – diversity of need systems – the measurements of motives – motivational research – development – motivational research today. Personality. Consumer modeling – the economic model – learning model – psychoanalytical model – sociological model – the Howard Sheth model – the Engel-Kollat-Blackwell model

UNIT-2 (10 Hours)

Determinants of consumer behaviour: Consumer imagery and perceived risks – consumer innovativeness and personality traits – brand personification – elements of consumer learning – relationship between attitude and consumer behavior

UNIT-3 (10 Hours)

Consumption and post purchase behaviour: Consumer decision making, choosing and consuming – what is a decision – levels of consumer decision making – extensive problem solving – limited problem solving – routinized responsive behavior – models of consumer four views of consumer decision making – an economic view – passive view – cognitive view – emotional view – model of consumer decision making Nature of consumption – consumption effects on consumer satisfaction – purchase associated with cognitive dissonance – post purchase behavior. Consumer gifting behavior. Online decision making in consumer purchase process

UNIT-4 (10 Hours)

Consumers in their social and cultural setting: Consumer relevant reference groups – family decisions making and consumption related roles – family life cycle – social class and consumer behaviour – influence of culture on consumer behaviour – marketing services across cultures-relationship marketing in cross cultural context.

UNIT-5 (10 Hours)

Consumer decision making process: Personal influence and the opinion leadership process – concept of opinion leadership – dynamic of the opinion leadership process – opinion leaders are persuasive – the motivation behind opinion leadership. Diffusion of innovations – the diffusion process – the innovation – the channels of communication – the social system time – the adoption process – stages in the adoption process – the innovation decision process – the adoption process and information sources

Case Studies with Indian Context**RECOMMENDED BOOK:**

Leon Schiffman, Lesslie Lazar Kanuk, Consumer Behavior, Pearson Education, 12th Edition, 2019.

REFERENCE BOOKS:

1. Hawkins, Best, Coney, Consumer Behavior, TMH, 12th Edition, 2014.
2. Suja Nair, Consumer Behavior in Indian Perspective, Himalaya Publishers, 2nd Edition, 2015.
3. Satish k Batra & S H H Kazmi, Consumer Behavior, Excell Books, 2nd Edition, 2013.
4. Peeru Ahamed & Sagadevan, Customer Relationship Management, Vikas Publishing, 1st Edition, 2002.
5. Sheth, Mittal, Customer Behavior – A Managerial Perspective, Thomson, 2nd Edition, 2004.
6. Alok Kumar, Chhabi Sinha, Customer Relationship Management – Concept and Applications, John Wiley & Sons, 2007.
7. Henry Assael, Consumer Behavior, Cengage Learning, 1st Edition, 2003.
8. Lindquist & Sirgy, Consumer Behavior, Cengage Learning, 1st Edition, 2010.
9. R Srinivasan, Case Studies in Marketing-The Indian Context, PHI Learning, 7th Edition, 2014.

BUSINESS MARKETING

Subject Code	3MBAMM03	CIE Marks :	50
Credits (Lecture Hrs/week)	03	SEE Marks :	100
Total no. of Lecture Hrs	39	Exam Duration :	03 Hours

Course Objectives:

- To have knowledge about various aspects of Business Marketing.
- To understand the basic concepts related to Business to Business Marketing (B2B) like product planning, strategic marketing planning portfolio management etc.
- To know the channels available for B2B and their design.
- To understand the prominence of E-markets in B2B and their functions.
- To the promotion methods relevant for B2B.

Course Outcomes:

- Students will have adequate knowledge and information about various aspects of organisationa sales, the intermediate organisations, product market situations and existing distribution structure that is available now for B2B.
- Students will have ability to comprehend B2B marketing and sales problems using the principles of business marketing.
- Ability to apply this knowledge and understanding to solve managerial problems.
- Ability to analyse the corporate problems with regard to its environment to devise suitable policy measures for the companies.
- Ability to organize the corporate teams to achieve goals.

Pedagogy: Lectures, presentations and case analysis.

UNIT 1 (8 Hours)

Dimensions of Industrial Marketing: Nature of Industrial Marketing, Industrial marketing Vs. Consumer Marketing, Economics of Industrial Demand – The resellers market – The industrial Marketing concept, Understanding Industrial markets, Types of Industrial markets, Classifying Industrial Products, Organizational Procurement Characteristics – The Industrial Marketing Environment, Environment effect on industrial Market with special reference to government Rule.

Organizational Buying and Behaviour: The nature of industrial buying, Organizational buying activity, Buying models and buying center concept – Inter personal Dynamics of Industrial buying behaviour, Influencers and Decision makers influence in Industrial buying process conflict resolution in Decision making

UNIT-2 (8 Hours)

Strategy Formulation in Industrial Markets: Development of Strategic plans, Strategic planning process – Assessing market opportunities, Marketing research for industrial products, Standard industrial classification (sic) of industrial products – industrial market, Use of marketing Decision Support systems in Segmentation – Target marketing and positioning, Differentiated and undifferentiated Markets, Concentrated market and Niche markets, Positioning Strategies.

Customer Relationship Management (CRM) in B2B: Relationship Marketing, Buyer – Seller Connector, Managing Buyer – Seller Relationships, Customer Relationship Management, Advantages of gaining a Customer Relationship

UNIT-3 (8 Hours)

Formulating Product Planning: Developing product strategy, analyzing industrial product life cycle, developing strategies for existing and new products.

Service Strategy: Standardization v/s non standardization parts, types of technical assistance and organization for technical assistance and difficulties in rendering technical assistance.

The Promotional Strategies: Advertising in Industrial markets, uses, message formulation, policies, media, budgetary support, evaluation of advertising – Sales Promotion – use of sales promotion in industrial markets, trade shows and exhibitions.

UNIT-4 (8 Hours)

Formulating Channel Strategy: Industrial distributors – Definition, Geographical distribution, size characteristics, operating characteristics, role of sales agent and their drawbacks, choice of the right distributors, participation of the other channel members in industrial distribution – Channel Logistics – relationship of logistics and physical distribution, total cost approach, customer service, assessing the customer service, identifying the cost centers such as transportation and warehousing.

E-Commerce strategies for Business Marketing: Defining E-Commerce, Key Elements Supporting E-Commerce, The Strategic Role of E-Commerce, Crafting an E-Commerce Strategy, Internet Strategy Implementation.

B2B wholesale E-market places, types, their functions. Aggregation, matching, facilitation.

UNIT-5 (7 Hours)

Pricing Strategies: Price determinants, factors that influence the pricing strategies, concept of learning curves, pricing strategies, competitive bidding, leasing.

RECOMMENDED BOOK:

Robert R Reeder & Reeder, Industrial Marketing, PHI, 2nd Edition, 1991.

REFERENCE BOOKS:

1. Michael D Hutt, Thomas W Speh, Business Marketing Management, Cengage Learning, 11th Edition, 2013.
2. Richard Hill, Alexander, James S Cross Industrial Marketing, AITBS.
3. Krishna Havaladar, Industrial Marketing, TMH, 4th Edition, 2014.
4. Vitale Giglierano, Business to Business Marketing, Pearson Education, 1st Edition, 2011.
5. Robert Dwyer, John F Tanner Jr., Business Marketing, TMH, 3rd Edition, 2008.
6. P K Ghosh, Industrial Marketing, Oxford University Press, 1st Edition, 2005.

RETAIL MANAGEMENT

Subject Code	3MBAMM07	CIE Marks :	50
Credits (Lecture Hrs/week)	03	SEE Marks :	100
Total no. of Lecture Hrs	39	Exam Duration :	03 Hours

Course Objectives:

- To expose the students to various aspects in retail and support in making strong and actionable recommendations to retailers.
- To expose the students to various management issues relating to retail like retail planning, merchandising, location etc.
- To provide the students the assignments and cases to compare their theoretical knowledge to the actual situation.
- To understand the pricing strategies prevalent in Retail management.
- To the promotion methods those are applicable to retail situation.

Course Outcome:

- Students will have adequate knowledge and information about various aspects of retail sales, the retail organisations in India and globally. Also various retail formats their growth and progress.
- Students will have ability to comprehend retail related problems using the principles of Retail management.
- Ability to apply this knowledge and understanding to solve managerial problems related to retail like location, merchandising, pricing etc.
- Ability to analyse the retail problems with regard to its environment to devise suitable policy measures for the organisations.
- Ability to organize the retail teams to achieve goals.

Course Pedagogy: case discussions and presentations.

UNIT- 1: (8 Hours)

Introduction to Retail: Describe retailing, shows why it should be studied, and examine its special characteristics. Present the retailing concept, along with the total retail experience, customer service, and relationship retailing. Evolution of various retail formats. Classification of Retail in India. Reasons for growth of retail in India. Issues of retail in India.

The complexities of retailers' relationships—with both customers and other channel members. The value chain, customer relationships and channel relationships, the differences in relationship-building between goods and service retailers, the impact of technology on retailing relationships, and the interplay between ethical performance and relationships in retailing. Planning for the unique aspects of service retailing.

Structural change in Retail. The Wheel theory of retailing, and the Life Cycle Theory of Retailing.

UNIT- 2: (8 Hours)

Retail Strategy: The usefulness of strategic planning for all kinds of retailers. The planning process: situation analysis, objectives, identifying consumers, overall strategy, specific activities, control, and feedback. The controllable and uncontrollable parts of a retail strategy. The consumer decision process and its stages.

The concept of a trading area and its related components. The importance of store location for a retailer and outline the process for choosing a store location. The types of locations available to a retailer: isolated store, unplanned business district, and planned shopping center. The concept of the one-hundred percent location. Criteria for evaluating general retail locations and the specific sites within them. Reilly's law of retail gravitation and Huff's law. Alternative terms of occupancy.

UNIT- 3: (7 Hours)

Operations in Retail: Define operations management, discuss profit planning, describe asset management, including the strategic profit model and other key business ratios, retail budgeting, resource allocation. The operational scope of operations management: Specific aspects of operations management like: Store format and size considerations, space allocation, Personnel utilization activities, Energy management, Inventory management, Store security, Insurance covers, Credit management, computerizing elements of operations, Crisis management, Merchandising planning: Nonfinancial merchandise planning and management. The merchandise buying and handling process.

Store Atmosphere, Store layout, Visual Merchandising.

UNIT- 4: (8 Hours)

Pricing: The role of pricing in a retail strategy and how pricing decisions are made in an integrated and adaptive manner. The impact of consumers; government; manufacturers, wholesalers, and other suppliers; and current and potential competitors on pricing decisions. Developing a retail price strategy, Price adjustments, Methods of price setting. Retail Audit.

HR aspects of Retail: The procedures involved in setting up a retail organization. The various organizational arrangements utilized in retailing. The special human resource environment of retailing.

UNIT- 5: (8 Hours)

Promotion: The scope of retail promotion, the elements of retail promotion: advertising, public relations, personal selling, and sales promotion, the strategic aspects of retail promotion: objectives, budgeting, the mix of forms, implementing the mix, and reviewing and revising the plan.

Retail information system: Its components, and the recent advances in such systems. Non store-based strategy mixes: direct marketing, direct selling, and vending machines - with an emphasis on direct marketing and on-line selling.

Case Studies to be done in appropriate modules

RECOMMENDED BOOK:

Barry Berman, Retail Management, Pearson Education, 13th Edition, 2017.

REFERENCE BOOKS:

1. Levy & Weitz, Retail Management, TMH, 9th Edition, 2014.
2. David Gilbert, Retail Marketing Management, – Pearson Education, 2nd Edition, 1999
3. Rosann Spiro, Management of Sales force, TMH, 12th Edition, 2015
4. James Osden, Integrated Retail Management, – Biztantra, 2005 Indian Reprint
5. Andrew J Newman, Retailing Environment and Operations, Thomson, 1st Edition, 2002
6. Chetan Bajaj, Retail Management, Oxford

7. Rosemary Varley, Mohammed Rafiq, Retail Management, Palgrave Macmillan

RURAL MARKETING

Subject Code	3MBAMM05	CIE Marks :	50
Credits (Lecture Hrs/week)	03	SEE Marks :	100
Total no. of Lecture Hrs	39	Exam Duration :	03 Hours

Course Objectives :

- To make the students understand the importance of rural marketing in India and various aspects of rural marketing.
- To introduce the concepts and practices of rural marketing with regard to infrastructure and logistics and rural buying habits.
- To familiarize students with creative strategies in rural marketing with regard to product planning.
- To expose the students to pricing and promotion aspects in rural marketing that are peculiar to rural areas.
- To provide real life experiences in rural marketing through case studies.

Course Outcomes:

- Students will have adequate knowledge and information about various aspects of rural marketing, sales, the organisations involved in rural marketing, product market situations in rural areas and existing distribution structure that is available now for rural areas.
- Students will have ability to comprehend marketing and sales problems using the principles of management.
- Ability to apply this knowledge and understanding to solve rural marketing problems.
- Ability to analyse the corporate problems with regard to its environment to devise suitable policy measures for the companies.
- Ability to organize the corporate teams to achieve goals.

Pedagogy: Lectures, case discussions and presentations

UNIT 1 (5 Hours)

Introduction of Rural Marketing: Definition, Scope of rural marketing, Rural vs. urban markets, Distinguishing Agricultural Marketing V/S Consumer Goods Marketing, Problems in rural marketing.

UNIT-2 (6 Hours)

Overview of Rural Markets: Population, Occupation pattern, Income Generation, Location of rural population, Expenditure pattern- Literacy level, Land use patterns- irrigation infrastructure facilities, Media in rural areas- Rural Demand and Rural Market Index.

UNIT-3 (12 Hours)

Consumable Inputs and Marketing of Agricultural Produce: Durable inputs- fertilizers-product-price-distribution, promotion, Strengths, Weaknesses, Threats and Opportunities (SWOT) Analysis of fertilizer market, agro chemicals- seeds-cattle, poultry-tractors-power tillers-irrigation equipments –other farm machinery. Marketing of

consumables and durables- product-price-distribution strategies-product design, modification needs. Marketing of agricultural produce- regulated markets, contract farming- Agricultural export zone (AEZ)-marketing of artisan products.

UNIT-4 (10 Hours)

Role of Financial & Cooperative Institutions in Rural Marketing: Types of credits- Rural credit institution- National Bank for Agriculture and Rural Development (NABARD), Commercial Banks, State Cooperative Banks (SCB), State Cooperative and Rural Development Banks (SCARDB), Regional Rural Banks (RRB), local area banks, Kissan credit card scheme. Structure of cooperative organizations, importance and share of cooperatives in national economy-impact of co-operatives on rural marketing. Online trading of Agricultural Commodities.

UNIT-5 (6 Hours)

Rural Marketing Strategies: Rural marketing segmentation, product strategies, pricing strategies, distribution strategies-promotion strategies- social marketing. Case studies with Indian context.

RECOMMENDED BOOK:

Balram Dogra and Kasminder Ghuman, Rural Marketing: Concepts and Practices, New Delhi, Tata Mc Graw Hill, 2012.

REFERENCE BOOKS:

1. R V Badi, N V Badi, Rural Marketing, HPH, 3rd Edition, 2017.
2. Acharya S S & Agarwal N L, Agricultural Marketing in India, Oxford & Wheeler Publishers, 4th Edition, 1987.
3. T P Gopalaswamy, Rural Marketing, Vikas Publishing House, New Delhi, 3rd Edition, 2009.

INVESTMENT ANALYSIS & MANAGEMENT

Subject Code	3MBAFM01	CIE Marks	50
Credits (Lecture Hrs/week)	04	SEE Marks	100
Total no. of Lecture Hrs	52	Exam Duration	03 Hours

Course Description

This course is aimed at equipping the students specializing in Finance with knowledge of investment and portfolio management. This course covers different investment avenues, their evaluation and pricing. It also deals with portfolio formulation, analysis, evaluation and revision. In the light of greater importance attached to financial investment during recent times, this course assumes great significance. The course seeks to capture the essence of modern developments in investments. The course highlights on:

- Describes the characteristics of various investment alternatives
- Discusses how the securities market functions
- Explains the techniques used for analyzing and valuing investment alternatives
- Provides a framework for portfolio management

Course Objectives

- To identify and evaluate investment alternatives
- To explain the procedure of pricing and valuation of financial assets

- To analyse the behavior and efficiency of security markets
- To conceptualise the modern portfolio theory
- To understand and evaluate the mutual fund schemes.

Course Outcomes

- Describe and measure historical and expected risk and returns
- Evaluate the financial assets performance with different types of fundamental and technical analysis
- Discuss the implications of the efficient market hypothesis for investment analysis
- Formulation of portfolio strategy and performance evaluation
- Understanding the different terms and evaluation of mutual fund schemes.

UNIT - 1 (8 hours)

Introduction to Investment: Basic concepts. Various investment avenues – financial and non-financial. Financial markets. Risk-return trade off. Measurement of historical risk & returns. Expected risk & returns.

UNIT - 2 (18 hours)

Analysis & Valuation of Debt Securities: Bond pricing theorems. Yield curve. Duration & immunization. Analysis of convertible bonds. Bond portfolio management.

Analysis of Equity Investments: Fundamental analysis. Economy-industry-firm analysis – Financial & non financial factors to be considered. Technical analysis – basic concepts. Various technical tools & charts like RSA, RSI, MACD, Oscillators, Japanese candle sticks etc. Valuation of equity shares. Balance sheet based valuation. Dividend discount model. Capital Asset Pricing Model.

UNIT - 3 (6 hours)

Behaviour of Stock Market Prices: Market efficiency – various forms of market efficiency. Testing the efficiency. Random walk hypothesis.

UNIT - (12 hours)

Modern Portfolio Theory: Systematic & unsystematic risk – importance. Asset allocation. Markowitz model. Sharpe's single index model. Optimum portfolio selection. Portfolio Management. Steps in portfolio creation. Active & passive portfolio management. Portfolio evaluation. Sharpe's ratio, Treynor & Jensen measure. Portfolio revision – various methods.

UNIT - (8 hours)

Mutual Funds: different types, ETF, FMP, Hedge Funds. Pros and cons of investing in MF, Evaluation of mutual funds. International investing: benefits and risks. Measuring returns and risks of global investments. Global factors influencing investment in mutual funds.

RECOMMENDED BOOK:

1. Prasanna Chandra, 'Investment Analysis & Portfolio Management', Tata McGraw Hill Publishing Company, 5/E, 2017.
2. S. Kevin 'Security Analysis and Portfolio Management', Prentice Hall of India Pvt. Limited, New Delhi, 2nd Edition, 2016.

REFERENCE BOOKS:

1. Bodie, Kane & Marcus, 'Investments', Tata McGraw Hill Publishing Company, 10th Edition, 2015.
2. William Sharpe, 'Investments', Prentice Hall of India Pvt. Limited, New Delhi.

FINANCIAL INSTITUTIONS AND MARKETS

Subject Code	3MBAFM02	CIE Marks :	50
Credits (Lecture Hrs/week)	04	SEE Marks :	100
Total no. of Lecture Hrs	52	Exam Duration :	03 Hours

Course Objectives:

- Comprehend the students with the basic idea about the Indian Financial System.
- To impart knowledge about various financial markets and services.
- To expose the students to grasp the working of Reserve Bank of India (RBI), commercial banks, cooperative banks and other financial institutions.
- Equip the students with various tools available to raise equity at both domestic and international markets.
- To acquaint the students about evaluation of the performance of banks by using both traditional and modern methods.

Course Outcomes:

- Describe the working of RBI, commercial banks and other financial institutions
- Describe the structure of the Indian Financial System.
- Comment regarding the money and capital markets alongside being able to list out the various instruments relating to each of these markets.
- Address on the linkages between financial markets, institutions and services and their contribution to the smooth working of the economy.
- List out the various sources for raising funds from international markets.
- Assess the performance of bank, and also suggest the most suitable technique for assessing the performance.

Pedagogy : Lectures, presentations and case studies.

UNIT 1 (12 Hours)

Financial System: Introduction and functions. Structure of the Indian Financial System. Introduction to Financial Markets, Financial Institutions and Financial Services.

Financial Institutions: Banking system in India. Reserve Bank of India - functions of RBI. Commercial banking. Functions of commercial banks. Nationalisation of commercial banks in India. Structure of the Indian banking industry. Contemporary Issues and Changing role of commercial banking in India – Payment Banks, Small Finance Banks and Digital Wallets. Evaluation of bank's performance. Return on Equity (ROE) model & Capital Adequacy Asset Quality Management Earning Liquidity Sensitivity to market risks (CAMEL'S) Rating. Co-operative Banks – meaning and structure. Industrial Finance Institutions – meaning and role. Non-Banking Financial Corporation (NBFCs)-role and significance.

UNIT-2 (10 Hours)

Financial Markets: Money market. Structure of the Indian money market. Money market instruments. Government securities market. Capital Market – growth and function. Structure of the Indian Capital Market. Capital market instruments. The primary market – Steps involved in primary issue. Intermediaries to issue. Costs of primary issue, role and functions. Pricing of issues. Dematerialisation of securities. Underwriting. Methods of floatation of new issues. Intermediaries in the new issue

market. Raising of equity from international markets – Depository Receipts and External Commercial Borrowing.

UNIT-3 (10 Hours)

Financial Markets: Capital market- secondary market. Stock markets in India – brief history, growth and structure. Listing of securities. Types of players in the market. Types of orders. Over the Counter Exchange of India (OTCEI), Stock Holding Corporation of India Ltd. (SHCIL) and Depositories – role and significance. Trading and settlement procedures at National Stock Exchange (NSE) and Bombay Stock Exchange (BSE). Stock market indices – meaning & significance. Recent trends in the Indian Capital markets.

Capital market regulation. Security Exchange Board of India (SEBI) - role and functions. Major regulatory initiatives in primary market and secondary market.

UNIT-4 (12 Hours)

Financial Services-I: Meaning and significance. Various financial services – an overview. Investment banking – meaning. Role and functions of investment bankers. Leasing – meaning and significance. Types of lease. Hire purchase. Difference between leasing and hire purchase. Credit Rating – rating of debt and equity instruments. Factoring – meaning, process of factoring. Types of factoring. Forfeiting. Difference between factoring and forfeiting.

UNIT-5 (8 Hours)

Financial Services-II: Venture Capital – features. Steps in venture capital financing. Venture capital financing in India. Insurance – meaning. Types of insurance. Pension Funds – meaning and role.

RECOMMENDED BOOKS:

1. Clifford Gomez, Financial Markets, Institutions and Financial Services, Prentice Hall India Pvt. Ltd., 1st Edition, 2008.
2. Indian Financial System- Bharati V Pathak, Pearson Publications, 5th Edition, 2018.

REFERENCE BOOKS:

1. S C Bihari, Indian Financial System, International Book House, 1st Edition, 2012.
2. H R Machiraju, Indian Financial System, Vikas Publishing House, 4th Edition, 2010.
3. L M Bhole, Financial Institutions & Markets, Tata McGraw-Hill, 6th Edition, 2017.
4. George H. Hempel & Donald John, Bank Management, Wiley & Sons.
5. M Y Khan, Financial Services, Tata McGraw-Hill, 7th Edition, 2013.
6. S M Jha, Services Marketing, Himalaya Publishing House, 7th Edition, 2018.
7. IIBF, Principles of Banking, Macmillan India, 2nd Edition, 2009.
8. M Y Khan, Indian Financial System, Tata McGraw-Hill, 9th Edition, 2015.

MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

Subject Code	3MBAFM03	CIE Marks :	50
Credits (Lecture Hrs/week)	03	SEE Marks :	100
Total no. of Lecture Hrs	39	Exam Duration :	03 Hours

Course Objectives:

- To impart knowledge on theories and rationale of corporate restructuring
- To expose the students to nuances of corporate valuation required for Mergers and Acquisitions (M&A) decisions.
- To orient on the ways and means of value creation in horizontal and vertical mergers.
- To use appropriate defensive strategies against hostile takeovers.
- To study the legal and HR issues of M&A

Course Outcomes:

After completion of this course, the students would be able to

- Explain the major forms and objectives of corporate restructuring
- Describe the process of value creation under different forms of M&A
- Accumulate the costs of M&A, forecast cash flows and examine feasibility of M&A
- Apply DCF approach to valuation & solve problems pertaining to financial evaluation of M&A
- Evaluate the performance of M&A: Operational & financial performance
- Address political and cultural issues in achieving post-acquisition integration.

Pedagogy : Lectures, problem solving, case discussions and student assignments.

UNIT 1 (10 Hours)

Corporate Restructuring: Concept & Significance corporate of restructuring, Forms of corporate restructuring: Expansion, Sell-offs, Corporate controls & Change in ownership structure. Motives of M&A, Efficiency Theories of Merger, Process (5 S Model) in M&A - Merger waves.

Strategic Approach to Corporate Restructuring: M&A as a strategic choice, Strategic choice framework, Focusing on strategic alternatives, Evaluation of strategic alternatives; Portfolio analysis, Profit impact of market strategies & strategic choice analysis.

UNIT-2 (10 Hours)

Sources and limits of value creation in mergers

Valuation: Concept of valuation, Approaches to valuation, Merger as a capital budgeting decision, Adjusted Present Value approach, Relative valuation, Valuing operating & financial synergies, Value creation in M&A.

Sources and limits of value creation in horizontal mergers: Revenue enhancement through mergers, cost savings, new growth opportunities as source of value –Resource based view (RBV) of acquisitions and value creation.

Sources and limits of value creation in consolidation of fragmented industries: Characteristics of fragmented industries, value creation logic of consolidation, financial versus strategic buyers –performance of private equity firms.

Leveraged Buy-Out (LBO): Meaning and characteristics of LBO, Categories of LBO, Value creation in LBO.

UNIT-3 (6 Hours)

Sources and limits of value creation in vertical mergers: Sources and limits of value creation in vertical mergers – Vertical integration, Benefits and costs of buying in markets, long term contracts, Vertical mergers and value creation, Down scoping and disintegration.

Sources and value creation in conglomerate acquisitions: Conglomerate diversification, Managerial and organizational perspectives of conglomerate diversification.

UNIT-4 (6 Hours)

Bid strategies and defenses against takeovers: Bid strategies, Bid tactics, Developing negotiation strategies, Hostile bid tactics, Bid resistance motives, Bid defense strategies, Impact of defensive strategies, Financial defensive measures, Anti-takeover amendments, Poison pill defense.

UNIT-5 (7 Hours)

Legal and human framework of M&A: An overview of legal framework of M&A, SEBI Takeover Code, Provisions of the Competition Act.

Post-acquisition integration: Organizational and human aspects of post-acquisition integration - Change management perspective of post-acquisition integration- stages in the integration process.

RECOMMENDED BOOKS:

1. Rabi Narayan Kar, Mergers, Acquisitions & Corporation Restructuring, International Book House Private Limited, 3rd Edition, 2017.
2. Fred Weston, Kwang S Sung, Susan E Hoag, Mergers, Restructuring and Corporate Control, Pearson, 1st Edition, 2016.

REFERENCE BOOKS:

1. Sudi Sudarasanam, Creating Value from Mergers and Acquisitions, Pearson Education, 2nd Edition, 2016.
2. Donald M. Depamphilis, Mergers, Acquisitions & Corporation Restructuring, International Book House Private Limited, 9th Edition, 2017.
3. Prasad Godbole, Mergers, Acquisitions & Corporate Restructuring, Vikas, 2nd Edition, 2013.
4. Machi Raju, Mergers and Acquisitions & Takeovers, International, 1st Edition, 2008.
5. Ashwath Damodaran, Investment Valuation, John Wiley & Sons Inc., 3rd Edition, 2012.

ADVANCED CORPORATE FINANCE

Subject Code	3MBAFM04	CIE Marks :	50
Credits (Lecture Hrs/week)	03	SEE Marks :	100
Total no. of Lecture Hrs	39	Exam Duration :	03 Hours

Course Objectives:

- To impart knowledge on working capital financing.
- To explain techniques of managing various components of current assets.
- To explain the concepts of leasing and hire purchase as tools of financing.
- To familiarize students with the mechanism of debt securitization.
- To illustrate appropriate tools for corporate performance appraisal.

Course Outcomes:

- Describe and evaluate various sources of working capital.
- Illustrate efficient the management of inventory, receivables and cash.
- Evaluate leasing and hire purchase as alternative funding mechanisms.
- Outline the process of securitization of debt.
- Structure the most ideal corporate performance appraisal method.

Pedagogy : Lectures, presentations, problem solving and case studies.

UNIT 1 (6 Hours)

Working Capital Management: Working capital financing: Sources for financing working capital. Short term, long term financing of working capital and Bank finances for working capital. (No problems on estimation of working capital). Working capital leverages.

UNIT-2 (9 Hours)

Cash Management: Forecasting cash flows, long-term cash forecasting, monitoring collections- Real Time Gross Settlement (RTGS), National Electronic Fund Transfer (NEFT) and receivables, optimal cash balances – Strategies for managing surplus fund. Cash Management Models- Baumol Model and Miller and Orr Model.

Inventory Management: Financial aspects of Inventory Management: Cost of holding Inventory, EOQ Model.

Receivables Management: Credit management through credit policy variables, marginal analysis, Financial implications of change in credit policy variables, Credit evaluation: Numerical credit scoring and discriminate analysis. Control of accounts receivables.

UNIT-3 (12 Hours)

Leasing as long term Source of Financing: Meaning and types, historical perspective, lease and taxes. Lease evaluation from lessor and lessee's point of view (including problems) Hire Purchasing as long term source of financing - concept and characteristics, hire purchase Vs Lease, condition and warranties in leasing and their implications, tax implications of hire purchasing. Evaluation of hire purchasing from hirer and hirer's angle. (including problems)

UNIT-4 (6 Hours)

Securitization of Debt: Meaning, Features, Special Purpose Vehicle, Pass Through Certificate and mechanism. Bills Discounting, Factoring and Forfeiting.

UNIT-5 (6 Hours)

Corporate Performance Appraisal: Balanced score card – its implementation. Strategic profitability analysis. Evaluating success. Strategic analysis for Operating income. Economic Value Added (EVA) – EVA based performance measurement and reward system.

RECOMMENDED BOOK:

1. Prasanna Chandra, Financial Management-Theory and Practice, Tata McGraw Hill Publishing, 9th Edition, 2015.

REFERENCE BOOKS:

1. I.M.Pandey, Financial Management, Vikas Publications, 10th Edition, 2010.
2. Brigham & Ehrhardt, Financial Management – Theory & Practice, Thomson Learning, 12th Edition, 2012.
3. Brearly and Myers, Principle of Corporate Finance, MCGRAW HILL EDUCATION, 11th Edition, 2014.
4. Ashwath Damodaran, Corporate Finance – Theory & Practice, John Wiley, 2nd Edition, 2012.
5. M.Y. Khan, Financial Services, MCGRAW HILL EDUCATION, 7th Edition, 2013.

RISK MANAGEMENT AND INSURANCE

Subject Code	3MBAFM05	CIE Marks :	50
Credits (Lecture Hrs/week)	03	SEE Marks :	100
Total no. of Lecture Hrs	39	Exam Duration :	03 Hours

Course Objective:

- Describe the meaning, objectives and importance of Risk Management
- Comprehend the meaning and types of insurance
- Analyze the legal aspects of insurance contract
- Compare the claims management in life and non-life insurance
- Explain the importance of Reinsurance

Course Outcome:

- Understand and apply the processes for identifying risk, measuring risk, as well as the methods for managing risk
- Understand the institutional context in which insurance is sold, including the regulation, ownership structure, and marketing channels.
- Demonstrate knowledge of insurance provisions and contracts.
- Compare various kinds of insurance plans as well as the contract selection criteria from a cost-benefit point of view.

- Develop skills to facilitate insurance product cost and pricing, marketing, and distribution.
- Recognize ethical, legal and social issues.

Pedagogy: Lectures, case discussions and presentations.

UNIT -1 (9 Hours)

Overview of risk. Types of risk. Introduction to risk management. Objectives of Risk Management. Insurance and risk management. Risk Identification, Risk Analysis – Physical, Financial and Human Assets. Risk Measurement. Risk Management methods-Risk Prevention. Risk control, Risk Retention, Risk Financing.

UNIT-2 (7 Hours)

Insurance-meaning. Types of insurance. Insurance industry in India. Growth of insurance industry. IRDA and its role. Various types of insurance products – Life, Health, Fire, Marine etc. Group insurance. Bank assurance.

UNIT-3 (6 Hours)

Legal aspects relating to insurance contracts. Principles and features of insurance contracts. Insurance Act. Insurance ombudsman.

UNIT-4 (12 Hours)

Insurance Contract Analysis. Understanding contract structures. Events covered and amounts of recovery. Riders and other optional benefits in life insurance. Standard contract provisions. Claims management in life and non-life insurance. Claim settlements in insurance-general guidelines. Maturity claims & death claims in life insurance.

UNIT-5 (5 Hours)

Reinsurance. Role of reinsurers. Techniques & nature of reinsurance, Legal aspects of reinsurance.

RECOMMENDED BOOK:

George E Rejda & Michael McNamara, Principles of Risk Management & Insurance, Pearson Education, 13th Edition, 2017.

REFERENCE BOOKS:

1. Williams, Smith & Young, Risk Management and Insurance, McGraw Hill International Edition.
2. Karam Pal, B S Bodla and M C Garg, Insurance Management, Deep & Deep Publications Limited, 1st Edition, 2007.

ADVANCED ORGANIZATIONAL BEHAVIOUR

Subject Code	3MBAHR01	CIE Marks :	50
Credits (Lecture Hrs/week)	04	SEE Marks :	100
Total no. of Lecture Hrs	52	Exam Duration :	03 Hours

Course Objective:

- To understand the principles, practices and perspectives in applying the Organizational Behaviour concepts.
- To help the students to develop cognizance of the importance of human behaviour.
- To enable students to describe how people behave under different conditions and understand why people behave as they do.
- To provide the students to analyse specific human resources demands for future action.
- To enable students to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behaviour and improve results.

Course Outcome:

- To accomplish the course objective by understanding the people – organization relationship.
- Demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization.
- Demonstrate the applicability of analyzing the complexities associated with management of individual behavior in the organization.
- Analyze the complexities associated with management of the group behavior in the organization.
- Demonstrate how the organizational behavior can integrate in understanding the motivation, attitudes, personality factors (why) behind behavior of people in the organization.

Pedagogy: Lectures, case discussions and presentations.

UNIT-1 (10 hours)

FUNDAMENTALS OF ORGANISATIONAL BEHAVIOUR

Understanding Organisational Behaviour - Fundamental Concepts, Limitations of Organisational Behaviour, continuing challenges. Models of Organisational Behaviour.

UNIT-2 (15 hours)

UNDERSTANDING AND MANAGING INDIVIDUAL BEHAVIOUR

Individual differences and behaviour: Individual differences, causes, importance, basis for understanding work behaviour. Individual differences influencing work behaviour. Individual differences in relevance to personality, attitudes, and motivation

Personality: Sources of personality differences, personality and behaviour

Attitudes: The nature of employee attitudes, effects of employee work related attitudes.

Motivation - Concept of Motivation, select theories- McClelland, Equity, Vroom, Porter – Lawler and practices.

UNIT-3 (12 hours)

GROUP BEHAVIOUR AND INTERPERSONAL INFLUENCE

Groups and Teams: concept, nature and relevance of groups and teams in workplace
Managing Conflict and Negotiation: Conflict in organisations, causes of conflict, managing conflict through resolution, negotiations, increasing negotiation effectiveness.

UNIT-4 (8 hours)

ORGANISATIONAL PROCESSES

Communication - communicating within organisations, improving communication in organisations, promoting ethical communications.

Decision Making - Types of decisions, behavioural influences on decision making, group decision making.

Leadership - concepts and issues of leadership, emerging approaches to leadership.

UNIT-5 (7 hours)

CONTEMPORARY ASPECTS OF ORGANISATIONAL BEHAVIOUR

Organizational behaviour across cultures - Managing Diversity, multicultural organizations, gender sensitisation, employee engagement, stress & stress management, work life balance and employee assistance programmes, Spirituality at Work

RECOMMENDED BOOKS:

1. Stephen P Robbins, Organizational Behaviour, Pearson Education, 15th Edition, 2013.
2. Fred Luthans, Organizational Behaviour, MCGRAW HILL EDUCATION, 12th Edition, 2013.

REFERENCE BOOKS:

1. Duane P. Schultz, Psychology and Work Today, Pearson Education, 10th Edition, 2009.
2. Hellerigel et.al. Organizational Behaviour, Cengage Learning, 13th Edition, 2011.
3. Udai Pareek, Understanding Organisational Behaviour, Oxford University Press, 3rd Edition, 2011.
4. Shermerhorn Hunt, Osborn, Organizational Behaviour, John Wiley & Co., 12th Edition, 2013.
5. Gregory Moorehead & Ricky W Griffin, Organizational Behaviour – Managing People and Organizations, Cengage Learning, 9th Edition, 2009.
6. Negotiation Hand book. PHI, 2010.
7. Essentials of Negotiation, HBS, 2003.

EMPLOYMENT RELATION LAWS

Subject Code	3MBAHR02	CIE Marks :	50
Credits (Lecture Hrs/week)	04	SEE Marks :	100
Total no. of Lecture Hrs	52	Exam Duration :	03 Hours

Course Objectives:

- To give an exposure to employment relations laws in India
- To explain the objectives and goals behind framing of employment relations laws.
- To train students in understanding various provisions of employee relations laws.
- To prepare students to understand the practical utility of various laws and their applicability in individual cases.
- To make the students aware of latest amendments and updating contemporary issues.

Course Outcomes:

After completing this course students will be able to

- Recognize the Employee Relations imperative in the changed business environment and context
- Understand the role of employee relations in the larger strategic frame work.
- Contemplate of practical approaches to the design and the implementation of systems and process from an ER Perspective.
- Analyze the dynamics of each law and its implications to organizations and people.
- Discuss the various benefits available to women employees in the Employment Relation Laws

Pedagogy: classroom discussions, student assignments and presentations.

UNIT 1 (13 Hours)

Industrial Employment Standing Orders Act, 1946: Scope and applicability, Employer's obligations, Certification of Standing Orders, Model Standing Orders.

Shops and Commercial Establishments Act: Establishment, Commercial establishments, Closing of shops, Provision Relating to Wages and authorized deductions.

Factories Act, 1948: Scope and Applicability, Provisions of the Act- Health, Safety, Welfare, Working Hours, Leave privileges, Returns and Reports and Inspection. **Factories Act (Amendment) 2017** Department of Personnel Training issues guidelines on sexual Harassment of women at Workplace.

Contract Labour (Regulation and Abolition) Act, 1970: Employers Obligations, Licensing of contractors. Applicability threshold of CLRA in Maharashtra.

UNIT-2 (10 Hours)

Payment of Wages Act, 1936: Rights and Obligations of employer, Inspection, Registers and Returns.

Minimum Wages Act, 1948: Definition of Wages, Deductions, Registers and Records.

Payment of Bonus Act, 1965: Applicability, Entitlement, Computation. Payment of Wages (Amendment) Act, 2017 in Haryana increased to 300 or more workmen.

UNIT-3 (11 Hours)

Trade Union Act, 1926: Registration of Trade Unions, Rights and Liabilities of Registered Trade Unions, Penalties and Procedure.

Industrial Disputes Act, 1947: Scope and Applicability, Definitions, Authorities under the Act, Notice of Change, Strikes and Lockouts, Lay-off and Retrenchment, Closure Unfair Labour Practice. Industrial disputes (Amendment) Act, 2017 in Haryana increased to 300 or more workmen.

UNIT-4 (9 Hours)

Employees' Provident Fund and Miscellaneous Act, 1952: Application, Contributions, Nomination, Employee Pension Scheme, EDLI, Obligation of Employer, Penalties.

Payment of Gratuity Act, 1972: Applicability, Computation of Gratuity, Nomination, Employers Obligations. Employees' Provident Fund and Miscellaneous (Amendment) Act, Nepalese and Bhutanese nationals to be treated as Indian Workers for PF purposes.

UNIT-5 (9 Hours)

Employee State Insurance Act, 1948: Applicability, Contributions, Employers Obligations.

Workmen's Compensation Act, 1923: Objective, Applicability, Disablement, Occupational Diseases, Compensation, Women contract workers in Karnataka have been permitted to work at night.

Maternity Benefit Act, 1961: Maternity Benefit, Inspectors, The Maternity Benefit (Amendment) Act, 2017.

Changing Employer, Employee Relations, Job Guarantee

RECOMMENDED BOOK:

1. P N Singh & Neeraj Kumar, Employment Relations Management, Delhi, Pearson, 2012.

REFERENCE BOOKS:

1. P.L.Malik's, Industrial Law (2 volumes), Eastern Book Company, 24th Edition, 2013.
2. P.L.Malik, Handbook of Labour and Industrial Law, 15th Edition, 2013.
3. Taxmann's, Labour Laws- A compendium of 22 Statutes of labour and Industrial Laws, Taxmanns Allied Services (P) Ltd., 2013.
4. Padhi, Labour and Industrial Laws, PHI Learning Private Limited, Eastern Economy Editions, 2nd Edition, 2011.

INDUSTRIAL RELATIONS IN INDIA

Subject Code	3MBAHR03	CIE Marks :	50
Credits (Lecture Hrs/week)	03	SEE Marks :	100
Total no. of Lecture Hrs	39	Exam Duration :	03 Hours

Course Objectives:

- To understand the importance of industrial relations in the organisations
- To develop the skills for managing sound employment relationship.
- To recognize and consider the social, historical and equity issues within industrial relations.
- To investigate solutions to industrial relations problems based on various tools and assessment of current practices.
- To comprehend the role of employer, employee and the state in industrial relations

Course Outcome:

- Ability to handle industrial relations issues in organizations
- Ability to identify the reasons for unionism and explain the steps in the union organizing process.
- To distinguish the procedure concerning worker participation and participatory institutions and instruments of trade union representation.
- Apply methods for resolving contractual disputes including strikes and lockouts and third party intervention techniques.
- Demonstrate the administration of a collective agreement through the grievance and arbitration process

Pedagogy : Lectures, presentations and case studies

UNIT 1 (8 Hours)

Indian Industrial Relations: An overview, Importance and Objectives of Industrial Relations (IR), Special features of Indian Industrial Relations, IR in the post-Independence period, Main approaches with reference to emerging paradigms of IR.

UNIT-2 (8 Hours)

Labour and Indian Constitutional Provisions and Legal Enactments: Code of Discipline and historical initiatives for harmonious industrial relations (IR), International Labour Organisation (ILO) and its influence on Indian labour enactments, Government policies on labour in Five Year Plans.

UNIT-3 (8 Hours)

Collective Bargaining: Concept and Nature of Collective Bargaining (CB), Essentials for success of CB, CB Process, Levels of Bargaining and trends, Historical perspectives of Indian trade union movement. Role of trade union & strengthening trade union movement in India. Employer's Federations & their role.

UNIT-4 (7 Hours)

Industrial Conflicts: Nature of conflicts and its manifestations, Legal frame work and settlement of disputes, Unfair Labour Practices.

UNIT-5 (8 Hours)

Management of Discipline: Managing discipline in industry, Judicial approach to discipline, Discipline Procedures, Domestic Enquiries.

Grievance Redressal: Grievance – meaning and forms, Constitution of Grievance Machinery, Model grievance procedure, Grievance redressal.

RECOMMENDED BOOK:

B. D. Singh, Industrial Relations-Emerging Paradigms, Excel Books, 2nd Edition, 2008

REFERENCE BOOKS:

1. C.S.Venkata Ratnam, Industrial Relations, Oxford University Press, 1st Edition, 2006.
2. Mammoria & Mammoria, Dynamics of Industrial Relations, Himalaya Publishing House, 16th Edition, 2018.
3. Arun Monappa, Industrial Relations, TATA McGRAW–HILL, 31st Reprint, 2012.

PERSONNEL MANAGEMENT

Subject Code	3MBAHR04	CIE Marks :	50
Credits (Lecture Hrs/week)	03	SEE Marks :	100
Total no. of Lecture Hrs	39	Exam Duration :	03 Hours

Course Objectives:

- To give students the knowledge, understanding and key skills those are required by today's HR professionals and to enable students to effectively contribute to dynamic organizations.
- To give students an understanding of key terms, theories/concepts and practices within the field of personnel management.
- To make students learn to identify and analyze the problems in the field of personnel management and be able to provide innovative solutions.
- To make students identify and appreciate the significance of ethical issues in HR practices and the management of people in the workplace.
- To impart knowledge and skills in personnel management
- To develop experience in personnel management through case studies

Course Outcomes:

- Confidence to students in managing people in organizations.
- Ability to manage personnel function with legal and technical knowledge
- Ability to face employees and trade unions with confidence in real life.
- Ability in students to know about the theory and application of personnel management
- Ability to conceive the broad range of influences acting on personnel management, about the procedures and policies
- Ability to comprehend compensation and workers including relationship

Pedagogy : Lectures, presentations and case studies

UNIT-1 (13 Hours)

Human Resource Planning: Anticipate and provide for future openings, Anticipating deaths, dismissals, retirements, and resignations, Anticipating future promotions, Anticipate future transfers, arriving at total vacancies. Seek and attract qualified applicants to fill vacancies, Prepare job analysis, Preparing man power specifications, Analyse Sources of potential employees, Attract potential employees.

Selection: Analyse applicants' qualification for determining their suitability, Prepare questionnaire, Interview the applicants, Test the applicants, Investigate the references. Arrange medical examination, Evaluate the applicants and making the Final Selection

UNIT-2 (6 Hours)

Classification & Induction: Assign officially each employee to an appropriate position clearly defined regarding its responsibilities. Prepare of job description. Assign of proper title to each job position. Reviewing periodically correctness of job descriptions. Ensure that new recruits are provided with appropriate training and information to enable them to perform their duties effectively. Orient new recruits in their jobs. Ascertain training requirements of such employees to make them more competent for the job. Review their performance in the future. Providing facilities for their further education and development

UNIT-3 (6 Hours)

Transfer & Promotion: Utilisation of the employee's capabilities, Continuously analysing the job descriptions. Evaluate employee qualification. Determine further training requirements. Promote employees.

Retention Policies and Employee Benefits: An Overview.

UNIT-4 (8 Hours)

Wage & Salary Administration: Nature and purpose, Compensation and Reward, wage levels and wage structures, wage determination process, factors influencing wage and salary structure and administration - wage differentials.

UNIT-5 (6 Hours)

Medical & Protection: Prevent diseases and physical ailments as well as care for diseases, ailments, and injuries incurred by employees on the job. Develop and administer prevention programmes. Examine employees and job applicants. Provide medical treatment. Educate in health matters. Precautionary measures for safeguarding the company and its properties from theft, fire etc. Developing and administering security regulations. Organizing fire fighting services. Providing watchman or guard services.

RECOMMENDED BOOK:

1. C.B. Mamoria & S.V.Gankar, Personnel Management Texts and Cases, Himalaya Publishing House, 30th Edition, 2019.

REFERENCE BOOKS:

1. Edwin B Flippo, Personnel Management, Tata McGraw-Hill, 6th Edition, 1980.
2. R S Davar, Personnel Management & Industrial Relations, Vikas Publications, 10th Edition, 2011.
3. Arun Monappa & Mirza S Saiyadain, Personnel Management, Tata McGraw-Hill, 2nd Edition, 2001.

ORGANIZATIONS: STRUCTURE, PROCESS AND DESIGN

Subject Code	3MBAHR05	CIE Marks :	50
Credits (Lecture Hrs/week)	03	SEE Marks :	100
Total no. of Lecture Hrs	39	Exam Duration :	03 Hours

Course Objectives:

- To enable the students to understand the design process of an organization in all aspects and dimensions.
- To make the students to know how to structure an organization
- To familiarize students on how the organization process works
- To familiarize the students with organizational strategies in different situations and enterprises.
- To enable the students to know the importance of decision making in various organizational situations.

Course Outcomes:

- Better understanding of importance of organizational design process
- Better understanding of concepts of organizational structures
- Crafting and thinking about Strategic management of Organizations
- Better understanding of organizational dynamics
- Better understanding of decision making and its impact on organizational working.

Pedagogy : Lectures, presentations and case study

UNIT 1 (8 Hours)

Organization and Process: Nature and scope – definitions – overview of various components and structure – evolution of organization theory – organizational theories – images of organization. Organizational work flow processes / business processes – process re-engineering – work flow as the basis for organizational design

UNIT-2 (10 Hours)

Organizational Design: Determinants of organizational design – components of organizational design – complexity – formulization – centralization – types of organizational structures – technological determinants of organizational design – nature of technological influences – technology and organizational structure – job design – organization – environment – interface – environmental impact on organizations – strategies for managing environment.

UNIT-3 (6 Hours)

Organizational Effectiveness: Definition – importance and approaches to organizational effectiveness – the goal attainment approach – the systems approach – the strategic approach – constituencies approach – the competing values approach – relative comparison of approaches

UNIT-4 (8 Hours)

Organizational Decision Making and Strategy Formulation: Organizational decisions – operating decisions – strategic decisions – administrative decisions – influences on organizational decisions – approaches to organizational decision making – the normative / rational approach – the entrepreneurial approach – the political approach – the consensus building approach.

UNIT-5 (7 Hours)

Managing Organizational Evolution: Growth and decline of organizations – changing environment – information / communication technology – globalization and competition – customer and quality – managing growth and decline.

RECOMMENDED BOOKS:

1. Stephen Robbins, Organization Theory – Structure, Design and Applications, Pearson / PHI, 3rd Edition, 2009.
2. Madhukar Shukla, Organizations: Structure, Process And Design- “Understanding Organizations”, PHI, 2008.

REFERENCE BOOKS:

1. Madhukar Shukla, Understanding Organizations, PHI, 2008.
2. Richard Daft, Organization Theory And Design, Thomson Learning, 10th Edition, 2010.
3. Mary Jo Hatch, Organization Theory, Oxford Publication, 4th Edition, 2012.
4. Richard Hall, Organization Theory, Pearson/PHI, 7th Edition, 1999.
5. Philip Sadler, Designing Organizations, Kogan Page India Ltd, 3rd Edition, 1999.
6. Stephen Robbins, Organization Behavior – Concepts, Controversies and Applications, Pearson/PHI, 15th Edition, 2013.
7. Richard Hall, Organizations: Structure, Processes and Outcomes, Pearson Learning, 10th Edition, 2009.
8. R A Sharma, Organization Theory and Behavior, MCGRAW HILL EDUCATION, 2008.
9. Sumantra Ghoshal, Gita Piramal, Managing Radical Change, Viking Penguin India, 2002.
10. Jeffery N Lowenthal, Re-Engineering the Organizations, MCGRAW HILL EDUCATION, 2002.
11. Michael Hammer And James Champy, Reengineering the Corporation, Harper Business Publishing, 2006.
12. Pradip N K Khandwalla, Fourth Eye – Excellence through Creativity, Wheeler Publishers, 2nd Edition, 1998.

IV SEMESTER SYLLABUS

SUPPLY CHAIN MANAGEMENT

Subject Code	4MBA02	CIE Marks :	50
Credits (Lecture Hrs/week)	03	SEE Marks :	100
Total no. of Lecture Hours	39	Exam Duration :	03 Hours

Course Objectives:

- To introduce various concepts related to the supply chain management.
- To educate the importance of supply chain decision such as design, planning, and operations of a firm.
- To familiarize the students to the analytical tools necessary to solve supply chain problems.
- To showcase the ways by which the companies use different supply chain drivers to improve their performance.
- To acquaint the students with the contemporary trends in supply chain management in India.

Course Outcomes:

- The students would have learned about various concepts related to the supply chain management.
- The students would have got educated about the strategic importance of supply chain design, planning and operational decisions.
- Understanding and applications of the analytical tools to solve supply chain problems would have taken place.
- Various case studies and illustrations would have inculcated the importance of supply chain drivers in improving the performance of an organization.
- The students could apply the knowledge, skills and expertise acquired in different business environment.

Pedagogy: Lectures, cases, and discussions.

UNIT 1 (10 Hours)

Introduction to Supply Chain Management: Supply chain – historical perspective – objectives – importance – decision phases – process view – achieving strategic fit – challenges – impellers of supply chain – financial measures of performance – drivers of supply chain performance – framework for structuring drivers – facilities – inventory – transportation – information – sourcing – pricing – infrastructure.

UNIT-2 (8 Hours)

Designing Distribution Networks and Network Design: Role of distribution – factors influencing distribution network design – design options for a distribution network – online sales and Omni-Channel Retailing – Distribution channels in Indian agricultural, FMCG and commodity sectors – Role of network design – factors influencing network design decisions – framework for network design decisions.

UNIT-3 (8 Hours)

Demand Forecasting: Role – characteristics – components – approach – time series

methods – measures of forecast error – role of IT.

Managing uncertainty: Safety inventory and its appropriate level – impact of supply uncertainty, aggregation and replenishment policies – measure to reduce safety inventory.

UNIT-4 (6 Hours)

Coordination in a Supply Chain: Lack of supply chain coordination and the Bullwhip effect – its effect on performance – obstacles to coordination – managerial levers – practical approaches to improve supply chain coordination – Indian experiences.

UNIT-5 (7 Hours)

Transportation and Sourcing: Role of transportation – modes and their performance characteristics – design options and their trade-offs – Tailored transportation. Sourcing decision – aggregation methods – factors influencing growth of surplus by a third party – risk of using a third party – strategic factors in sourcing – examples of successful third-party suppliers – total cost of ownership (TCO).

RECOMMENDED BOOK

Sunil Chopra and Dharam Vir Kalra D V, Supply Chain Management–Strategy, Planning and Operation, Pearson, 7th Edition, 2019.

REFERENCE BOOKS

1. Janat Shah, Supply Chain Management: Text and Cases, Pearson, 2nd Edition, 2016.
2. Coyle, Bardi, Longley, Robert A. Novack, Brian J. Gibson, The management of Business Logistics–A supply Chain Perspective, Cengage Learning, 9th Edition, 2013.
3. Sople V V, Supply Chain Management – Text and Cases, Pearson Education, 2012.
4. Donald J Bowersox, David J Closs, Bixby Cooper M, Supply Chain Logistics Management, Tata McGraw Hill, 2nd Edition, 2008.
5. Jeremy F Shapiro, Modeling the Supply Chain, Cengage Learning, 2nd Edition, 2007.

STRATEGIC MANAGEMENT

Subject Code	4MBA03	CIE Marks :	50
Credits (Lecture Hrs/week)	03	SEE Marks :	100
Total no. of Lecture Hrs	39	Exam Duration :	03 Hours

Course Objectives:

- To provide an overview of the meaning and nature of strategic management
- To analyze a company's environment
- To understand generic competitive strategies
- To help formulate long term and grand strategies
- To understand the strategy implementation process

Course Outcomes:

- Examine the relationship between strategic inputs, strategic actions (formulation, implementation and evaluation) and strategic outcomes to design a strategic plan.
- Identify and describe the key components of the strategic management process and how it can be applied in organisations.
- Assess and judge strategic inputs, including the external and internal environment, strategic mission and strategic intent.
- Create a strategy including synthesising appropriate elements of business level strategy, competitive dynamics, corporate level strategy, cooperative strategies and international strategies.
- Apply selected theory and strategy frameworks to analyse practical strategy related issues in organisational contexts.

Pedagogy: Lectures, presentations and case analysis

UNIT 1 (8 Hours)

Meaning and Nature of Strategic Management: Importance and relevance of strategic management, Characteristics of Strategic Management, The Strategic Management Process – Relationship between a Company's Strategy and its Business Model, Significance of crafting and execution of Strategy.

Strategy Formulation: Developing Strategic Vision and Mission for a company–Setting Objectives–Strategic Objectives and Financial Objectives–Balanced score card, Company Goals and Company Philosophy. The hierarchy of Strategic Intent – Merging the Strategic Vision, Objectives and Strategy into a Strategic Plan.

UNIT-2 (8 Hours)

Analysing a Company's Environment: The Strategically relevant components of a Company's external environment – Industry Analysis–Industry's dominant economic features - Competitive Environment Analysis – Porter's five force model – Industry driving forces – key success factors – concept and implementation

Analyzing a company's resources and competitive position – Analysis of the company's present strategies - SWOT Analysis–Value chain Analysis – Bench marking and ethical conduct.

UNIT-3 (8 Hours)

Generic Competitive Strategies: Low cost provider strategy – Differentiation Strategy – Best cost provider Strategy – Focused Strategy – Strategic alliances and Collaborative partnerships – Mergers and acquisition Strategies – Outsourcing Strategies – First Mover advantages and disadvantages – Strategies for using Internet in the Global scenario. International Business level strategies – strategic alliances and joint ventures with foreign partners.

UNIT-4 (8 Hours)

Formulating Long Term and Grand Strategies: Competing in the foreign markets – Entry strategies – Quest for competitive advantage in foreign markets – Strategic alliances, Joint Ventures and its relevance – Tailoring Strategy to fit specific Industry and company situation – Setting and qualifying long term objectives for Grand Strategies – Innovation, Integration and diversification – Conglomerate Diversification, Retrenchment, Restructuring and turnaround for a better tomorrow – GE nine cell planning grid and grand strategy selection at business level – Contingency approach to strategic choice by looking back to the past strategies.

UNIT-5 (7 Hours)

Strategy Implementation: Operationalizing strategy, Annual Objectives, Developing Functional Strategies, Developing and communicating concise policies.

Institutionalizing the strategy. Organizational Structure and Controls - Structure, Leadership and Culture. Managers as an Organizational Resource. Structural Considerations, Relationships between Strategy and structure, Organizational Leadership. Strategic control guiding and evaluating strategies, Establishing strategic controls, Operational Control Systems, Monitoring performance and evaluating deviations, challenges of strategy implementation.

RECOMMENDED BOOK:

1. Arthur A. Thomson Jr., A. J. Strickland III, John E. Gamble, Crafting and Executing Strategy, Tata McGraw Hill, 19th Edition, 2014.

REFERENCE BOOKS:

1. R Srinivasan, Strategic Management-The Indian Context, PHI, 5th Edition, 2012.
2. W.L.Hill, Gareth R. Jones, Strategic Management–An Integrated Approach by Charles, Cengage Learning, 10th Edition, 2012.
3. John Parnell, Strategic Management-Theory and Practice, Sage Publication Inc., 4th Edition 2014.
4. Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson, S. Manikutty, Strategic Management: A South-Asian Perspective Cengage Learning, 9th Edition, 2016

COMPREHENSIVE AREA SEMINAR

Subject Code	4 MBA 04
Credits	01

Course Objectives:

- To imbibe research skills among students
- To encourage critical readings on the contemporary writings in their area of specialization.
- To train in analytical, reflective, holistic and creative thinking.
- To develop presentation skills
- To develop paper(s) consistent to the theme of the discipline.

Course Outcomes:

- To be able to demonstrate research and presentation skills.
- To be updated with the contemporary developments in chosen areas.
- To critically analyze and document the findings.
- To be able to research based conduct seminars on current affairs in their area of specialization.
- To be able to develop research papers.

Guidelines:

1. This course called "Comprehensive Area Seminar" is offered with a view to enable MBA students to demonstrate research skills and imbibe continuous learning among them.
2. The Comprehensive Area Seminar is a research based seminar component which carries one credit.
3. Each student of IV semester shall have to choose a seminar topic relevant to the area of specialization and give a research based seminar on the same. The topic can be broadly based on
 - (a) Recent developments in the area, and/or
 - (b) Application of a concept/theory/model in the relevant field, and / or
 - (c) Application of a concept/theory/model in Indian/global context etc.
4. The research based write-up on Comprehensive Area Seminar shall broadly be organized into following sections / headings:
 - a) Introduction
 - b) Theoretical framework: Definition, explanation and significance/relevance of the concept (The use of text books is restricted only to the theoretical framework).
 - c) Real-life illustrations/examples/case studies
 - d) Data analysis & interpretations
 - e) Regulatory framework
 - f) Advantages/disadvantages/limitations etc.
 - g) Concluding remarks
 - h) Learning Outcome
 - i) Bibliography (list of reference materials along with publications, volumes)
5. The information required for developing the Comprehensive Area Seminar report should be drawn from field surveys or company specific reports from data bases such

as Prowess, Capitaline, internet, newspapers, magazines and journals. Content in the write-up/paper should be original and independent.

6. The students have to submit a brief report (Font: Arial; font size: 12), minimum of 12 pages, including tables, charts and graphs, if any) along with a soft copy of the complete report to the respective guides.
7. Students attached to their respective Faculty Guides are advised to finalize the topic in consultation with their Faculty Guides. Once the topic is finalized, the students are required to register the same with the Seminar Coordinator in the prescribed format.
8. Two students cannot choose the same topic.
9. Students must meet the respective faculty guide, at least once in a week and report the work done during the week. The faculty guide has to necessarily document the details in the prescribed proforma of weekly review meetings and submit a copy of the same to the Director.
10. For presentations, a maximum of 10 to 12 PPT slides be prepared beforehand.
11. Each student will be given 15 minutes to make the presentation followed by 5 minutes for questions/clarifications etc.
12. The presentation as well as the report shall be evaluated by a team consisting of faculty guide and a panel of examiners (Internal Faculty) constituted by the Director, PGDMS & RC.
13. The marks for Comprehensive Area Seminar are distributed as follows:

a) Subject matter, contents & methodology	20
b) Communication/Presentation Skills	10
c) Response to queries/clarifications	10
d) Quality of the Seminar Report	10
Total Marks	50

CIE is awarded on the basis of conducting a research on the chosen topic, presentation of the topic (seminar) and submitting the report. The presentation and the report will be evaluated by the internal guide and internal panel of examiners.

SERVICES MARKETING

Subject Code	4MBAMM06	CIE Marks	50
Credits (Lecture Hrs/week)	04	SEE Marks	100
Total no. of Lecture Hrs	52	Exam Duration	03 Hours

Course Objectives:

- To orient students on various aspects in services marketing and support in making strong and actionable recommendations to management.
- To expose the students to various management issues relating to service like service gaps, service operations etc.
- To enable students to compare their theoretical knowledge to the actual situation, through assignments and projects and case studies..
- To enable the students to analyse service strategies and design service blueprints.
- To make the students understand the distribution and promotion aspects in service.

Course Outcomes:

- Students will have adequate knowledge and information about various aspects of service, the service organisations, existing distribution structure that is available now.
- Students will have ability to comprehend service related problems using the principles of services marketing.
- Ability to apply this knowledge and understanding to solve service marketing problems.
- Ability to analyse the corporate problems with regard to its environment to devise suitable policy measures for the companies.
- Ability to organize the corporate teams to achieve goals.

Pedagogy : Lectures, presentations and case studies

UNIT 1 (12 Hours)

Introduction to Services: What are services, Why service marketing, Difference in goods and service in marketing, Myths about services, Concept of service marketing triangle, Service marketing mix, GAP models of service.

Consumer Behavior in Services: Search, Experience and Credence, property, Customer expectation of services, Two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services Customer perception of services- Factors that influence customer perception of service, Service encounters, Customer satisfaction, Service quality, Strategies for influencing customer perception.

UNIT-2 (10 Hours)

Understanding Customer Expectation through Market Research: Using marketing research to understand customer expectation, Types of service research, Building customer relationship through retention strategies, Market segmentation-Process & targeting in services, Retention strategies Monitoring relationship, 3 levels of retention strategies.

UNIT-3 (10 Hours)

Customer Defined Service Standards: "Hard" & "Soft" standards, Process for developing customer defined standards Leadership & Measurement system for market driven service performance- Key reasons for GAP 2- service leadership- Creation of service vision and implementation, Service quality as profit strategy, Role of service quality in offensive and defensive marketing Service design and Positioning - New service development – types, stages. Service blue printing- Using & reading blue prints. Service positioning – positioning on the Five dimensions of service quality, Positioning on service evidence.

UNIT-4 (10 Hours)

Employee Role in Service Designing: Importance of service employee, Boundary spanning roles, Emotional labour, Source of conflict, Quality productivity trade off. Strategies for closing GAP 3 Customers role in service delivery- Importance of customer & customers role in service delivery, Strategies for enhancing- Customer participation, Delivery through intermediaries- Key intermediaries for service delivery, Intermediary control strategies.

UNIT-5 (10 Hours)

Managing Demand and Capacity: Lack of inventory capability, Understanding demand patterns, Strategies for matching capacity and services, pricing strategies

RECOMMENDED BOOK:

Valarie A Zeithmal & Mary Jo Bitner, Services Marketing, TMH, 7th Edition, 2018.

REFERENCE BOOKS:

1. Christopher Lovelock, Services Marketing, Pearson Education, 7th Edition, 2011.
2. Rajendra Nargundkar, Services Marketing, TMH, 2nd Edition, 2010.
3. Ravi Shankar, Services Marketing, Excel Books, 2008.
4. R Srinivasan, Services Marketing, The Indian Context, 3rd Edition, 2012.
5. Kenneth E Clow & David L Kurtz, Services Marketing, Biztantra, 2nd Edition, 2007.
6. Govind Apte, Services Marketing, Oxford, 2004.
7. Swartz & Iacobucci, Handbook of Services Marketing & Management, Sage Publications, 1999.
8. Hoffman & Bateson, Services Marketing, Thomson, 4th Edition, 2012.
9. Peter Mudie and Angela Pirrie, Services Marketing, Elsevier, 3rd Edition, 2006.
10. C Bhattacharjee, Services Marketing, Excel books, 2009.
11. S M Jha, Services Marketing, HPH, 7th Edition, 2018.
12. Dr. K. Karunakaran, Services Marketing, Himalaya Publishing House, 1st Edition, 2017.

DIGITAL MARKETING

Subject Code	4MBAMM05	CIE Marks	50
Credits (Lecture Hrs/week)	03	SEE Marks	100
Total no. of Lecture Hrs	39	Exam Duration	03 Hours

Course Objectives:

- To expose the students to various aspects in Internet and support students in making recommendations to management.
- To give students the opportunity to hear from people who are currently in the field of digital marketing.
- To expose the students to various management issues relating to digital like supply logistics, value chain etc.
- To make students understand marketing aspects of Internet like Search Engine Optimisation, Search Engine Marketing and Display advertising etc.
- To give Students the assignments and projects to compare their theoretical knowledge to the actual situation.

Course Outcomes:

- Students will have adequate knowledge and information about various aspects of e-commerce, online sales, the organisations involved in e-commerce, the promotion in internet, search engine marketing and display advertising etc.
- Students will have ability to comprehend online marketing and sales problems using the principles of management.
- Ability to apply this knowledge and understanding to solve managerial problems including the promotion in Internet.
- Ability to analyse the corporate problems with regard to its environment to devise suitable policy measures for the companies.
- Ability to organize the corporate teams to achieve goals.

Pedagogy: Lectures, presentation and case studies.

UNIT- 1: (8 hours)

Digital marketing-Nature and scope: Define marketing Define digital marketing, Introduction to the Internet. The internet in the traditional marketing mix. Major forces shaping the Internet age, History of Digital marketing and Indian E-commerce situation. Introduction to websites, types of websites, Introduction to key terms and concepts.

UNIT- 2: (8 hours)

Search Engine Optimization: Search Engine Optimization, An Introduction, Search Engine Marketing, Search Engine Result Pages: Positioning, Search Behavior, Goals, On-Page Optimization, Off-Page Optimization, Analyze result, best practices for online copywriting, SEO copywriting, Introduction to Engage, Crowdsourcing.

UNIT- 3: (8 hours)

Online Advertising: Online Advertising history & future of online advertising. Pay per click (PPC) advertising campaigns, key benefits of paid search, Targeting, Delivery, Ad Scheduling

Ad Rotation, Keyword Selection, Ad Copy Composition, Google Display Network (GDN), Data Segmentation, Comprehensive understanding of the creation, deployment and management of Digital Display Advertising, real-time bidding, Benefits and Challenges of Display, Setting Objectives for display, Types of Display Ads, Creative Ad Formats, ways and methods of payment, targeting, tracking, measurement of key performance indicators, video search engine optimization.

UNIT- 4: (8 hours)

Social Media: Social Media Channels: history, Media Types: Earned, Owned, and Paid, tracking social media campaigns, Social Media Strategy, Introduction to using social media to solve business challenges, Increasing Engagement Level in social media, WebPR: Online Reputation Management:

UNIT- 5: (7 hours)

Customer Relationship Management: CRM, Why eCRM? Types of CRM in organizations, Email Marketing, Design and Content and Delivery and result analysis for e-mail campaigns, Website Analytics, *off-site* web analytics, *on-site* web analytics, Google Analytics (GA), key benefits of mobile marketing, Proximity Marketing, SMS Marketing, Strategy and Planning in Digital marketing, Conversion optimization.

RECOMMENDED BOOK:

The Art of Digital Marketing: The definitive guide to creating strategic, targeted, and measurable online campaigns. By Ian Dodson, Wiley publications, 2018.

REFERENCE BOOKS:

1. Internet Marketing: A Practical approach in Indian context by Moutusy Maity. Oxford University Press, 2017
2. Digital Marketing: Seema Gupta, Tata McGraw Hill, 2018.
3. Internet Marketing- Integrated online and offline strategies by Roberts and Zahaya, Cengage Publications, Indian Reprint: 2016.
4. V.V. Sople, E-Marketing, Biztantra Publications, 1st Edition, 2011
5. R Prasad, Digital Marketing Approaches and Applications, ICFAI publications, 1st Edition, 2002.
6. Rob Stokes, E-Marketing: The Essential guide to digital marketing Quirk eMarketing (Pvt) Ltd. 4th Edition, 2011
7. Godfrey Parkin, Digital Marketing: Strategies for online success, new Holland publishers, 2009.
8. Dave Chaffey, Fiona Ellis, Chadwick, Digital Marketing: Strategy, Implementation and Practice, Pearson Education, 3rd Edition, 2008.

INTERNATIONAL MARKETING MANAGEMENT

Subject Code	4MBAMM03	CIE Marks	50
Credits (Lecture Hrs/week)	03	SEE Marks	100
Total no. of Lecture Hrs	39	Exam Duration	03 Hours

Course Objectives:

- To give an exposure about the international marketing aspects to the students.
- To train with inputs and knowledge about the International trade environment and Distribution structure that exists globally.
- To train with case studies from MNCs and India's foreign trade policy and documentation aspects in exports.
- To expose the students to pricing issues like marginal cost pricing etc. in international marketing.
- To make the students understand the aspects of International promotion.

Course Outcomes:

- Students will have adequate knowledge and information about various aspects of export, import, the organisations involved in the trade and commerce, India's trade with other nations, the foreign trade policy and existing distribution structure that is available now for export.
- Students will have ability to comprehend International marketing and sales problems using the principles of International marketing.
- Ability to apply this knowledge and understanding to solve International marketing problems.
- Ability to analyse the corporate problems with regard to its International environment to devise suitable policy measures for the companies.
- Ability to organize the corporate teams to achieve goals of International trade.

Pedagogy: Lectures, presentations and case studies.

UNIT 1 (8 Hours)

Framework of international marketing: Definition – scope and challenges – difference between international marketing and domestic marketing – the dynamic environment of international trade – transition from domestic to international markets – orientation of management and companies **Introduction to Balance Of Payments (BOP):** Definition – scope – items covered under BOP – relevance for international marketing – BOP equilibrium – instruments of trade policy

Recent Trends in India's Foreign Trade

Institutional infrastructure for exports promotions in India – India's trade policy – exports assistance – exports documentation and procedures including different stages of documentation.

UNIT-2 (8 Hours)

Marketing Research

Developing a Global Vision through Marketing Research: Breadth and scope of international marketing research – research process – problems in availability and use of secondary data – gathering primary data – qualitative and quantitative research – problems in gathering primary data – multicultural research – a special problem – research on internet – a new opportunity – estimating market demand – problems in

analyzing and interpreting research information – responsibility for conducting marketing research – communicating with decision makers

Identifying foreign markets – classification based on demand – based on the stage of development – other bases for division of world markets

International Marketing Management:

International Marketing Management: Planning and organization: Global perspective – global gateways – global marketing management – an old debate and a new view – planning for global markets – alternative market entry strategies – organizing for global competition

Products for consumers in International markets – product development – product adaptation – product standardization – marketing of services – green marketing and product development

UNIT-3 (7 Hours)

Products and Services for Consumers: Quality – products and culture – analyzing product components for adaptation – marketing consumer services globally – brands in international markets

Products and services for business

Demand in global business to business markets – quality and global standards – business services – trade shows' crucial part of business to business marketing – relationship markets in business to business context

UNIT-4 (8 Hours)

Market Entry Strategies: Direct exports – indirect exports – licensing – joint ventures – wholly owned subsidiaries – franchising – other methods

International Marketing Channels – distribution patterns – alternative middlemen choices – factors affecting choice of channels – surface vs. air transportation – advantages and disadvantages – marine transportation – warehousing

International Retailing:

International expansion of retailers – international retailing defined – retail format – variations in different markets – general merchandise: retailing – issues in international retailing

UNIT-5 (8 Hours)

Pricing Decisions: Pricing policies and decisions – price escalations – cost of exporting – marginal cost pricing – its importance – price quotation – INCO terms – preparation of quotations

Promotions: international advertising – sales promotion in international markets – international advertising – direct mailing – personal selling – exhibition – generic promotions in international marketing

RECOMMENDED BOOK:

Cateora, Graham International Marketing, Tata McGraw-Hill, 16th Edition, 2017.

REFERENCE BOOKS:

1. Warren Keegan, Global Marketing Management, Pearson Education, 7th Edition, 2011.
2. Rakesh Mohan Joshi, International Marketing, Oxford University Press, 2nd Edition, 2014.
3. Dana, Nicoleta, Lascu, International Marketing, Cengage Learning, 3rd Edition, 2009.

4. R Srinivasan, International Marketing, PHI, 3rd Edition.
5. Sak Onkvisit, Johnshaw, International Marketing: Analysis And Strategy, Roatledge, 4th Edition, 2004.
6. Varshney, and Bhattacharya, International Marketing, Sultan Chand & Co., 25th Edition, 2015.
7. Francis Cherunillam, International Marketing, HPH, 16th Edition, 2019.
8. Michael Czinkota, & others International Marketing, Cengage Learning, 10th Edition, 2013.
9. J P Jeannet, and A D Hennessey, Global Marketing Strategies, Houghton Mifflin, 6th Edition, 2004.
10. Pierre David, International Logistics, Cicero Books, 4th Edition, 2013.

STRATEGIC BRAND MANAGEMENT

Subject Code	4MBAMM08	CIE Marks	50
Credits (Lecture Hrs/week)	03	SEE Marks	100
Total no. of Lecture Hrs	39	Exam Duration	03 Hours

Course Objectives:

- To expose the students to the knowledge of Strategic Brand Management and brand elements etc.
- To make the students understand the process of building and maintaining a brand.
- To expose the students to research methods required in brand management.
- To understand the Integrated Marketing Communications process to project a required image for the brand.
- To know the methods to revitalize the brands.

Course Outcomes:

- Students will have adequate knowledge and information about various aspects of branding, various brands of the organisations that have been successful and various elements of brand management.
- Students will have ability to comprehend branding problems using the principles of brand management.
- Ability to apply this knowledge and understanding to solve brand management problems.
- Ability to analyse the corporate problems with regard to its environment to devise suitable policy measures for the companies to establish brand and maintain them.
- Ability to organize the corporate teams to achieve brand related goals.

Pedagogy: Lectures, Case discussions and Presentations.

UNIT- 1 (7 Hours)

Branding Perspective: Concept, brand identification, Brand equity, identifying and establishing brand positioning, brand value, strong Indian Brands.

UNIT- 2 (8 Hours)

Planning and implementing brand marketing programs. Criteria for choosing brand elements, options and tactics for brand elements, legal brand considerations

Leveraging brand knowledge and building brand equity (loyalty, awareness, quality, association, assets)

Concept of leveraging, Co branding, Celebrity endorsement

UNIT- 3 (8 Hours)

Measuring and interpreting brand performance, brand value chain, designing brand-tracking studies, establishing brand equity management systems

UNIT- 4 (8 Hours)

Measuring sources of brand equity, qualitative research and quantitative research techniques, measuring outcomes of brand equity, comparative methods, and holistic methods

UNIT- 5 (8 Hours)

Designing and implementing brand strategies, brand product matrix, brand hierarchy, designing brand strategy, brand extension advantages, disadvantages, forms of extension, consumer evaluation of brand extension opportunities, evaluation of extension, Indian examples to be discussed.

Brand imitations, assessing the brand imitations, first mover's advantages, free rider effect- Indian examples to be discussed

Case studies to be done in appropriate modules

RECOMMENDED BOOK:

Kevin Lane Keller, Strategic Brand Management, Building Measuring & Managing Brand Equity, Pearson Education, 4th Edition, 2015.

REFERENCE BOOKS:

1. Y L R Moorthi, Brand Management The Indian Context, Vikas Publication, 1st Edition, 2003.
2. Chunnawalla, Strategic Brand Brand Management, HPH, 1st Edition, 2003.
3. Chunnawalla, Compendium of Brand Management, Himalaya Publishing House, 5th Edition, 2017.
4. Dr S S Kaptan, Dr S Pandey, Brand Imitations, HPH, 1st Edition, 2004.
5. John Philip Jones, What Is In A Name? Advertising & The Concept Of Brand, Pearson/PHI, 2nd Edition.
6. S Ramesh Kumar, Managing Indian Brands, Vikas, 2nd Edition, 2002.

INTEGRATED MARKETING COMMUNICATIONS

Subject Code	4MBAMM07	CIE Marks	50
Credits (Lecture Hrs/week)	04	SEE Marks	100
Total no. of Lecture Hrs	52	Exam Duration	03 ours

Course Objectives:

- To expose the students to the knowledge of Integrated Marketing Communications and communications model.
- To understand the various elements of promotion like advertisement, Personal selling, Sales Promotion, Direct marketing, Public relations etc.
- To understand the aspects of media planning and creative strategies.
- To make students understand the Advertising planning, Setting goals, and achieving them using DAGMAR approach.
- To make students understand the measuring Advertising Effectiveness monitoring, evaluating, control aspects.

Course Outcomes:

- Students will have adequate knowledge and information about various aspects of promotion, integrated marketing communications, the IMC organisations, details about media availability, message construction etc.
- Students will have ability to comprehend marketing and communication problems using the principles of promotion.
- Ability to apply this knowledge and understanding to solve communication problems.
- Ability to analyse the corporate problems with regard to its environment to devise suitable policy measures for the companies.
- Ability to organize the corporate teams to achieve communication goals.

Pedagogy: Lectures, case discussions and presentations.

UNIT- 1 (12 Hours)

Introduction to Integrated Marketing Communication: Communication mix, Role of IMC in marketing communication process. Source, Message & Channel Factors, Advertising – Purpose, function, type, need & benefits – Commercial & non-commercial advertising.

Role of advertising agency: Types of agencies, agency compensation, evaluation, services offered by agencies, career in agencies

UNIT- 2 (10 Hours)

Advertising planning: Setting goals, objectives, deciding on methods used for advertising budgets, DAGMAR approach

International advertising: Role, international environment, global v/s local advertising, advantages and problems in global advertising

UNIT- 3 (10 Hours)

Measuring Advertising Effectiveness Monitoring, evaluating, control, effectiveness of advertising, methods used for evaluating advertising effects, evaluating print and

broadcasting media, other media, test for checking advertising effectiveness, recognition test, recall test

UNIT- 4 (10 Hours)

Media Planning: Media selection, planning, scheduling, strategy, print media, broadcast media, out-door media, electronic media, Media in Indian scenario, media evaluation, readership survey, TRP rating.

Creative Planning: Creative strategy, meaning, planning, developments, implementation copy writing, for different media, TV, Radio, Newspaper

UNIT- 5 (10 Hours)

Direct Marketing: Role, development of Direct Marketing, Role of Direct Marketing in IMC, Indian scenario in Direct Marketing

Promotion: Importance & type, integration of advertising with Sales Promotion and publicity

Public relations: Meaning, Press release, Issuing news and information power of publicity, corporate advertising, Integration of Public Relations into IMC Event management

Introduction to events, what are events, why events, key elements of events.

Concepts of product pricing and promotions in events

RECOMMENDED BOOK:

Belch and Belch, Advertising and Promotions IMC Perspectives, Tata Mc Graw Hill, 9th Edition, 2013.

REFERENCE BOOKS:

1. Kenneth E Clow, Integrated Advertising Promotion & Marketing, Pearson Education, 6th Edition, 2014.
2. Chunawalla, Foundation of Advertising Theory and Practices, Himalaya Publications, 8th Edition, 2015.
3. Sanjaya Singh, Event marketing and management, Vikas Publication, 1st Edition, 2003
4. O' Guinn, Allen and Others, Advertising Promotions: An Integrated Brand Approach, Cengage Learning, 6th Edition, 2012.
5. Rajeev Batra, Advertising Management, Pearson Education, 5th Edition, 1996.

INTERNATIONAL FINANCIAL MANAGEMENT

Subject Code	4MBAFM01	CIE Marks :	50
Credits (Lecture Hrs/week)	04	SEE Marks :	100
Total no. of Lecture Hrs	52	Exam Duration :	03 Hours

Course Objectives

- To impart knowledge on international monetary and financial system.
- To identify various international sources of funds and instruments available in the international capital and money markets.
- To expose the students to the nuances of exchange rate determination.
- To identify and measure the risks generated by the volatility of exchange rates and use the appropriate hedging technique(s) to reduce the company's exposure to exchange rate risk.
- To expose students on how the MNCs manage their assets and liabilities.

Course Outcome

At the completion of this course, students will be equipped themselves with:

- Complete understanding of the risks and benefits involved in operating globally
- Improved understanding of the structure and functions of international financial markets
- Superior understanding of the role of foreign exchange market in international financial management and the key determinants of exchange rate
- Thorough understanding of various financial tools in addressing risk exposures of MNCs
- A complete understanding of the management of assets and liabilities by MNCs

Pedagogy: Lectures, problem solving, case discussions, and student assignments.

UNIT 1 (12 Hours)

International Financial Environment: The importance, rewards and risks of international finance-Goals of MNC - International monetary system. International flow of funds - Balance of Payments-International trade flows-International capital flows – Agencies that facilitate international flows. Equilibrium, disequilibrium and adjustment of balance of payments and trade deficits.

UNIT-2 (8 Hours)

International Financial Markets: An overview of international financial markets - Foreign exchange markets - Foreign exchange trading – Cash and spot exchange markets - Foreign exchange rates and quotations – Forward markets – Foreign exchange market participants - Exchange rate behavior - Cross rates - Government influence on exchange rates - Arbitrage profits in foreign exchange markets, SWIFT mechanism.

UNIT-3 (12 Hours)

Forecasting Foreign Exchange Rate: Measuring exchange rate movements – Exchange rate equilibrium – Factors affecting foreign exchange rate – Forecasting exchange rates – International parity relationships: Interest rate parity, Purchasing power parity and Fisher Effects.

UNIT-4 (10 Hours)

Foreign Exchange Exposure: Management of Transaction exposure – Management of Translation exposure – Management of Economic exposure. Foreign Exchange Risk Management: Hedging against foreign exchange exposure – Forward market – Futures market – Money Market Hedge - Options market. Alternative Hedging Techniques.

UNIT-5 (10 Hours)**Asset and Liability Management**

Long-Term Asset and Liability Management: Foreign Direct Investment – Multinational Capital Budgeting, Country Risk Analysis- Multinational Cost of Capital and Capital Structure-International Portfolio Investments - Long-term financing: International Bond Financing, International Equity Financing.

Short-Term Asset and Liability Management: An overview of international trade finance, Sources of short-term funds, International cash management.

RECOMMENDED BOOK:

1. Jeff Madura, International Financial Management, Cengage Learning, 12th Edition, 2018.

REFERENCE BOOKS:

1. Eun & Resnick, International Financial Management, Mc-Graw Hill Education, 8th Edition, 2018.
2. Alan C Shaprio, Multinational Financial System, PHI, 10th Edition, 2013.
3. P G Apte, International Financial Management, Mc-Graw Hill Education, 7th Edition, 2014.
4. V Sharan, International Financial Management, PHI, 6th Edition, 2010.
5. Imad. A. Moosa, International Finance: An Analytical Approach, Tata McGraw-Hill, 3rd Edition, 2011.

FINANCIAL & COMMODITY DERIVATIVES

Subject Code	4MBAFM02	CIE Marks	50
Credits (Lecture Hrs/week)	04	SEE Marks	100
Total no. of Lecture Hrs	52	Exam Duration	03 Hours

Course Objectives:

- To explain the basic concepts of derivative contracts and markets.
- To illustrate how forward and futures contracts are priced and how they are used for hedging price risk.
- To expose students to the working of swap contracts for risk management.
- To explain basic concepts, pricing and various trading strategies using option contracts.
- To describe the nature of interest rate markets and how Value at Risk is used as a risk assessment tool.

Course Outcomes:

- Describe the basic concepts of derivatives contracts and working of derivatives markets.
- Compute the price of financial and commodity futures and design hedging strategies using futures contracts.
- Design swap contracts and explain the cash flows to the parties involved.
- Apply the concepts of option contract for designing various trading strategies, compute prices of option contracts and evaluate the same.
- Use the concepts of Value at Risk to assess the risks involved in portfolios and evaluate risk reduction through diversification.

Pedagogy : Lectures, presentations and case studies.

UNIT 1 (5 Hours)

Derivatives: Introduction, Financial and commodity derivatives. Exchange traded and OTC derivatives. Functions of derivatives markets. Players in the derivatives market.

Development of Commodity and Financial Derivatives Markets in India: Role of SEBI in regulating financial derivatives market. Functioning of MCX, NCDEX, NMCE etc.

UNIT-2 (21 Hours)

Risk Management using Forward and Futures Contracts: Forward vs. futures contracts. Trading in futures contracts. Margins. Divergence of spot and future price. Basis risk. Hedging using futures. Pricing of futures contracts – financial & commodity. Futures on stock. Arbitrage opportunities. Futures on stock index. Hedging using index futures. Interest rate futures. Currency futures-valuation.

Commodity Exchange Risk Management: Spot and futures prices. Polling of spot prices. Contract Specifications. Margining system. Marked to Market. Daily and Final Settlement. Circuit Filters. Position Limits. Delivery on derivative exchanges. Options devolvement mechanism.

UNIT-3 (5 Hours)

Swaps: Mechanics of swap transaction. Designing interest rate swap. Designing Currency swap. Commodity and equity swaps. Valuation of swaps.

UNIT-4 (15 Hours)

Option Contracts: Types of options. Characteristics. Pricing of option contracts. Put-Call parity. Binomial model. Black & Scholes Model. Option Greeks. Options on stocks, options on stock indices, currency options and other exotic options. Hedging strategies using options. Trading strategies– spreads and combinations.

UNIT-5 (6 Hours)

Interest Rate Markets: Types of rates. Zero rates. Determining zero rates. Forward rates. FRAs. Interest rate derivatives. Black model. Credit Risk Management. Value at Risk. Historical simulation. Model building approach. Linear approach. Quadratic approach. Monte Carlo simulation. Stress testing & back testing.

RECOMMENDED BOOK:

John C Hull, Options, Futures & Other Derivatives, Pearson Education, 10th Edition, 2018.

REFERENCE BOOKS:

1. Jayanth Rama Varma, Derivatives & Risk Management, Tata McGraw Hill, 1st Edition, 2011.
2. N D Vohra & B R Bagri, Futures & Options, Tata McGraw Hill, 2nd Edition, 2011.
3. Multi Commodity Exchange Reference Material.

TAX MANAGEMENT

Subject Code	4MBAFM03	CIE Marks	50
Credits (Lecture Hrs/week)	03	SEE Marks	100
Total no. of Lecture Hrs	39	Exam Duration	03 Hours

Course Objectives:

- To provide knowledge of taxation system framework in India.
- To familiarize students with aspects of tax planning and tax management.
- To familiarize students with tax planning for different assesses
- To provide knowledge of corporate taxation
- To provide an overview of International taxation.

Course Outcomes: At the end of the course the student must be;

- Able to analyse the current taxation framework in India.
- Understand and comprehend the aspects of tax planning and tax management of different assesses.
- Understand the aspects of corporate taxation.
- Understand the basic aspects of International taxation.
- Ability to utilize GST system for their career.

Pedagogy: Classroom discussions, problem solving, student assignments and presentations.

UNIT 1 (7 hours)

Basic Concepts: General Framework of direct taxation in India. Assessment year, previous year, person, Assessee, Income, charges on income, gross total income, capital and revenue receipts, residential status (Individual only), receipt and accrual of income, connotation of income deemed to accrue or arise in India, incidence of tax.

UNIT 2 (16 hours)

Individual Tax Planning and Management: Heads of Income (Theory), Basic problems on Salary including components on pension, gratuity, leave salary, provident fund, allowances and perquisites, House property (single house) and Capital Gains.

Basic problems on computation of Total Income and available Deductions u/s 80C, 80CCC, 80CCD, 80D, 80DD, 80DDB, 80G, 80GG, 80GGC, 80TTA, and 80U. Tax Management: Filing of Returns and Assessments, Penalties and Prosecutions, Appeals and Revisions, Advance Tax, TDS, Advance Rulings.

UNIT 3 (08 hours)

Corporate Tax Planning and Management: Tax Planning: Concepts relating to Tax Avoidance and Tax Evasion, Computation of Taxation of Domestic Companies, Minimum Alternate Tax on Companies, Tax Liability of domestic companies and Tax exemptions.

UNIT 4 (5 hours)

Goods and Service Tax (Theory only):

Goods and Services Tax – Definition, Types, Importance, Merits and Demerits, Implementation in India.

UNIT 5 (3 Hours)

International Taxation (Theory only):

Basic concepts of international taxation- An overview from Indian perspective, objectives, tax treaty, domestic tax reforms, double taxation avoidance agreement, purpose and types, tax heavens.

RECOMMENDED BOOKS:

1. Singhanian- Students Guide to Income Tax–Taxman Publications, (Latest edition)

REFERENCE BOOKS:

1. Vision Publications, Corporate Tax Planning: R.N. Lakhotia
2. Ahuja, G. K. & Gupta, Ravi, Systematic Approach to Income Tax. Allahabad, Bharat Law House Vinod
3. V S Datey – Indirect Taxes (latest edition)– Taxman Publications
4. E A Srinivas – Corporate Tax Planning (latest edition); McGraw Hill Education Ltd., Noida.
5. Roy Rohatgi – Basic International Taxation (latest edition), Kluwer Law International Ltd., New Delhi.
6. Mehrotra- Direct Tax (latest edition)– Sahitya Bhavan
7. T N Manoharan(latest edition)- Students Guide to Income Tax – Snow White
8. Girish Ahuja & Ravi Gupta – Corporate Tax Planning and Management(latest edition), Direct Tax Law and Practice: Bharat Law House (P) Ltd., New Delhi.

PROJECT ANALYSIS & MANAGEMENT

Subject Code	4MBAFM04	CIE Marks	50
Credits (Lecture Hrs/week)	03	SEE Marks	100
Total no. of Lecture Hrs	39	Exam Duration	03 Hours

Course Objectives:

- To orient the students on the process of project idea generation and screening.
- To impart knowledge about various factors for analyzing the projects based on demand, market, technical and financial aspects.
- To expose the students to the procedures to project the future cash flows and balance sheet.
- To equip the students with various tools available to finance, monitor and control projects in India.
- To acquaint the students about steps involved in efficient management of projects.

Course Outcomes:

- Describe the method of generating project ideas and screening them.
- Address the rationale for social cost-benefit analysis.
- Illustrate the use of network techniques for successful project implementation alongside the procedures for overall financial analysis of the project.
- Trace out the sources and process for financing a project in India.
- Structure the most ideal method of monitoring, controlling and evaluating a project.

Pedagogy : Lectures, presentations and case studies

UNIT 1 (8 Hours)

Project Management: Forms of project organization – project planning – project control – human aspects of project management – prerequisites for successful project implementation. Generation and Screening of Project Ideas: Generation of ideas – preliminary screening – project rating index - the Porter's model for estimation of profit potential of industries. Market, Demand and Technical Analysis.

UNIT-2 (8 Hours)

Financial Analysis: Estimation of cost of project and means of financing, estimates of sales and production, cost of production, working capital requirements and its financing, estimates of working results, breakeven point projected cash flow statement, projected balance sheet. Appraisal criteria: Net Present Value – benefit cost ratio – internal rate of returns– payback period – accounting rate of returns – investment appraisal in practice. Project Risk Analysis: Sources, Measures and Perspective on Risk, Sensitivity Analysis, Scenario Analysis, Hillier Model, Simulation, Decision Tree and Project selection under risk.

UNIT-3 (6 Hours)

Social Cost Benefit Analysis (SCBA): Rationale for SCBA – UNIDO approach to SCBA – Little and Mirrlees approach to SCBA, Analysis of Shadow pricing. Environmental appraisal of projects: types and dimensions of a project – meaning and scope of environment – Environment – Environmental resources values–environmental impact assessment and environmental impact statement.

Environmental Accounting (EA): Concept of EA, National and Corporate Perspectives of EA, Forms of EA, Environmental Management Accounting: Segment EA, Eco Balance EA, Corporate EA., Environmental Financial Accounting, Environmental National Accounting, Case Studies.

UNIT-4 (5 Hours)

Project financing in India: Means of finance – norms and policies of financial institutions, SEBI guidelines, Sample financing plans, structure of financial institutions in India – schemes of assistance – term loans procedures – project appraisal by financial institutions. Financial feasibility analysis–preparation of detailed project report–format of application form of all India financial institutions, Recent trends and models of financing projects in India like PPP, BOOT, VGF etc.

UNIT-5 (12 Hours)

Network techniques for project management – development of project network – time estimation- project time control – 'What if' analysis – determination of critical path – scheduling when resources are limited – PERT and CPM models – Network cost system.

Monitoring and Controlling the Project – The Plan – Monitor – Control Cycle; Earned value; Project Control, Designing Control Systems. Evaluating and Terminating the Project - Evaluation of Projects, Project Auditing and Project Termination.

RECOMMENDED BOOK:

1. Prasanna Chandra, Project Planning: Analysis, Selection, Implementation and Review, Mc-Graw Hill Education, 8th Edition, 2017.

REFERENCE BOOKS:

1. K Nagarajan, Project Management, New Age International, 8th Edition, 2017.
2. Samuel J. Mantel, Jr. & others with M R Gopalan, Project Management (Core Textbook), Wiley India 2006, 1st Indian Edition,(Chapters 7 & 8).
3. Environmental Accounting, S N Maheshwari, Suneel K Maheshwari, Sharad K Maheshwari, " Advanced Accountancy" Volume – II, Vikas Publishing House, 11th Ed, 2018.

BANK CREDIT MANAGEMENT

Subject Code	4MBAFM05	CIE Marks	50
Credits (Lecture Hrs/week)	03	SEE Marks	100
Total no. of Lecture Hrs	39	Exam Duration	03 Hours

Course Objectives:

- Provide basic understanding of various functions and tools of a central bank.
- Provide an overview of commercial banking structure and functions
- Provide in-depth knowledge on credit process and financial appraisal of credit decision.
- Provide basic understanding of various tools used to appraise corporate performance.
- Equip the students with the credit functioning, credit monitoring and credit risk analysis.

Course Outcomes:

- Basic knowledge of various functions and tools of a central bank.
- Knowledge of commercial banking structure and important legal aspects
- Ability to evaluate / decision making with respect to credit appraisal
- Understanding of credit risk and its management.
- Increased employability with banks and other financial institutions.

Pedagogy: Lectures, presentations and case studies

UNIT 1 (5 Hours)

Central Banking and Interest Rates: Central banking-tools & instruments. Central Banking – Changing scenario. Central banking in various countries. Banking sector reforms in India. Bank rates. Prime Lending Rates. Impact of low interest rates.

UNIT-2 (8 Hours)

Banking Functions and Systems: Basic concepts. Retail banking – nature & scope. Customer Relationship Management. Laws in every day banking. Commercial banking systems and structure. Sources of bank funds–Bank deposits. Pricing deposit services. Important legal aspects. Capital adequacy and regulations. Risk based capital standards. Reserve requirements. CRR & SLR – Components and maintenance.

UNIT-3 (10 Hours)

Credit Function: Basic concepts. Credit process. Financial appraisal for the credit decision. Appraisal of credit considering non-financial parameters. Types of loan and their features. Loan pricing and customer profitability analysis. Modes of credit delivery. Legal aspects of lending. Types of borrowers and modes of lending. Common securities for bank loans. Bank finance for infrastructure projects.

UNIT-4 (8 Hours)

Credit Monitoring: Basic concepts. Credit monitoring and rehabilitation process. Warning signs for identifying sickness. SME and corporate debt restructuring in India. Debt Recovery Tribunals (DRT)–functions, authority, power. SARFEASI Act, Insolvency and Bankruptcy Code–Need, features, procedures.

UNIT-5 (8 Hours)

Credit Risk: Credit risk-basic concepts. Credit risk transfers. Treatment of credit risk in India. Asset classification and provisioning norms. Securitisation and credit derivatives. Basel Committee – principles for the assessment of management of credit risk.

RECOMMENDED BOOK:

Paul Justin, Suresh Padmalatha, 'Management of Banking and Financial Services', 3rd Edition, Pearson Education, 2014.

REFERENCE BOOKS:

1. Chatterjee Arun, Credit Management-A Practical Approach, Skylark Publications, 1st Edition, 2004.
2. Indian Institute of Banking & Finance, Principles and Practice of Banking, Macmillan India Ltd., 3rd Edition, 2015.

OCCUPATIONAL TESTING

Subject Code	4MBAHR01	CIE Marks	50
Credits (Lecture Hrs/week)	04	SEE Marks	100
Total no. of Lecture Hrs	52	Exam Duration	03 Hours

Course Objectives:

- To understand occupational testing
- To understand various instruments and tools used for psychometric testing
- To develop the ability to administer questionnaires and instruments
- To develop a knowledge base of construction of scales and tools across the broad areas of behavioural sciences.
- To make aware of the applications of psychology in the professions associated with human behaviour.

Course Outcomes

- Students will be able to have a complete understanding of the psychometric techniques
- Students will be able to make inference from psychometric testing
- Students will know the research methods used in psychology, application of knowledge in research design, and data analysis
- Students will critically assess information related to the study of behavior and mental processes, and use the critical assessment tools in forming conclusions and arguments
- Students will develop tolerance for ambiguity and opinions that differ from their own

Pedagogy: Lecture, Articles and journal references, case studies.

UNIT 1 (8 Hours)

Measurement in Psychological Research: definition, meaning, role of measurement in psychology. Measurement scales: nominal, ordinal, interval and ratio. Attributes of measuring instruments & problems in psychological measurement

UNIT 2 (12 Hours)

Origin and functions of psychological testing:

Psychological tests: concept, definition, nature and characteristics. Types, control and use of psychological tests; test administration.

History of Psychological Testing: Early interests in mentally retarded, first experimental contributions of Francis Galton, Raymond Cattell, and Alfred Binet.

UNIT 3 (14 Hours)

Technical and Methodological Principles:

Test construction: why and what they measure, steps involved in test construction, main points in planning construction of tests. Item analysis: meaning, steps.

Scoring and problems in scoring

Reliability: meaning, types of reliability, factors affecting, importance of reliability.

Error and errors of measurement

Validity: definition, types, factors affecting validity, relationship between reliability and validity

Norms: (interpretation of test scores; quantitative and qualitative) definition and nature, relevance, factors influencing, difference between norms and standards

UNIT 4 (12 hours)

Ability and Personality tests:

Individual tests and Group tests: Self report, personality inventories, measurement of interests and attitudes, projective tests, other assessment techniques.

UNIT 5 (6 Hours)

Application of and ethical and social issues in psychological testing

Applications in: educational, counseling and guidance, clinical and organisational setting.

Ethical and social issues- protection of privacy, confidentiality, user qualification and competence, testing diverse populations

RECOMMENDED BOOKS:

1. Ronald Cohen, Mark E Swerdlik, Medha M Kumthekar, Occupational Testing', McGraw-Hill Higher Education, 7th edition, 2014.

REFERENCE BOOKS:

1. Narendra Kumar Chadha, Applied Psychometry, SAGE Publications India Pvt Ltd, 2009.
2. McIntire, S. A. & Miller, L. A, Foundations of Psychological Testing, Boston: SAGE Publications India Pvt Ltd, 4th Edition, 2013.
3. M.L. Blum & J.C. Naylor, Industrial Psychology, CBS Publishers and Distributors, New Delhi, 3rd Edition, 2004.
4. P.K.Ghosh and M.B. Ghorpade, Industrial Psychology, Himalaya Publishing House, 4th Edition, 2018.
5. Anne Anastasi & Susana Urbina, Psychological Testing, Pearson Education, Inc, 7th Edition.2017.

Web sources:

1. American Psychological Association
(<http://www.apa.org/science/testing.html>)
2. American Educational Research Association (AERA)
(<http://www.aera.net/divisions/d/>)

ORGANIZATIONAL DEVELOPMENT

Subject Code	4 MBAHR02	CIE Marks	50
Credits (Lecture Hrs/week)	04	SEE Marks	100
Total no. of Lecture Hrs	52	Exam Duration	03 Hours

Course Objectives:

- To understand the importance of Organizational Development (OD) in management
- To introduce the concepts and practices of OD
- To familiarize students with OD strategies
- To provide experiences through case studies in OD
- To provide for field surveys to get a feel of the organisations across sectors

Course Outcomes:

- Understanding the importance of OD in management
- Understanding the concepts and practices of OD
- Crafting of creative strategies in OD
- Ability to use OD knowledge in organizations
- Develop ability through analysing current events and arriving at meaningful diagnosis for the organisational state of affairs.

Pedagogy: Lectures, Case studies and Presentations.

UNIT 1 (12 Hours)

Conceptual framework of OD: Overview of the field of Organizational Development (OD), Definitions of OD, History of OD, values, assumptions and beliefs in OD, characteristics of OD.

UNIT 2 (10 Hours)

Organizational change and OD: Dynamics of planned change, force field analysis, Types of organizational change, triggers for change, factors leading to resistance to change, objectives and strategies for implementing organizational change, OD interventions to implement organizational change initiatives.

UNIT 3 (10 Hours)

An overview of OD interventions: Process of OD, types of OD interventions Classification of OD interventions, Organizational Diagnosis, Weisbord's (Six Box) model for organizational diagnosis, Beckhard's confrontation meeting.

UNIT 4 (12 Hours)

Theory and Management of OD: Participation and empowerment, empowerment & commitment, Teams and team work, Broad team building interventions, Parallel learning structures, A Normative re – educative strategy of changing, Process consultation approach to change, Action research, a process and an approach.

UNIT 5 (8 Hours)

Organizational climate: OCTAPACE Model of climate survey- Structural Interventions and the applicability and future of OD, the changing environment, Implications of OD for the client, Ethical standards in OD, OD's future.

RECOMMENDED BOOK:

French, Bell and Zawacski, Organization Development and Transformation, New Delhi, Tata Mc Graw Hill, (10th Reprint), 2012.

REFERENCE BOOKS:

1. Wendell L French, Cecil H & Bell Jr., Organizational Development–Behavioural Science Interventions for Organization improvement, Pearson Education, 2014.
2. S Ramnarayan, T V Rao & Kuldeep Singh, Organization Development–Interventions & strategies, Response Books, 2003.
3. Richard Bechard, Organizational Development: Strategies & Models, Addison Wesley Publishing, 1969.
4. Cummings & Worley, Organizational Development & Change, Cengage Learning, 10th Edition, 2015.
5. Laxmi Devi (Editor in chief), Organization Development, Anmol Publications, 1998.
6. Warren G Bennis, Nature of Organizational Development, Addison Wesley Publishing, 1969.
7. Stephen P Robbins, Organizational Behaviour, Pearson Education, 16th Edition, 2017.
8. Marguiles N Raina A P, Organizational Development: values, process and technology, McGraw Hill Publishing, 1975.

TEAM DEVELOPMENT AND LEADERSHIP

Subject Code	4MBAHR03	CIE Marks	50
Credits (Lecture Hrs/week)	03	SEE Marks	100
Total no. of Lecture Hrs	39	Exam Duration	03 Hours

Course Objectives:

- To provide basic understanding of the concepts of team, team work, group dynamics in accomplishing organizational goals.
- To brief the importance of virtual teams in the context of globalization.
- To explain the various leadership theories by Stephen Covey, Robin Sharma, Max Landsberg, Warren Bennis and Burt Nanus.
- To enlightens students with the challenges of leadership in the corporate world.
- To discover the emerging issues in leadership including strategic leadership, leaders of public well being, leaders in recession and downturn and leaders in social enterprise.

Course Outcomes:

By the end of the course, the students should be able to:

- Gain practical knowledge on the importance of team and group dynamics.
- Better understanding on the operation of virtual teams and challenges of supervision in virtual teams.
- An in-depth understanding of various theories of leadership.
- Critical analysis of the role of leader in 21st century.
- Analyzing the emerging issues of leadership in the globalization era.

Pedagogy: Lectures, case analysis, and discussions.

UNIT 1 (10 Hours)**Introduction to Team work:**

Meaning of Team and Group. Difference between the Team and the Group. Classification of teams. Advantages and Disadvantages of Team work. Shared purpose and Common Goals of Teams. Stages of Team Formation and Team Dissolution. Feedback in Teams. Team Performance curves. Group dynamics and group politics.

UNIT-2 (10 Hours)

Operation of Teams and Emotional Intelligence: Self-Managed Work Teams (SMWT) – meaning, scope, objectives, advantages and disadvantages.

Virtual Teams - meaning, scope, objectives, advantages and disadvantages. Challenges of supervision in Virtual Teams.

Emotional Intelligence (EI) – meaning, emotional problems in Team Building and how to manage Emotional Intelligence. Daniel Goleman's Theory of Emotional Intelligence and its relevance in Team Building.

UNIT-3 (5 Hours)

Leadership: Meaning, definition, role, significance of leadership in organization. Differences between Leading, Managing and Entrepreneurship.

UNIT-4 (10 Hours)

Leadership Theories: The managerial grid, path – goal theory, Leadership Theories propounded by Daniel Goleman, John Adair,

Seven Habits of highly effective people by Stephen Covey. Transactional and Transformational Leadership.

UNIT-5 (4 Hours)

Leadership in the 21st Century: The challenges of leadership in the corporate world Teaching leadership. Differences between leaders and followers. Strategic Leadership and Leadership succession. Change Management and Leadership differences. Leader as a change agent.

RECOMMENDED BOOKS:

1. Andrew Dubrin, Principles of Leadership, Cengage Learning, 7th Edition, 2015.
2. Dr. B. Ratan Reddy, Team Development & Leadership, Jaico Publishing, 1st Edition, 2005.

REFERENCE BOOKS:

1. Jon R Katzenbach & Douglas K Smith, The Wisdom of Teams, Harper Business, 2006.
2. Hersey Paul & Kenneth Blanchard, Management of Organizational Behaviour, Pearson Higher Education, 10th Edition, 2012.
3. Gary Yukl, Leadership in Organizations, Pearson Education, 8th Edition, 2017.
4. Richard L Daft, Leadership, Cengage Learning, 6th Edition, 2017.
5. Craig Watson, Dynamics of Leadership, Jaico Publishing, 2001.
6. Stephen Robbins, Organizational Behaviour, Pearson Education, 16th Edition, 2017.
7. Fred Luthans, Organizational Behaviour, Mc-Graw Hill Education, 12th Edition, 2011.
8. Mike Wood Cock, Team Development Manual, Grower Publishing, 2nd Edition, 1989.
9. Robert Blake & Jane Mouton, Spectacular Team Work, Sidwick & Jackson Ltd., 1987.

LEARNING AND DEVELOPMENT

Subject Code	4MBAHR04	CIE Marks	50
Credits (Lecture Hrs/week)	03	SEE Marks	100
Total no. of Lecture Hrs	39	Exam Duration	03 Hours

Course Objectives:

- To provide basic understanding of T&D.
- To equip the students with the basic training process and various benefits from T&D.
- To provide the detail description of training need analysis framework.
- To empower with the knowledge to understand different methods and techniques of training.
- To facilitate the students to design, validate and evaluate the training.

Course Outcomes:

By the end of the course, the students should be able to:

- Describe the importance and objectives of training
- Differentiate between training and development and recognize the role training plays in the organization.
- Develop the framework for training need analysis.
- Structure the training design.
- Demonstrate the various training methods and techniques.
- Analyze the evaluation and validation of training.

Pedagogy: Lectures, case analysis, and discussions.

UNIT 1 (4 Hours)

Introduction: Definition, Scope, Difference Concepts, Objectives, Benefits of training, The role of Training in Organizations, Place of Training in organizational structure, A training process Model, Difference between training and development.

UNIT-2 (12 Hours)

Training Needs Analysis: The framework for conducting a Training Needs Analysis: Organizational Analysis, Operational analysis, Person Analysis, Gathering Training Needs Data, Outcomes of Training Needs Analysis – Non training Needs, Training Needs, Approaches to Training Needs Analysis Business. TNA and Design.

Training Design: Factors, Training design Process, Organizational constraints, Developing objectives, why use Training objectives, Facilitations of learning-focus on trainee, Facilitation of Learning-focus on training design, facilitation of transfer-focus on training, facilitation of transfer focus on organizational intervention, Design theory, Outcomes of Design.

UNIT-3 (10 Hours)

Training Methods and Techniques: Approaches to Training, Matching Methods with Outcomes. Lectures and Demonstrations – Straight Lectures, Discussion Methods, Demonstrations. Computer – Based Training-Programmed Instruction, Intelligent Tutoring Systems, Interactive Multimedia, Virtual Reality. Games and Simulations – Equipment

Simulators, Business Games, In-Basket Technique, Case studies, Role Play, Behaviour Modelling. On-The-Job Training – Job Instruction Technique, Apprenticeship Training, Coaching, Training The Trainer For On-The-Job Training.

UNIT-4 (7 Hours)

Validation, Evaluation of Training: Validation concepts, Types, Methods. Rationale For Evaluation, Need, Principles, Criteria, Objectives, Approaches, Resistance to Evaluation, Types of Evaluation Instruments, Types of Evaluation Data, Evaluation Designs, KirkPatrick model. Training Audit – Meaning, Features, Approaches, Functions, Model, and Steps.

UNIT-5 (6 Hours)

Management Development: Why focus on Management Development, Approaches to Management Development, Overview of the Managerial Job, Management Characteristics, Management Development implications, Sources of Knowledge and Skills, Special needs of Technical Manager, Training for Executive Level Management.

RECOMMENDED BOOK:

1. P Nick and Blanchard, Effective Training, Pearson Education/PHI, (latest edition) 5th Edition, 2015.

REFERENCE BOOKS:

1. Dr.B.Janakiraman, Training & Development, Biztantra/Wiley Dreamtech, 20S K Bhatia, Training and Development–concepts and practices, Deep and Deep Publications (P) Ltd., 2004.
2. R P Singh, Management of Training Programme, Anmol Publications, 2000.
3. A H Anderson, Training in Practice, Infinity Books.
4. Training and Development, ISTD Publications, Excel Books.
5. An Introductory Course in Training and Training Methods for Management Development, ILO Publication–Sterling Publications (P) Ltd., 7th Edition, 1981.
6. Training and Development, S True Love Sage Publications.
7. Philip, ASTD Hand book of design & development of Training, TMH, 1st Edition.
8. Rolf Lynton and Udai Pareek, Training for Organizational Transformation, Sage Publications, New Delhi, 2000.
9. Dr. B. Ratan Reddy, Effective HR Training Development Strategy, HPH, 2013.

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Subject Code	4MBAHR05	CIE Marks	50
Credits (Lecture Hrs/week)	03	SEE Marks	100
Total no. of Lecture Hrs	39	Exam Duration	03 Hours

Course Objectives:

- To know the concept of International Human Resource Management and its importance in today's business.
- To study recruitment, selection, training and development, performance appraisal in the context of international business.
- To know the key issues in international industrial relations.
- To get students ready to become successful expatriates.
- To assist students to achieve intercultural competence.

Course Outcomes

- To know the concepts of International Human Resource Management (IHRM) and its importance in today's business.
- To study recruitment, selection, training and development. Performance appraisal in the context of International business.
- To know key issues in International Industrial relations. To understand various issues involved in Training and Development of Expatriates.
- To study the different compensation practices in the context of International Human Resource Management.
- To know key issues in International Industrial relations.

Course Pedagogy: Lectures, case discussions and presentations

UNIT 1 (9 Hours)

Introduction: Definition – Approaches to IHRM – Difference between IHRM and Domestic HRM–Reasons for emergence of IHRM–Internationalization of HRM. Socio-cultural context– Culture and employee management issues–Linking HR to International expansion strategies – Culture and specific HRM issues– non-cultural influences of HRM.

UNIT-2 (6 Hours)

International Recruitment and Selection: Different approaches to multinational staffing decisions – Advantages and Disadvantages of different selection methods – parent country nationals – third country nationals – host country nationals – selection criteria – use of selection tests.

UNIT-3 (9 Hours)

Performance Management & Compensation: Constraints in goal attainment – performance and appraisal in IHRM – appraisal of expatriate, third and host country employees. International compensation: Approaches to international compensation – repatriation process.

UNIT-4 (6 Hours)

Training and Development: Expatriate training – training of host country nationals – developing international staff and multinational teams – knowledge transfer in multinational companies.

UNIT-5 (9 Hours)

International Labour Relations: Key issues – response of labour unions to MNCs – social dumping. HRM International Joint Ventures, HRM Practices in different countries – Japan, USA, UK, Turkey, Middle East, India and China – International HRM strategies – Differentiation or Integration.

RECOMMENDED BOOKS:

1. Peter J Dowling, Denice E Welch, and Randall S Schuler, International Human Resource Management, Cengage Learning, 7th Edition, 2017.
2. Monir H Tayeb, International Human Resource Management, Oxford University Press, 2007.

REFERENCE BOOKS:

1. Hugh Scullion, Margarel Linehan, International Human Resource Management, Palgrave McMillan, 2005.
2. Evans, The Global Challenge: Frame works for International HRM, McGraw Hill, 2nd Edition, 2011.
3. Hillary Harris, Christ, Brewster & Paul Spamon, International HRM, VMP Publishers.
4. Terence Jackson, International HRM, Sage Publication, 2nd Edition, 2013.
5. Anne Wil Harzing & Joris Van, Ruysse Veldt, International HRM, Sage Publication, 3rd Edition, 2010.