

SCHEME OF STUDIES & SYLLABUS

MASTER OF BUSINESS ADMINISTRATION

PROGRAMME

(Batch 2021-2023)

UNDER AUTONOMOUS SYSTEM



Department of MBA

Siddaganga Institute of Technology

Tumakuru- 572 103.

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INTRODUCTION

Department of MBA 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 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 infrastructure facility in the year 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 recognised as a Research Centre to offer Ph.D., programme by the VTU in 2005. VTU granted autonomous status to the MBA Programme in the year 2008. The Department has been recognised 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.

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 five 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.

Programme Educational Objectives & Program Outcomes***Programme Educational Objectives (PEOs)***

After 4-5 years of completing the MBA programme from Siddaganga Institute of Technology, Tumakuru, our students should be able to:

- Be decision makers in the corporate world
- Be successful entrepreneurs
- Be good teachers and researchers in management education.

By 10-15 years of completing the MBA programme, our students should be able to

- Occupy leadership positions in the corporate world
- Be members of strategic teams in organisations
- Be consultants to organisations.

Program Outcomes (POs)

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

- PO1:** Apply knowledge of management theories and practices to solve business problems.
- PO2:** Foster analytical and critical thinking abilities for data-based decision making.
- PO3:** Ability to develop value-based leadership.
- PO4:** Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business.
- PO5:** Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
- PO6:** Inculcate self-sustaining entrepreneurial traits.
- PO7:** Demonstrate research skills and life-long learning.

Scheme of Study and Examination (2021-23 BATCH)

MBA I Semester

Subject Code	Name of the Subject	Credits	Contact Hours				Examination			
			Lecture hours / per week	Lab hours / week	Self Learning Component	Total lecture hours	Duration (hours)	CIE Marks	SEE Marks	Total Marks
N1MBA01	Management and Organizational Behaviour	4	4	--	--	52	3	50	50	100
N1MBA02	Business Statistics with Worksheets *	3	1	4	--	39	1.5#	50	50	100
N1MBA03	Business Economics	3	3	--	--	39	3	50	50	100
N1MBA04	Marketing Management	3	3	--	--	39	3	50	50	100
N1MBA05	Financial Accounting- Reporting and Analysis	3	3	--	--	39	3	50	50	100
N1MBA06	Ethics, Governance and Leadership **	3	2	--	1	39	3	50	50	100
N1MBA07	Essentials of Entrepreneurship**	3	2	--	1	39	3	50	50	100
N1MBA08	Managerial Communication	3	2	2	--	39	1.5#	50	50	100
Total		25								800

* Two lab hours = 1 credit / 1 theory = 1 credit

** One hour self-study under the supervision of course faculty

The Semester End Examination will be based on multiple choice questions.

Scheme of Study and Examination (2021-23 BATCH)

MBA II Semester

Subject Code	Name of the Subject	Credits	Contact Hours				Examination			
			Lecture hours / week	Lab hours / week	Self Learning Component	Total lecture hours	Duration (hours)	CIE Marks	SEE Marks	Total Marks
N2MBA01	Operations Management	3	3	--	--	39	3	50	50	100
N2MBA02	Financial Management	3	3	--	--	39	3	50	50	100
N2MBA03	Strategic Management	3	3	--	--	39	3	50	50	100
N2MBA04	Human Resource Management	3	3	--	--	39	3	50	50	100
N2MBA05	Business Research Methods@	3	2	--	1	39	3	50	50	100
N2MBA06	Managing Information Technology, Systems and Business	3	3	--	--	39	3	50	50	100
N2MBA07	Big Data Tools for Managers*	3	1	4	--	39	1.5#	50	50	100
N2MBAES	Employability Skills (Mandatory non-credit)**	0	2	--	--	2	--	100	--	--
N2MBACB	Seminar on Contemporary Business ##	2	0	--	--	--	--	100	--	100
N2MBAPS	Project on social and rural issues##	2	0	--	--	--	--	100	--	100
Total		25								900

@ One hour self-study under the supervision of course faculty

* Two lab hours = 1 credit / 1 theory = 1 credit

**A student will be declared passed or failed based on continual evaluation of their performance in group discussion, mock-interview and other events designed.

The Semester End Examination will be based on multiple choice questions.

##Based on internal evaluation described in detail as part of the syllabus.

Scheme of Study and Examination (2021-23 BATCH)

MBA III Semester

Subject Code	Name of the Subject	Credits	Contact Hours			Examination			
			Lecture hours / week	Self-learning Component	Total lecture hours	Duration (hours)	CIE Marks	SEE Marks	Total Marks
N3MBA01	Cost and Management Accounting	4	4	--	52	3	50	50	100
N3MBA02	Supply Chain Management	3	3	--	39	3	50	50	100
N3MBA03	Legal Environment of Business	3	3	--	39	--	50	50	100
N3MBAFD	Seminar on Functional Domain*	1	--	1	--	--	100	--	100
N3MBAMN	MOOCS / NPTEL**	2	--	2	--	--	100	--	100
N3MBAAS	Aptitude Skills#	1	1	--	--	--	100	--	100
N3MBAXXXYY (FM/MM/HR)	Specialization Paper –I (Core)	3	3	--	39	3	50	50	100
N3MBAXXXYY (FM/MM/HR)	Specialization Paper –II (Core)	3	3	--	39	3	50	50	100
N3MBAXXXYY (FM/MM/HR)	Specialization Paper –III (Soft)	3	3	--	39	3	50	50	100
N3MBAXXXYY (FM/MM/HR)	Specialization Paper –IV (Soft)	3	3	--	39	3	50	50	100
	Total	26	800						

* CIE is awarded on the basis of conducting a research on the chosen topic of their specialisation, 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 the syllabus book.

**The Department offers a bouquet of specialisation courses available on different MOOC platforms every year. A student should register for a course and complete the course successfully to get the credit.

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	N3MBAMM06	Sales and Distribution Management	3
2	N3MBAMM02	Consumer Behaviour	3
		Soft (Any Two)	
1	N3MBAMM03	Business Marketing	3
2	N3MBAMM07	Retail Management	3
3	N3MBAMM05	Rural Marketing	3
		Finance Stream	
		Core	
1	N3MBAFM01	Investment Analysis & Management	3
2	N3MBAFM02	Financial Institutions & Markets	3
		Soft (Any Two)	
1	N3MBAFM03	Mergers, Acquisitions & Corporate Restructuring	3
2	N3MBAFM04	Advanced Corporate Finance	3
3	N3MBAFM05	Risk Management & Insurance	3
		Human Resource Management Stream	
		Core	
1	N3MBAHR01	Advanced Organizational Behaviour	3
2	N3MBAHR02	Employment Relation Laws	3
		Soft (Any Two)	
1	N3MBAHR03	Industrial Relations in India	3
2	N3MBAHR04	Personnel Management	3
3	N3MBAHR05	Organizations - Structure, Process & Design	3

Scheme of Study and Examination (2021-23 BATCH)

MBA IV Semester

Subject Code	Name of the Subject	Credits	Contact hours			Examination			
			Lecture hours / week	Tutorial classes / week	Total lecture hours	Duration (hours)	CIE Marks	SEE Marks	Total Marks
N4MBAIS	Internship*	8	--	--	--	--	100	--	100
N4MBACP	Capstone Project**	4	--	--	--	--	100	--	100
N4MBAFS	Finishing School*** (Mandatory non-credit)	0	2	--	2	--	100	--	100
N4MBAXXXY (FM/MM/HR)	Specialization Paper –I (Core)	3	3	--	39	3	50	50	100
N4MBAXXXY (FM/MM/HR)	Specialization Paper –II (Core)	3	3	--	39	3	50	50	100
N4MBAXXXY (FM/MM/HR)	Specialization Paper –III (Soft)	3	3	--	39	3	50	50	100
N4MBAXXXY (FM/MM/HR)	Specialization Paper –IV (Soft)	3	3	--	39	3	50	50	100
	Total	24							

* Internship: The student will work in an organization for a period of 8 weeks and gain work experience. The detailed guidelines pertaining to Internship are given as part of the syllabus.

** Capstone Project: There is a strong emphasis on Capstone Project as a part of the regular course. The students are required to undertake the project and conduct analysis, presentation, report submission etc. during the course of IV semester. The project has to be an empirical research study involving concepts, tools and techniques studied throughout the 4 semesters. Further, details on evaluation are given in the syllabus.

***A student will be declared passed or failed based on continual evaluation of their performance in group discussion, mock-interview and other events designed.

Details about Specialization Streams in the Fourth Semester

#	Course Code	Course Name	Credits
		Marketing Stream	
		Core	
1	N4MBAMM06	Services Marketing	3
2	N4MBAMM09	Digital Marketing	3
		Soft (Any Two)	
1	N4MBAMM03	International Marketing Management	3
2	N4MBAMM08	Strategic Brand Management	3
3	N4MBAMM10	Integrated Marketing Communications	3
		Finance Stream	
		Core	
1	N4MBAFM01	International Financial Management	3
2	N4MBAFM02	Financial & Commodity Derivatives	3
		Soft (Any Two)	
1	N4MBAFM03	Tax Management	3
2	N4MBAFM04	Project Analysis & Management	3
3	N4MBAFM05	Bank Credit Management	3
		Human Resource Management Stream	
		Core	
1	N4MBAHR01	Occupational Testing	3
2	N4MBAHR02	Organizational Development	3
		Soft (Any Two)	
1	N4MBAHR03	Team Development & Leadership	3
2	N4MBAHR04	Learning & Development	3
3	N4MBAHR05	International Human Resource Management	3

I SEMESTER SYLLABUS

MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

Subject Code	N1MBA01	CIE Marks :	50
Credits (Lecture Hrs./week)	4	SEE Marks :	100
Total no. of Lecture Hrs.	52	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

CO1: Comprehend the principles of management, planning and organizing.

CO2: Describe the principles of leadership, motivation and control.

CO3: Elaborate the basics of organizational and individual behavior.

CO4: Elucidate the concepts of individual behaviors, personality, perception and attitudes.

CO5: Explain the behaviors in organization, current opportunities and challenges dynamics of group and employee work life balance.

Course Pedagogy: Lectures, Assignments, Case studies and Presentations

FOUNDATIONS OF MANAGEMENT

UNIT- 1 (14 Hours)

Management, Planning and Organising: Definition of management, nature, purpose and functions. Evolution of management thought. Characteristics of 21st century executives, social responsibilities of managers, and 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.

Organising: Meaning, nature and principles of organising– Organisational structure-meaning and types of organisational structures: functional, divisional, matrix, team, network and boundary less structures.

UNIT- 2 (12 Hours)

Leadership, Control and Motivation: Meaning, definitions of a leader, leader traits, and leadership styles - Managerial Grid, Likert's four systems.

Controlling: meaning, definition, basic control process, factors in control effectiveness.

Motivation: meaning, definition and theories – Maslow, Herzberg, and Goal setting theories. Pygmalion effect in Management.

ORGANIZATIONAL BEHAVIOUR

UNIT- 3 (8 Hours)

Organizational Behaviour: Introduction, definition, historical development of Organizational Behaviour, contributing disciplines to OB, limitations of Organizational

behaviour, the future of OB.

Individual Behaviours: Introduction, foundation of individual behaviors and influences. Issues between organizations and individuals

UNIT- 4 (10 Hours)

Learning: concept and definitions in learning, theories of classical and operant conditioning.

Personality: Definition, determinants, personality traits and types, instruments to measure personality, personality attributes influencing OB.

Perception: Meaning, factors influencing perception, perceptual errors

Attitudes: Meaning, definition, sources of attitudes, changing attitudes, and work related attitudes.

UNIT- 5 (8 Hours)

Group dynamics: meaning and types of groups and teams, teamwork, stages of group formation.

Challenges and opportunities in Organizational Behavior: Organizational Culture, improving peoples' skills, improving quality and productivity, managing workforce diversity, coping with temporariness, stimulating innovation and change, improving customer service, helping employees work-life balance conflicts.

RECOMMENDED BOOKS:

1. Stephen P Robbins and Mary Coutler, Management, Pearson Education, 13th Edition, 2017.(Indian subcontinent edition).
2. Stephen P Robbins, Timothy A. Judge, Seema Sanghi, Organizational Behavior, Pearson Education, 16th Edition, 2017.
3. Heinz Weihrich, 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.

BUSINESS STATISTICS WITH WORKSHEETS

Subject Code	N1MBA02	CIE Marks*	50
Credits (Lecture Hrs/week)	3	SEE Marks	50
Total no. of Lecture Hrs	39	Exam Duration	1.5 Hours

* CIE will be based on the lab exercises

Course Objectives

- To educate upon different statistical techniques.
- To provide the students with the various sources of data and make them competent to analyze the same.
- To enhance the knowledge on descriptive & inferential statistics.
- To apply different statistical techniques in business/real-life situations.
- To equip with the skills of decision-making using worksheets

Course Outcomes

CO1: Organize and present the data using various visualization tools.

CO2: Compute various measures of location and dispersion using worksheets.

CO3: Apply the concepts of probability and probabilistic distributions.

CO4: Measure the degree of association between variables.

CO5: Predict the future by applying the concept of time series analysis

Pedagogy: Lectures, Hands-on session using worksheets

UNIT 1 (4 Hands on sessions using worksheet): (4+4)

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

Visualizing and Presenting Data: Types of data variable, frequency distribution, types of data, creating table using Worksheet, Pivot table. Graphical representation of data through Worksheet– bar charts, pie charts, histograms and frequency polygon, superimposing two sets of data onto one graph.

UNIT 2 (5 Hands on sessions using worksheet): (2+5)

Data descriptors: Measures of Central Tendency using worksheet- Mean, Median, mode, percentile, quartile and weighted averages. Measures of Dispersion using worksheet - Range, Quartile Deviation, Standard Deviation, Variance and Coefficient of Variance. Measures of skewness and Kurtosis.

Exploratory Data Analysis: Five-number summary, Box plots and using the Worksheet ToolPak add-in.

UNIT 3 (8 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.

Introduction to Probability Distribution, Expectation and Variance for a Probability Distribution, Binomial, Poisson's and Normal distribution.

UNIT- 4 (6 Hands on sessions using worksheet): (2+6 Hours)

Correlation and Regression through worksheet: Scatter Diagram, Covariance, Karl Pearson's Correlation Coefficient, Spearman's Rank Correlation, Testing the significance of Correlation.

Linear Regression Analysis: Scatter plot to identify model, Fit line to sample data, Sum of Squares defined, Regression assumptions, Test model reliability.

UNIT-5 (6 Hands on sessions using worksheet): (2+6 Hours)

Time Series Data and Analysis through excel: Stationary and non-stationary time series, Seasonal time series, Univariate, and multivariate methods, Scaling the time series.

Trend Extrapolation: A trend component, fitting a trend to a time series, types of trends, using a trend chart function to forecast time series and trend parameters. Forecasting with moving averages and. exponential smoothing.

Index numbers: Simple and aggregate indices, deflating values.

RECOMMENDED BOOK:

Business Statistics A first course, David M. Levine, Kathryn A Szabat, David F. Stephan and P.K. Viswanathan, Pearson Publication, Latest edition

REFERENCE BOOK:

1. Business statistics using Excel, Glyn Davis & Branko Pecar, Oxford University Press, Edition 1
2. Essentials of Business Analytics, Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney and Williams, Cengage Publication, Edition 9
3. Statistics for Business & Economics, David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, Jeffrey D. Camm, and James J Cochran, Cengage Publication, Edition 13.
4. Business Statistics, J. Joseph Francis, Cengage Publication, Edition 2

BUSINESS ECONOMICS

Subject Code	N1MBA03	CIE Marks	50
Credits (Lecture Hrs/week)	03	SEE Marks	100
Total no. of Lecture Hrs	39	Exam Duration	03 Hours

Course Objectives

1. To provide basic understanding of various economic concepts
2. To equip the students with the fundamental areas of demand, supply, production and cost concepts.
3. To provide in-depth understanding of different market structures.
4. To provide the basic understanding of macroeconomic policies.

Course Outcomes:

- CO1.** Develop an understanding of the applications of managerial economics and business entity.
- CO2.** Analyze the demand and supply conditions and assess the position of a business organization.
- CO3.** Distinguish the characteristics of different market structures.
- CO4.** Comprehend various measures of National Income.
- CO5.** Comprehend the fundamentals of business environment and macroeconomic policies.

Part - I (Micro Economics)

UNIT 1: (07Hours)

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

UNIT 2 (09 Hours)

Demand Analysis & Elasticity of 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.

Theory of Production: Production function, Short-run & Long-run, Returns to scale, Economies and diseconomies of scale. Theory of cost.

UNIT 3 (08 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.

Part - II (Macro Economics)**UNIT 4 (07 Hours)**

National Income: National income - Definitions; conceptual framework, Methods of measurement – income, product and expenditure method, Difficulties in measuring national income. GDP, GNP, NNP, HDI, Circular flow of income, NITI Ayog.

UNIT 5 (08 Hours)**Macroeconomic Policies:**

PEST analysis, Agriculture Policy, Monetary policy: Objectives and credit control tools, Fiscal policy: Objectives, Industrial policy, Business cycle- features and phases, Inflation- Alternative ways to reduce inflation, FEMA.

RECOMMENDED BOOK:

1. Economics, N.Gregory Mankiw and Mark P Taylor, 4th Edition, CENGAGE 2019.

REFERENCE BOOKS:

2. Dr D M Mithani, Managerial Economics- Theory and Applications, Himalaya Publishers, 8th Edition, 2017.
3. Christopher R Thomas and S. Charles Maurice, Managerial Economics, McGraw Hill Education, Indian Adapted Edition, 10th Edition, 2014.
4. Rohini Aggrawal, Students Guide to Mercantile & Commercial Law, Taxman Publications, 2014.
5. Economics, John Sloman, 6TH Edition Pearson India 2019

MARKETING MANAGEMENT

Subject Code	N1MBA03	CIE Marks :	50
Credits (Lecture Hrs/week)	03	SEE Marks :	100
Total no. of Lecture Hrs	39	Exam Duration :	03 Hours

Course Objectives:

1. Demonstrate an understanding of fundamental concepts of marketing.
2. Identify ethical and legal implication of marketing decisions.
3. Analyze global business opportunities and its implications on a firm's marketing strategy.
4. Apply the conceptual knowledge and tools to systematically analyze and solve marketing problems.
5. Integrate various elements of marketing to develop a marketing plan.

Course Outcomes: This course will enable the student to:

- CO1:** Explain the fundamental concepts of marketing, including ethics and social responsibility in marketing.
- CO2:** Examine the underlying factors influencing buyer behaviour and their impact on strategic marketing decisions.
- CO3:** Explain the concepts of product, new product development and product life cycle.
- CO4:** Formulate different pricing and distribution strategies.
- CO5:** Design promotional strategy for an organization.

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

UNIT 1: Introduction to Marketing (8 Hours)

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.

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 way Business and Marketing are changing, 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. Digital ecosystem.

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

UNIT-2: Consumer Behaviour (8 Hours)

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. Type of online markets and their functions.

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 (7 Hours)

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:

Marketing services: Nature and characteristics of a service. Defining services and the service mix, Service characteristics, Marketing strategies for service firms.

UNIT-4: Pricing (8 Hours)

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 Hours)

Promotion: Integrated marketing communication strategy, The changing communications environment, Setting the total promotion budget and mix.

Advertising: Important decisions in advertising, Setting advertising objectives, Setting the advertising budget, Developing advertising strategy, Evaluating

advertising 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
Pay per click advertising and Digital display advertising.

RECOMMENDED BOOK:

1. Philip Kotler, Gary Armstrong and Prafulla Agnihotri, Principles of Marketing, Pearson, 17th Edition, 2022.
2. Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileswar Jha, Marketing Management, Pearson, 15th Edition, 2016.

REFERENCE BOOKS:

1. Lamb, Hair, Sharma and Mc Danniel, Marketing, Thomson, 8th Edition, 2016.
2. Evans & Berman, Marketing, Biztantra, 8nd Edition, 2012.
3. William M Pride, O C Fewell, Marketing – Concepts, strategies, Biztantra, 12th Edition, 2005.
4. Ramaswamy & Namakumari, Marketing Management, Macmillan, 4th Edition, 2009.
5. Arun Kumar & Meenakshi, Marketing Management, Vikas, 2nd Edition, 2010.
6. Philip Kotler, Armstrong, Principles of Marketing, Pearson Education, 13th Edition, 2010.
7. Tapan Panda, Marketing Management, Excel Publication, 2nd Edition, 2006.
8. Dr. K. Karunakaran, Marketing Management (Text & Cases in Indian Context), HPH, 2013.
9. M J Etzel, B J Walker, William J Stanton, Fundamentals of Marketing Management, TMH, 14th Edition, 2007.

FINANCIAL ACCOUNTING –REPORTING AND ANALYSIS

Subject Code	N1MBA05	CIE Marks	50
Credits (Lecture Hrs/week)	3	SEE Marks	100
Total no. of Lecture Hrs	39	Exam Duration	03 Hours

Course Objectives:

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

Course Outcomes

CO1: Describe the fundamental accounting concepts and principles.

CO2: Explain the various concepts related to financial reporting

CO3: Comprehend financial statements.

CO4: Analyze income statement and balance sheet of an organization.

CO5: Prepare and analyze cash flow statement of an organization.

UNIT 1: Basics of Accounting (6 Hours)

Accounting Conventions and Concepts, Accounting Principles, and accounting disclosures, Users of Accounting, Accounting cycle, Accounting Equation. Ethical issues in accounting. Window dressing.

UNIT 2: Financial Reporting (9 Hours)

Generally Accepted Accounting Principles (GAAP). International Accounting Standard Board (IASB) Indian Accounting Standards -International Financial Reporting Standards (IFRS). Fixed assets. Accounting for Depreciation. Methods of depreciation – Straight-line and Written Down Value methods. Capital expenditure and revenue expenditure. Profit and loss related concepts – reporting methods (vertical and horizontal), Measuring Income, various heads in income statements, Balance sheet related concepts Reporting of Assets and liabilities under Companies Act – Auditors' Report

UNIT 3: Financial Statements (10 Hours)

Preparation of Financial Statements. (Sole trader with basic adjustments). Published financial statements: Contents of Annual Report, Key Financial Statements, Notes to financial statements, Consolidated financial Statements. Statements of banking, insurance, transport, and manufacturing companies.

UNIT 4: Analysis of Financial Statements- I (8 Hours)

Introduction to analysis of financial statements; Horizontal (comparative analysis and trend analysis) analyses and vertical (common size) analysis.

Ratio Analysis –Profitability, Liquidity, Solvency and Leverage for manufacturing concerns; Du-Pont analysis Key ratios for analysing financial statements of banking and insurance companies.

UNIT5: Analysis of Financial Statements- II (6 Hours)

Preparation and analysis of Cash Flow Statement (indirect method); Presentation of Cash Flow Statement- Cashflow from Operating, Activities; Investing Activities; Financing Activities. Analysis of cash flow statements of manufacturing, service, banking, and insurance companies.

RECOMMENDED BOOK:

1. Ambrish Gupta, Financial Accounting for Management– An analytical perspective, Pearson Publication, 6th Edition.
2. R. Narayanaswamy, Financial Accounting- A Managerial Perspective, PrenticeHall India, 6th Edition, 2017.
3. A comprehensive reading material including annual reports of various companies will be supplied to the students.

REFERENCE BOOK:

1. Financial Statement & Analysis, M.N.Narasimhan, Cengage Publication Edition1
2. George Foster, Financial Statement Analysis, Pearson Publication, 2nd Edition.
3. S.P. Jain, K.L. Narang & Simmi Agrawal, Accounting for Managers, Kalyani Publishers, 5th Edition, 2015.
4. P. C. Tulsian, Financial Accounting, Pearson Education India, 1st Edition, 2002.
5. 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.
6. N. Ramachandran & Ram Kumar Kakani, Financial Accounting for Management, McGraw Hill Education, 4th Edition, 2016.
7. Ashish K Bhattacharya, Introduction to Financial Statement Analysis, Elsevier India (P) Ltd., 1st Edition, 2007.

ETHICS, GOVERNANCE AND LEADERSHIP

Subject Code	N1MBA06	CIE Marks	50
Credits (Lecture Hrs/week)	03	SEE Marks	100
Self-learning	01		
Total no. of Lecture Hrs	39	Exam Duration	03 Hours

The objectives of this course are:

- To bring out the role of ethics
- To inform correct approach to governance and behavior in business context.
- To enable students to develop a framework to address ethical challenges in business
- To educate why ethical leadership quality is important.

COURSE OUTCOMES: After completing this course, students must be able to:

CO1: Comprehend the meaning and importance of Ethics

CO2: Describe the importance of Good Governance

CO3: Explain the importance of Corporate Governance

CO4: Describe the need and importance of Ethical leaders.

CO5: Elucidate the leadership lessons from ancient Indian scriptures

UNIT 1:

Introduction to Ethics: (07 Hours)

Principles of Personal Ethics; Principles of Professional Ethics; Business Ethics; Roots of unethical behavior; Corporate Citizenship.

Activity: Case Studies focusing on the ethical behavior of individual and corporates e.g., Lehman Brother Accounting Fraud Case

UNIT 2:

Governance: (07 Hours)

Meaning and importance of Governance, Principles of good Governance, Public Policy, E Governance, Citizen Charter.

Activity: Reflections on Governance in India

UNIT 3

Corporate Ethics: Good Governance (07 Hours)

Definition of Corporate Governance, Significance of corporate governance, benefits to Corporation and Society, what is 'Good' Corporate Governance?

Activity: Case Studies focusing on Good/Bad Governance practices e.g. Tata Steel- A company that also makes steel.

UNIT 4**Leader and leadership: (09 Hours)**

Meaning and definition, relevance and importance. Leader roles, types and qualities, differences between leadership and management, Emotional intelligence and leadership. Leadership and ethics, traits of an ethical leader.

Activity: Presentations on success stories of Indian ethical leaders

UNIT 5**Leadership (09 Hours):**

Leadership lessons from Indian Scriptures: Motivating Employees, Transparency and Accountability, Social Responsibility.

Cases and biographies of select ethical leaderships among Indian and Asian business corporations-Tata Steel, Wipro, Serum Institute.....

Activity: Presentations on success stories of Indian ethical leaders

RECOMMENDED BOOKS:

1. A C Fernando, Corporate Governance – 'Principles, Policies and Practices', 3/E, Pearson Education, 2020
2. Leadership In Organization, 9/e Author(s) : Gary A. Yukl, Pearson, ISBN : 9789389552454.

REFERENCE BOOKS:

1. Dr. S Singh, 'Corporate Governance – Global Concepts and Practices', latest Edition, Excel Books, New Delhi, 2005
2. Ethical Leadership: Concepts and Cases on Ethics in Governance
3. Corporate Social Responsibility: Concepts and Cases, The Indian Experience (Chapters 1, 2, 15, 16 & 17), Ed by C V Baxi and Ajit Prasad, Excel Books, New Delhi, 2005.
4. Sharma, Subhash, Consciousness in Corporate Corporate Corridors: Management Leadership Spirituality, IBA Publications, Bangalore, 2012

ADDITIONAL READINGS:

1. APJ Abdul Kalam Governance for growth in India. by Avul Pakir Jainulabdeen Abdul Kalam, Publisher Rupa Publications, 2014, ISBN 8129132605, 978812913260.
2. Sharma, Subhash, Leadership par la Sagesse & la Conscience: Trésors & Secrets de l'Orient au Bénéfice de l'Humanité' (French version of the book "Wisdom & Consciousness from the East: Life, Living & Leadership" translated by Dr. Pascal Papillon), IBA Publications, Bangalore, 2013

3. Preeti Desai and Meena Chandawarkar, Corporate Governance and Corporate Social Responsibility - Regulatory Requirement to Inclusive Strategy, 1st edition in print 2022, INSC International Publishers, Bangalore
4. Articles and Indian case studies on Corporate Governance
5. Archives | PURUSHARTHA - A journal of Management, Ethics and Spirituality (smsvaranasi.com)
6. <https://www.iimb.ac.in/sites/default/files/pdf/Leadership%20Lessons%20from%20Gita.pdf>
7. https://www.bing.com/search?q=Chhokar%2C+J.+%282005%29.+Leadership+and+culture+in+India%3A+The+GLOBE+research+project.+Retrieved+from+https%3A%2F%2Fwww2005.hs-fulda.de%2Ffileadmin%2FFachbereich_SW%2FDownloads%2FProfs%2FWolf%2FStudies%2Findia%2Findia.pdf&cvid=6eca6dbb396f437a959f2bfb50aed804&aqs=edge..69i57.1324j0j1&pglt=43&FORM=ANNTA1&PC=U531

ESSENTIALS OF ENTREPRENEURSHIP

Subject Code	N1MBA07	CIE Marks:	50
Credits (Lecture Hrs/week)	03	SIE Marks:	100
Total no. of Lecture Hrs	39	Exam Duration:	03 Hours

Course Objectives:

- To familiarize the students about entrepreneurship and its importance.
- To expose and coach them on entrepreneurial competencies.
- To help them to know various stages and the problems associated with startups.
- To help them understand the various funding alternatives.
- To ignite and motivate them to become an entrepreneur.

Course Outcomes:

CO1: Elucidate the basic concepts of entrepreneurship and entrepreneurial process

CO2: Apply design thinking in building business models

CO3: Identify, develop business ideas, and create business plans

CO4: Compare various funding alternatives for start-ups

CO5: Pitch the business idea

UNIT- 1 Introduction (7 Hours)

Understanding the Entrepreneur - Entrepreneurship – Types of Entrepreneurships - Corporate Entrepreneurship. Skills important to Entrepreneurship – 8 Components of the practice of Entrepreneurship. Myths of Entrepreneurship, Start-ups- Meaning, Feature. Difference between a start-up and a small business. Social Entrepreneurship- Types, Difference between Social entrepreneurship, and CSR

UNIT-2 Creating & Finding Opportunities (8 Hours)

The Entrepreneurial Mindset and Opportunity Recognition Finding and evaluating an idea: Strategies for Idea Generation, Design Thinking: Meaning, Process and Phases. Setting up a company - legal entities and pros and cons. Building Business Model: Parts. Customer Value Proposition (CVP). Bass Diffusion Model.

UNIT-3 Business Model Canvas (9 Hours)

Business Model Canvas model: Components, Business Plan: Components, Summary of Different Types of Business Plans. Tips for Writing Business Plans. Revenue Model: Meaning, Types, Cost drivers. Pricing strategies: Generating Revenue from "Free" subscription, SAAS Models.

Group Activity: Developing Business Model Canvas.

UNIT-4 Financing for Startups (8 Hours)

Fund-raising – Bootstrapping, Bootstrapping Strategies, Crowdfunding Versus Crowdsourcing Stages, Financing for Startups: Equity financing- Stages, forms, Government initiatives. Basics Of Valuation, Types of investors-angels, seed, Venture Capital, Private Equity, stages of start-up funding, Institutional funding for WC.

Minimum Viable Product –Meaning and utility, prototyping. Key metrics to measure health of a startup.

UNIT 5-Networks & Pitch (7 Hours)

The value of networks, building networks, virtual network, Navigating Legal and IP Issues. Entrepreneurial Marketing: Traditional Marketing Versus Entrepreneurial Marketing, Features of Entrepreneurial Marketing. Pitching of Idea - components of a pitch deck - elevator pitch - best practices while pitching to investors.

Group Activity: Teams would be formed during the course and will pitch their ideas in front of jury.

RECOMMENDED BOOK:

Heidi M. Neck, Christopher P. Neck, Emma L. Murray - Entrepreneurship_ The Practice and Mindset-SAGE Publications, Latest edition

REFERENCE BOOKS:

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

MANAGERIAL COMMUNICATION

Subject Code	N1MBA08	CIE Marks	50
Credits (Lecture Hrs/week)	03	SEE Marks	100
Total no. of Lecture Hrs	39	Exam Duration	03 Hours

Course Outcomes:

CO1: Demonstrate effective listening and speaking skills.

CO2: Communicate effectively without errors.

CO3: Manage business correspondence

UNIT-1 (5 Hours)

LISTENING: Active Listening, Strategies to listen better, understanding: Announcements, Conversations, Stories, Discussions, Dialogues, Technical instructions, Speech, Feelings, News bulletin, Mediating an argument, interviews, talk shows, Product pitch, Inferring a client's interest.

UNIT- 2 (8 Hours)

SPEAKING: Introduce a speaker, answering the interview questions, introducing oneself, expressing emotions, what to say in an argument, describe the plot of a book, give precise information,

Discuss and evaluate solution, give advice and complex information, express doubts, viewpoints and opinions, make requests and give orders, narrate stories

UNIT-3 (6 Hours)

READING: Skimming and scanning: demonstration strategy, supporting idea: strategy, supporting idea: demonstration infographics: strategy, a letter of appointment, product labels, a newspaper article, the events of a journey, articles with contrasting arguments, a project proposal, a company report, reading to infer meaning: demonstration, an article on the Consumer Protection Bill, an article on agriculture, an article on women freedom fighters.

UNIT-4 (12 Hours)

WRITING: Common phrases to use organize your thoughts before writing, write a short report, summarize information, write about feelings and reactions, write a letter asking for information, narrate sequentially, use images effectively, report and summarize, write a descriptive email, ask for further information, write a brief report - minutes of a meeting, write an apology email – general, write a letter of opinion, write a simple review, write a thank you email, give information, share news and express thoughts, emails: purpose, emails: structure, emails: tone, write using idiomatic expressions, write a letter of complaint – general, para jumbles, paraphrasing, precise writing.

UNIT-5**GRAMMAR and VOCABULARY: (8 Hours)**

Adverbs, modals, conditionals, comparative clauses, interrogative clauses, conjunctions, tenses, negative adverbials, forms of adjectives, subject verb agreement, active & passive voice, superlative adjectives, intensifiers, confusing adverbs, ellipsis, and tags, common vocabulary errors, tips to improve vocabulary, homonyms, idioms and phrases, using slang in conversation, words used in the workplace, commonly mispronounced words, prefixes and suffixes, financial terms, business jargon, political and legal jargon.

II SEMESTER SYLLABUS

OPERATIONS MANAGEMENT

Subject Code	N2MBA01	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 concepts, tools and applications in operations management.
- To assess and choose appropriate location and layouts.
- To categorise inventory and control them.
- To appraise the essentials of material requirement planning, just-in-time and lean operations.
- To espouse the importance of quality management.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1. Comprehend various concepts and relevance of operations management.

CO2. Determine suitable locations and layouts.

CO3. Evaluate various inventory control techniques.

CO4. Apply the essentials of material requirement planning, just-in-time and lean operations.

CO5. Develop skills in managing quality in an organisation.

UNIT 1 (6 Hours)

The Operation Function: Role of operations in an organisation. Production of goods versus providing services. The scope. Operations management and decision making. Historical evolution. Operations strategy.

UNIT-2 (7 Hours)

Location and Layouts: Importance of locations, objectives, nature and evaluation of alternative locations. Process selection and technology in layout. Different layouts. Designing product and process layouts.

UNIT-3 (8 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).

UNIT-4 (9 Hours)

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

Just in Time (JIT) and Lean Operations: Characteristics of lean systems. The Toyota Approach. Supporting goals. Building blocks – product design, process design, personnel/organization elements, manufacturing planning and control (including kanban).

UNIT-5 (9 Hours)

Managing Quality: Evolution of Quality Management. The Quality Gurus. Defining Quality – Product quality and service quality. Quality Awards and Certifications. TQM and Six Sigma.

Quality Control and Improvement: Inspection. Process Quality Control - attribute control, variable control and using control charts.

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, 12th Edition, 2019.
3. Jay Heizer, Barry Render, Chuck Munson and Amit Sachan, Operations Management Sustainability and Supply Chain Management, Pearson, 12th Edition, 2017.

REFERENCE BOOKS

1. Roger G Schroeder et al, Operations Management in the Supply Chain, Mc Graw Hill, 7th Edition, 2018.
2. B. Mahadevan, Operations Management – Theory and Practice, Pearson, 3rd Edition, 2015.

FINANCIAL MANAGEMENT

Subject Code	N2MBA02	CIE Marks :	50
Credits (Lecture Hrs/week)	03	SEE Marks :	100
Total no. of Lecture Hrs	39	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.
- Analyse of capital allocation decisions (capital budgeting).
- Evaluate how a firm finances its investments (capital structure decision) and how it manages its short-term operations (working capital decision).
- Discuss various aspects related to dividend payments by firms.

Course Outcomes:

CO1: Comprehend the fundamentals of financial management and financial system.

CO2: Apply the concept of time value of money

CO3: Estimate and evaluate cash flows of capital projects

CO4: Estimate cost of capital of a firm and explain its implications on capital structure

CO5: Describe the significance of working capital management and estimate working capital requirements.

Pedagogy: Lectures, Case studies and Presentations.

UNIT-1 (6 Hours)

Introduction to Financial Management: 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 Institutions and Financial markets.

UNIT-2 (7 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. Estimation of cash flows for capital budgeting – principles of cash flow estimation. Cash flows of expansion and replacement projects.

UNIT-4 (8 Hours)

Cost of Capital and Capital Structure: 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: Basic concepts, capital structure & market value of a firm - Practical considerations. Leverage--operating, financial and combined. EBIT-EPS analysis. Introduction to theories of capital structure – NI approach, NOI approach, Modigliani-Miller approach and traditional approach.

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.

UNIT 5 (8 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.

STRATEGIC MANAGEMENT

Subject Code	N2MBA03	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 – Benchmarking 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, 20th Edition, 2015.

REFERENCE BOOKS:

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

4. R Srinivasan, Strategic Management-The Indian Context, PHI, 5th Edition, 2012.

HUMAN RESOURCE MANAGEMENT

Subject Code	N2MBA04	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:

CO1: Explain the importance of human resources and their effective management.

CO2: Appraise the process of job analysis and role of recruitment.

CO3: Explain selection, placement and induction with factors involved.

CO4: Explain the concepts and practices in training, development, and performance appraisal system.

CO5: Elaborate on the purpose, need and awareness on career planning and guidance besides the contemporary/current trends / developments in the field of HRM

Pedagogy: Lectures, presentations and case studies

UNIT 1 (8 Hours)

Introduction: meaning and definition of human resource management. Features and functions of HRM, objectives of HRM, policies, procedures in HRM– role of HR manager – qualities of a HR manager.

UNIT-2 (7 Hours)

HR planning and Recruitment: Job analysis- meaning, and types. Human Resource Planning- definition, objectives and need for HRP, benefits of HRP. Recruitment- meaning, definitions, factors affecting recruitment – centralized and decentralized recruitment – recruitment techniques – recruitment process.

UNIT-3 (7 Hours)

Selection, Placement and Induction: Meaning – definition of selection –steps in selection procedure – various types of tests (aptitude, achievement, situational,

interest, and personality) – types of interviews and interview process —placement and induction.

UNIT-4 (7 Hours)

Human Resource Training and Development: Meaning of Training & Development (T&D) – importance of training – benefits of training – areas of training – training methods – on-the-job and off-the-job training.

Performance Appraisal System (PAS) – meaning – need –objectives – components of PAS –uses of performance appraisal – limitations and problems of performance appraisal

UNIT-5 (10 Hours)

Career Planning and Current trends:

Career planning – meaning – need, career development actions – promotion – meaning – purpose – bases of merit – seniority – merit cum seniority – benefits – problems – promotion policy – introduction to HR Analytics and its benefits to organizations in the present scenario.

Current trends in human resource management- New work policies, practices of gig economy, hybrid and remote work models, digital workplace technologies, AI and ML driven- recruitment, hiring processes, pre-screening, onboarding.

RECOMMENDED BOOK:

1. V.S.P. Rao, Human Resource Management: Text and Cases, Excel Publications, 3rd Edition.

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

BUSINESS RESEARCH METHODS

Subject Code	N2MBA05	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 importance of Research Methodology.
- To introduce the basic concepts of Research Methodology.
- To familiarize students with research process, conducting of research and research design.
- To familiarize the students with various sampling techniques.
- To familiarize the students with preparing the report and evaluation of research report.

Course Outcomes:

CO1: Comprehend the fundamentals of business research.

CO2: Select appropriate research design, define the measurement scale and develop instrument.

CO3: Develop appropriate sampling design.

CO4: Present, analyze and interpret the data.

CO5: Organize the findings and prepare research reports.

Pedagogy: The pedagogy consists of lectures, presentations, practical assignments, self-study components and case analysis.

UNIT 1 (8 Hours)

Introduction to Business Research: Introduction to Business Research. Significance of business research. Applied and pure research. Characteristics of good research. The language of research – concepts, constructs, operational definitions, types of variables, proposition, hypothesis and types of hypothesis. Scientific method in research. Inductive and deductive reasoning. Research Process: Stages in research process. Management-Research Question Hierarchy. Research question, investigative question and measurement question. Business Research Proposal: Types of research proposals. Structure of the research proposal.

UNIT-2 (9 Hours)

Research Design: Meaning of research design. Classification of designs. Types of research designs: Exploratory, Descriptive, Causal designs. Qualitative Vs. quantitative research. Qualitative research methodologies: interview, individual depth interview, group interview, focus groups, case study. Observations studies: uses of observation, non-behavioral and behavioral observation. Surveys.

Measurement: Nature of measurement. Measurement scales: nominal, ordinal, interval and ratio scales. Error sources: respondent, situational factors, the measurer, the instrument. Characteristics of good measurement: Validity & Reliability. Types of validity: content, criterion-related, construct. Measurement scales: attitudes & behaviour. Selecting a measurement scale. Rating scales: simple attitude scales, Likert scales, Semantic Differential Scales, Numerical/multiple rating scales, Stapel scales, constant-sum scales. Ranking scales. Questionnaire design: question categories, content, wording. Structured and unstructured response.

UNIT-3 (5 Hours)

Sampling Methods: Reasons for sampling. Characteristics of a good sample. Steps in sampling design. Probability Sampling: simple random sampling, complex probability sampling, systematic sampling, stratified sampling, cluster sampling, area sampling and double sampling. Non-probability sampling: convenience, purposive: judgment sampling and quota sampling, snowball sampling. Estimation of sample size from a normally distributed population.

Data Description & Display: Data editing coding and entry. Cross tabulation of data

UNIT-4 (12 Hours)

Testing of Hypothesis: Testing hypothesis: Type I and Type II errors. Statistical testing procedures. Parametric tests: one-sample tests, z-test and t-test, two-sample tests (independent samples and related samples), One-way ANOVA. Non-parametric tests: chi-square test, sign test, run test, Mann-Whitney U-test, Wilcoxon Matched Pairs Test, Kruskal-Wallis Test. (Numerical Problems only on: one-sample tests, two-sample (z-test and t-test), one-way ANOVA and chi-square test)

UNIT-5 (5 Hours)

Multivariate analysis: (only theory) multiple regression, discriminant analysis, MANOVA, Structural Equation Modeling, Conjoint analysis, Factor analysis and Multidimensional Scaling.

Presenting Insights & Findings: Report Writing: Short reports, Long reports: technical reports, management reports. Components of research report. Presentation of Statistics. Oral presentation: Aristotle's 3 Principles of Persuasive communication. Audience analysis. Organize, Support, visualize Deliver Practice & Arrange. Web-based presentations.

RECOMMENDED BOOKS:

1. Cooper, Schindler and Sharma, Business Research Methods, Mcgraw Hill Education, Latest Edition.
2. Naresh Malhotra and Satyabhushan Dash, Marketing Research, Pearson Education, Latest Edition.

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, 3rd Edition, 2014.
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, 2014.
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.

MANAGING INFORMATION TECHNOLOGY, SYSTEMS AND BUSINESS

Subject Code	N2MBA06	CIE Marks	50
Credits (Lecture Hrs/week)	03	SEE Marks	100
Total no. of Lecture Hrs	39	Exam Duration	03 Hours

Course Objectives

1. To educate the students on the need for information systems in business.
2. To envisage and acquiesce with the emerging information technologies/systems and effect on businesses.
3. To appraise the pervasiveness of enterprise applications.
4. To explore the new avenues of e-business and its impact on organisations.
5. To enrich the students' thinking in the context of emerging big data and data analytics.

Course Outcomes

Upon completion of this course the student will be able to:

- CO1.** Examine the need for information systems in organisations and their role in decision making.
- CO2.** Evaluate the growth of information infrastructure and its effect.
- CO3.** Maximise the benefits of enterprise applications in the organisational ecosystem.
- CO4.** Distinguish business models of ecommerce based on business transactions and technologies.
- CO5.** Develop aptitude in business intelligence and its influences on businesses.

UNIT 1 (8 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.

UNIT 2 (8 Hours)

IT Infrastructure: Definition – evolution – technology drivers – Infrastructure components – hardware platform trends – software platform trends – the Internet – wireless revolution.

UNIT 3 (7 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 (8 Hours)

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

UNIT 5 (8 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.

RECOMMENDED BOOKS:

Kenneth C Laudon and Jane P Laudon, Management Information Systems, Pearson, 17th Edition, 2022.

REFERENCE BOOKS:

1. James A. O' Brien, Management Information Systems, Tata McGraw Hill, 10th Edition, 2013.
2. Ralph M. Stair, George Reynolds, Information Systems, Cengage Learning, 10th Edition, 2012.
3. Effy Oz, Management Information Systems, Cengage Learning, 6th Edition, 2008.
4. Lynda M AppleGate and Robert D Austin, Corporate Information Strategy and Management, Tata McGraw Hill, 7th Edition, 2007.
5. Jawadekar, W. S., Management Information Systems, Tata McGraw Hill Edition, 5th Edition, 2013.

BIG DATA TOOLS FOR MANAGERS

Subject Code	N2MBA07	CIE Marks*	50
Credits (Lecture Hrs/week)	3	SEE Marks	50
Total no. of Lecture Hrs	39	Exam Duration	1.5 Hours

* CIE will be based on the lab exercises

Course Objectives:

- To familiarize the basic concepts, evolution, technology and applications of Big Data.
- To educate the design of data Model and use MYSQL for designing, querying and manipulation applications.
- To build the requisite skills in R-studio.
- To introduce the basics of Python programming language
- To solve statistical and managerial problems using different tools.

Course Outcomes:

CO1: Explain basics of Big-data and Databases.

CO2: Retrieve information using MYSQL.

CO3: Employ R for data analysis and visualization.

CO4: Explain the fundamental concepts of python

CO5: Employ python for managerial or mining applications.

Pedagogy: Lectures, Case Studies, Data analysis through hands-on sessions, exercises and activities.

UNIT 1 (7 Hours)

Overview of Big Data: Meaning of Big data, History of Data, Management – Evolution of Big Data, Structuring Big Data, Types of Data, Elements of Big Data, Volume, Velocity, Variety, Veracity, Big Data Analytics, Advantages of Big Data Analytics, Future of Big Data.

Databases and Data users: Introduction; characteristics of the database approach; actors on the scene(Users); workers behind the scene; advantages of using the DBMS approach. Concepts of data models and schemas. E-R (Entity-Relationship) Model.

UNIT 2 (8 Hours)

Data Querying and Retrieval using SQL (Structured Query Language)

Concepts of Data Definition Language (DDL) and Data Manipulation Language (DML), Data Dictionary, SQL, SQL Data Definition and Data Types, Specifying Basic Constraints in SQL, Schema Change Statements in SQL (DROP, ALTER command); Basic Queries in SQL; Insert, Delete and Update Statements in SQL; Additional

Features of SQL; Views (Virtual Tables) in SQL. (Includes Hands-on sessions on Databases SQL commands and queries using MYSQL tool).

UNIT 3 (8 Hours)

Introduction to R

R-Studio interface. Importing data into R – text files, Excel, from other statistical software packages, from databases, and from the web. Viewing data. Basic data types in R. Vectors, Matrices, Data frames and Lists. Categorical data – factors, discretizing variables.

Hands-on sessions and exercises using R-studio: Descriptive Statistics, Data Visualization, Correlation and Regression and Statistical tests (t-test, Chi-Square test, one-way ANOVA).

UNIT 4 (7 Hours)

Introduction to Python with Practical Sessions

Programming essentials: Types of programming, Execution process of a program, Installation and working with Python – input, processing, and output; Python script files; correcting syntax errors; data types and expressions – strings, variables, assignment, operators, logical operators, Boolean expressions and type conversions; Control statements: for loops – count-controlled, augmented assignment, steps; if-else statements – one-way, multiway (elif); while loops – break, loop logic, errors and testing; Using functions and modules – arguments and return values.

UNIT 5 (9 Hours)

Python: Hands-on sessions

Operators: Boolean and logical operators

String and text files: string concatenation, subscript operator, indexing, slicing a string; string methods, manipulating files and directories; text files: reading/writing text and numbers from/to a file.

Lists, Dictionaries and Tuples: Basic operations and commands on Lists, Dictionaries and Tuples.

Time series analysis and forecasting: Time series analysis & forecasting model, Time Data Visualization

Text analysis

RECOMMENDED BOOKS:

- BIG DATA Management and Analytics, Nitin Upadhyay, Cengage Publication, 2018 Edition
- Elmasri and Navathe. Fundamentals of Database Systems. Pearson Education, 7th Edition, 2016

- Python for Everybody: Exploring Data Using Python 3. Charles R. Severance Create Space Independent Publishing Platform 1 st Edition, 2016
- Wickham H., Grolemund G. (2016). R for Data Science: Import, Tidy, Transform, Visualize, and Model Data. O'Reilly Media.

REFERENCE BOOKS:

- BIG DATA Black Book D T Editorial Services, Dreamtech press 2016 Edition
- Big Data and Analytics Seema Acharya, Subhashini Chellappan, Wiley India Publications, May 2015
- Gillenson, M. L., Ponniah, P., Kriegel, A., Trukhov, B. M., Taylor, A. G., Powell, G., & Miller, F. (2013). Introduction to Database Management. Sahibabad: Wiley India Pvt. Ltd.
- Abraham Silberschatz, Henry F Korth, Sudharshan. Data base System Concepts. Mc GrawHil (Indian edition) 6th Edition, 2013
- Leon, A., & Leon, M. (2010). Fundamentals of Database Management Systems, McGraw Hill Education (India) Pvt. Ltd.
- Raghu Ramakrishnan and Johannes Gehrke Database Management Systems, McGraw-Hill Education, 3rd Edition, 2014
- Lambert KA, Juneja BL. (2015). Fundamentals of Python. Cengage Learning.
- McKinney W (2018). Python for Data Analysis. 2nd Edition. O'Reilly Media.
- Cotton, R. (2013). Learning R: A Step-by-Step Function Guide to Data Analysis 1st Edition [Kindle Version]. Retrieved from <http://www.amazon.in>.
- Knell, R. (2013) Introductory R: A Beginner's Guide to Data Visualization, Statistical Analysis and Programming in R. [Kindle Version]. Retrieved from <http://www.amazon.in>.
- Murray, S. (2013) Learn R in a Day. [Kindle Version]. Retrieved from <http://www.amazon.in>

EMPLOYABILITY SKILLS

Subject Code	N2MBAES	CIE Marks**	100
Credits (Lecture Hrs/week)	2	SEE Marks	--
Total no. of Lecture Hrs	39	Exam Duration	--

** A student will be declared passed or failed based on continual evaluation of their performance in group discussion, mock-interview and other events designed.

Course objectives:

- To equip essential communication skills.
- To build confidence to face interview and participate in group discussions.
- To enhance managerial and leadership skills in individuals.

COURSE OUTCOMES: After the training programme students will be able to

C01: Exhibit effective oral and written communication.

CO2: Perform well in group discussions and interviews.

CO3: Develop required managerial and leadership skills expected from the industry.

UNIT 1 (14 Hours)

Group Discussion (Introductory & Advanced):

- Many-on-many discussion
- Focus on :
 - Team Work
 - Reasoning Ability
 - Leadership & Initiative
 - Listening and Awareness
- Tips on Body Language, Eye Contact, Positive Gestures during group discussion
- Topics of group discussion will be related to media, current affairs, politics, celebrities and other general topics
- Focus on individual participation
 - Active Participation
 - Viability in Advance Level
- Practice on different forms of G.D:
 - Open GD
 - Close GD
 - Practice on various abstract topics (A is an alphabet)

UNIT 2 (3 Hours)

E mail Writing & Writing Skill

- a. E Mail Writing:
 - General Etiquette
 - Format and different parts of an email
 - Common mistakes in Punctuation, Grammar and Spelling
 - Sending effective mails
 - Form and tone of mails
 - Responding to mails
- b. Essay Writing
- c. Paragraph Writing
- d. Picture Theme Writing

UNIT 3 (2 Hours)

Resume/CV Preparation

- Tips for writing impressive CV/resume
- As per the recent format
- Tips on basic structure of writing resume/CV
- Do's and Don'ts of writing resumes/CV
- Relevant information to be included

UNIT 4 (7 Hours)

HR & Mock PI

- In Mock Personal Interview students will be experience
- the real time Interview ambience & process conducted at
- different companies
- Will have Frequently asked Technical Interview questions
- Branch - wise Technical Review on basic Concepts
- Tips to handle HR Interview given
- Crucial Do's and Don'ts for HR Interview given
- Common HR questions and guidance for answers given

UNIT 5 (3 Hours)

Personality Development

- Formal Dressing:
- e. Dress code b) Do's & Don'ts
- Professional Etiquettes
- a) Behavioural Strategies b) Interpersonal Skills

- b) Critical Thinking
 - Body Language
- a) Positive Gestures b) Postures
- c) Facial expression d) Importance of Eye Contact

UNIT 6 (8 Hours)

Business Communication Skills

- General Tips & Techniques to improve Communication (Verbal & Non-Verbal)
- Understanding Communication Barriers (activity related)
- Activities related EFFECTIVE SPEAKING , ACTIVE LISTENING
- Focus on LANGUAGE creativity
- Negotiation & Problem solving Skills

UNIT 7 (2 Hours)

Entrepreneurship & Managerial Skills

- Activities Encouraging Innovative Ideas
- Activity involving planning, problem solving and decision making
- Activity to develop understanding about Team Dynamics and its relations

UNIT 8 (2 Hours)

Presentation Skills

- Effective Self Presentation
- Structure of Presentation
- Informative & Creative Presentation
- Tips to Proper Connect with Audience
- Usage of audio-visual aids

UNIT 9 (3 Hours)

Team Building & Leadership Skills

- Importance of Team Building
- Enhancing Leadership abilities in individuals and in Groups
- Activities enhancing Leadership skills
- Activities related Team Work & Team Building
- Focusing on Team Coordination
- Overcoming Fears and Gaining Confidence for Better Leadership

SEMINAR ON CONTEMPORARY BUSINESS

Subject Code	N2MBACB	CIE Marks	100
Credits (Lecture Hrs/week)	02	SEE Marks	--
Total no. of Lecture Hrs	--	Exam Duration	--

Course Objectives:

- To familiarise students with the contemporary developments in business
- To equip students to critically analyse various real life business developments
- To equip students in preparation of reports and making presentations based on contemporary business developments

Course Outcomes:

On completion of this course, the student will be able:

CO1: To demonstrate knowledge of contemporary business developments

CO2: To critically evaluate business developments

Guidelines:

1. Seminar on Contemporary Business is designed to keep the students abreast of the contemporary developments in business at national and international levels.
2. The course will be administered through presentations based on business news and preparation of a report on a business event. In addition, there will be two quizzes on recent developments in business.
3. The course will be spread over the entire semester. Each day a group of selected students will be asked to make presentation on the important business news of the previous day. It will be structured in such a way that each student will get four chances to make the presentation.
4. The students are expected to go through the business news in newspapers, television, internet etc. and write down important headlines. They must read these headlines in the class on the next day. They must also pick up any one headline and talk in detail about that.
5. Each student will get 5 minutes to make the news presentation. The students making presentation on the same day should make sure that they choose different headlines for giving details.
6. There will be two quizzes of 25 marks each covering the contemporary developments in business. Both these quizzes will have 50 multiple choice questions carrying 0.50 marks for each correct answer. The duration of the quiz will be 30 minutes.
7. At the end of the semester the students will be divided into groups of four. Each group has to prepare a detailed report on any one contemporary business news. The size of the report should be 8 to 10 pages. The groups will make a presentation on the report.

8. There will be no Semester End Examination for this course. This course will be evaluated based on Continuous Internal Evaluation (CIE) for 100 marks. Components of CIE are as follows:

Business News Presentation	25 marks
Report on Contemporary Business	25 marks
Tests on Contemporary Developments (2 tests of 25 marks)	50 marks
Total	100 marks

9. Business news presentation will be evaluated as follows:

Contents of the presentation	5 marks
Clarity on the news detailed	10 marks
Quality of presentation	10 marks
Total	25 marks

(The average marks awarded for four presentations by a student will be reckoned as the final marks for this component)

10. Report on contemporary business developments will be evaluated as follows:

Clarity of the topic covered	5 marks
Depth of coverage	5 marks
Critical evaluation of the topic	5 marks
Overall quality of the report	5 marks
Quality of presentation	5 marks
Total	25 marks

(The marks for this component will be awarded for the group and all members of the group will get the same marks, which is awarded to the group.)

PROJECT ON SOCIAL AND RURAL ISSUES

Subject Code	N2MBAPS	CIE Marks :	100
Credits (Lecture Hrs/week)	02	SEE Marks :	0
Total no. of Lecture Hrs	0	Exam Duration :	0

This course attempts to utilize the academic capability and skill of the students of MBA programme to develop and suggest practicable solutions to societal problems while helping the students to become a socially aware global citizen.

Course Objectives:

- Conduct preliminary study and analysis of nature and vulnerability of social or rural problems prevalent in India.
- Carry out review of literature regarding the applicability and impact of alternative solution models adopted for different problems.
- Pursue a research methodology to develop a practicable solution to societal problems.
- Explore the concept and viability of social entrepreneurship which the students may pursue as a career path.
- Inculcate of the ability to utilize the academic competence and aptitude to develop feasible solutions to various societal problems.
- Use statistical tools and related software applications.

Course Outcome: After completion of the course the student must be able to

CO1: Sensitize/Sensible towards the social and rural issues.

CO2: Define the problem, research objectives, methodology, collect the data, analyse the data and interpret the solutions.

CO3: Present the project report

Course Execution

The course shall be executed through the faculty mentors, who will act as a guide to students. Thus, this course would present an opportunity to the faculty as well to contribute to the social service learning. Each student, in consultation with the respective mentor, must carry out necessary study, literature review and to prepare a project report to suggest feasible solutions to pre-identified societal problems of various social development organizations. Students can choose one of the issues from the following list but not restricted to:

- Minorities in India and welfare programmes
- Untouchability
- The Problem of population
- Social Deviance
- Adolescent Delinquency
- Alcoholism
- Drug Addiction
- Family disorganization
- Crime

- Beggary
- Old age problem
- Destitution
- Poverty
- Illiteracy
- Unemployment
- Homelessness
- Crime
- Social evils
- Lower living standards
- Lack of facilities, services and health.

Guidelines

1. 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.
2. The size of the report shall be between 30-50 pages. The Report shall contain the following components: Problem Formulation, Research Design, Framing Questionnaire, Data Collection, Analysis and Interpretation, Suggestions & Conclusion.
3. The report shall be a Spiral Bound copy in A4 size sheet with Times New Roman font 12 for body and 14 for headings Header: Title of the project, Footer: SIT, Dept of MBA and page number.
4. A certificate by the guide, and Head of the Institution indicating the bonafide performance of the project by the student is to be enclosed.
5. An undertaking by the student to the effect that the work is independent and original has to be given.
6. A note on 'Acknowledgements' containing the name of the Institute/ Institutions which the student wants to thank has to be added.

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 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.

OTHER DETAILS TO BE CONTAINED IN THE REPORT

The following should be included in the Project Report in the same sequence as given below:

- 1) Acknowledgment - to all those who have helped the student complete the project.
- 2) Certificate from the guide
- 3) Table of contents, chapter wise with the appropriate page numbers.
- 4) Actual project content following the given format.
- 5) Bibliography - It is important for students to list the Books/references

FORMAT OF THE PROJECT REPORT

A) TITLE PAGE: The first page should contain the following details.

TOP: The Title of the report in block capitals which is properly centered.

CENTRE:

- 1) Full name of the candidate in capital letters
- 2) Enrollment No _____
- 3) Program Name _____

BOTTOM:

A) Name of the college, Year of Submission (e.g. DECEMBER 2017)

B) MARGIN: Left 25mm (1"), Top 25mm (1"), Right 25mm (1"), Bottom 25mm (1").

C) FONT: Times New Roman (12 pts) or Arial (12 pts)

D) PAGE NUMBER: At center bottom of the page.

Evaluation:

The marks will be awarded based on each student's contribution to the project, the presentation and the project report. This enables students to contribute to the project.

Particulars	Marks
Report writing <ul style="list-style-type: none"> • Problem identification • Research design • Data collection • Analysis and interpretation • Suggestions 	50
Presentation <ul style="list-style-type: none"> • Relevance of the topic • Data collected • Analysis and interpretation • Suggested solutions • Overall presentation 	50

III Semester Syllabus

COST AND MANAGEMENT ACCOUNTING

Subject Code	N3MBA01	CIE Marks :	50
Credits (Lecture Hrs/week)	4	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:

- CO1: Classify costs and analyse the relationship between costs and volumes of operation
- CO2: Ascertain the cost of a product under job and process costing systems using the principles of absorption costing
- CO3: Perform Cost-Volume-Profit Analysis for an organization and apply the same for taking various decisions including pricing
- CO4: Compute the costs incurred by an organization in providing various services
- CO5: Prepare budgets for an organization and analyse variances using standard costs.

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.

SUPPLY CHAIN MANAGEMENT

Subject Code	N3MBA02	CIE Marks	50
Credits (Lecture Hrs/week)	03	SEE Marks	100
Total no. of Lecture Hours	39	Exam Duration	03 Hours

Course Objectives (COs):

1. To appraise the students various concepts related to the supply chain management.
2. To educate the importance of supply chain decision such as design, planning, and operations of a firm.
3. To showcase the ways by which the companies use different supply chain drivers to improve their performance.
4. To emphasise the efficacies of collaboration and coordination in a supply chain.
5. To develop competency by exposing/analysing the students to various case studies and appraise the students with the contemporary trends in supply chain management in India.

Course Outcomes

Upon completion of this course the student will be able to

- CO1. Explain various drivers of supply chain performance.
- CO2. Assess the role of distribution, distribution network and network design.
- CO3. Evaluate role, component, characteristics and various methods of demand forecasting and managing uncertainty.
- CO4. Prioritise the efficacies of coordination and collaboration in a supply chain.
- CO5. Analyse different modes of transportation, transportation networks and sourcing decisions.

Pedagogy: Lectures, cases, and discussions.

UNIT 1 (9 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 (7 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 BOOKS

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.

LEGAL ENVIRONMENT OF BUSINESS

Subject Code	N3MBA02	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

CO1: Explain the basic elements of enforceable contract and agreement

CO2: Comprehend basic legal framework of special contracts.

CO3: Apply the basic principles of negotiable instruments, insurance and sale of goods.

CO4: Explain the provisions of Companies Act regarding formation, types and management of companies

CO5: Describe the laws relating to partnership firms, foreign exchange and consumer protection in India.

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.

SEMINAR ON FUNCTIONAL DOMAIN

Subject Code	N3MBAFD	CIE Marks :	--
Credits (Lecture Hrs/week)	1	SEE Marks :	--
Total no. of Lecture Hrs	--	Exam Duration :	--

Course Objectives:

- To train the students in their ability to understand, analyse and communicate various aspects of business in a holistic way.
- Enable the students to critically analyse the contemporary subjects in their area of specialization.
- To train them in research skills in the most advanced areas of their stream.
- To develop presentation skills.
- To develop paper(s) in consistent with the theme of the discipline.

Course Outcomes: A students will be able to :

- Understand, analyse and communicate various aspects of business in a holistic way.
- Critically analyse the contemporary subjects in their area of specialization.
- Demonstrate research skills in the most advanced areas of their stream.
- Make presentation skilfully.
- Develop paper(s) in consistent with the theme of the discipline.

Guidelines:

1. This course called "Seminar on functional domain" is offered with a view to enable MBA students to understand, analyse and communicate various aspects of business in a holistic way and demonstrate research skills.
2. The Seminar on functional domain is a research based course which carries one credit.
3. Each student of III semester has 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 Seminar on functional domain 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 Seminar on functional domain 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. A particular topic cannot be chosen by more than one student.
 9. For presentations, a maximum of 10 to 12 PPT slides be prepared beforehand.
 10. Each student will be given 15 minutes to make the presentation followed by 5 minutes for questions/clarifications etc.
 11. 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 HOD, MBA dept.
 12. The marks for Seminar on functional domain, are distributed as follows:

Part 1: Presentation: total marks 50, the distribution is as follows:

a) Subject matter, contents & methodology	20
b) Communication/Presentation Skills	15
c) Response to queries/clarifications	15
Total Marks	50

Part 2: Seminar Report, weekly reports and interaction with guide : total marks 50, the distribution is as follows:

a) Organisation of the report, Subject matter, contents & methodology	10
b) Quality of questionnaire and data collection and analysis	20
c) Findings, suggestions and implications	10
d) Continuous interaction with guide	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. The presentation can be done around term 1 and report can be submitted around term 2.

MOOC / NPTEL

Subject Code	N3MBAMN	CIE Marks	100
Credits (Lecture Hrs/week)	2	SEE Marks	-
Total no. of Lecture Hrs	16	Exam Duration	-

Course Outcome:

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

CO1: Understand and articulate the nuances in the selected course

Guidelines:

This course is offered to the students with the purpose of giving them a wide opportunity to enhance their knowledge. The students are given an opportunity to choose from the list of courses mentioned below and offered by Coursera, NPTEL, SWAYAM, Udemy etc., and enrol themselves.

Students must complete 1 MOOC during the III Semester based on their interest and submit the certificate. The duration of the course should be for 6-8 weeks. In the beginning of the semester, students must register for a MOOC and update the information to their respective Proctors. This will enable the proctor to monitor the progress. After completion of the course, students must submit the completion certificate. Those Students who fail to get the course completion certificate will have to repeat the course.

Comprehensive list of various areas in which MOOC can be selected

Management Skills	Quantitative Finance
Product Management	Financial Modelling
Marketing Analytics	Organizational Psychology
Digital Marketing	Talent Management
Financial Analytics	People Analytics
Business Strategy	Payroll Management
Leadership	Onboarding
Agile	Talent acquisition
Personal Productivity	Strategic HR
Customer Engagement	Managing Compensation and Benefits
Personal Finance	Business Analytics
Financial Risk Management	Power- BI
Investment Banking	Emotional Intelligence
Private Equity	AI/ML
Company Valuation	
Credit Analysis	

Evaluation : Students are required to complete the course and take-up the assessment at the end of the course.

Sl. #	Evaluation	Evaluation Method	Marks
1.	Internal 100 Marks	Weekly Progress reports to the proctor	20
2.		Presentation on the learnings from the course	30
3.		Final course assessment score and submission of certificate to the proctor	50

APTITUDE SKILLS

Subject Code	N3MBAAS	CIE Marks	100
Credits (Lecture Hrs/week)	1	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 enhance the performance of students in placements and competitive examinations
- To enhance employability of students

Course Outcomes:

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

CO1: Solve problems in basic mathematics that are set in placement related tests.

CO2: Answer questions relating to reasoning and data interpretation in interviews.

CO3: Participate in group discussions confidently.

CO4: Perform successfully in placement related tests and competitive examinations

CO5: Clear the assessment by companies for placements

UNIT-1 (7 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).

UNIT-2 (8 Hours)

Percentage, Permutations and Combinations Basics, Profit and Loss, Simplification, Square Root and Cube Root, Time and Distance Basics, Time and Work Basics

UNIT -3 (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

UNIT -4 (8 Hours)

Verbal Aptitude

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

UNIT – 5 (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.

Pedagogy:

- Practice -Based Teaching and Training.
- Activity based teaching and training
- Interaction with professional trainers.
- Classroom Discussions

Evaluation

Assessment	Marks
Test 1	50 Marks
Test 2	50 Marks
Total	100 Marks (CIE)

SALES AND DISTRIBUTION MANAGEMENT

Subject Code	N3MBAMM06	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 capable doing the following:

- Formulate appropriate personal selling, CRM strategies for organisations and execute role of a sales manager skilfully.
- Design suitable sales strategies including forecasting and quantifying sales quota for organisations.
- Lead the organisations in training controlling and evaluating the sales force and develop a compensation plan and use data to quantify sales force size.
- Design customer-oriented marketing channels, manage channel member behavior and control channel relationships.
- Assess wholesalers and retailers and resolve conflicts to manage profitable relationships and manage warehousing and logistics functions.

Course Outcomes: After the course students should be able to :

- CO1:** Formulate appropriate personal selling, CRM strategies for organisations and execute role of a sales manager skilfully.
- CO2:** Design suitable sales strategies including forecasting and quantifying sales quota for organisations.
- CO3:** Lead the organisations in training controlling and evaluating the sales force and develop a compensation plan and use data to quantify sales force size.
- CO4:** Design customer-oriented marketing channels, manage channel member behaviour and control channel relationships.
- CO5:** Assess wholesalers and retailers and resolve conflicts to manage profitable relationships and manage warehousing and logistics functions.

UNIT- 1: (8 hours)

Introduction to Sales and Distribution Management

Introduction, Evolution of Sales Management. Revolution in Technology, Customer Relationship Management (CRM), Sales force Diversity, Team Selling Approach, Managing Multi-channels.

Personal Selling: Preparation and Process

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-Related Marketing Policies, The Sales Process or the Personal Selling Process

UNIT- 2: (8 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, Relationship Strategy, Selling Methods, Sales forecasting methods.

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, Methods for Setting Sales Quotas.

UNIT- 3: (8 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, Size of the Sales force. Recruiting the Sales force, Selecting the Sales force, Hiring and Socialization.

Training, Motivating, Compensating, and Leading the Sales force

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, Secondary Data 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: (8 hours)

Distribution Management

Distribution Management, Need for Distribution Channels, How Does Distribution Add Value? Distribution Channel Strategy, Channels of Distribution Used, Different Kinds of Distribution Networks, Patterns of Distribution, Distribution Channels for Rural Markets.

Marketing Channels

Producer Driven, Seller Driven, Service Driven channels, Relationship of Flows to Service Levels, Channel Levels, Service Channels, Vertical Marketing Systems, Contractual VMS, Horizontal Marketing Systems, Multi-channel Marketing Systems, Costs and Margins in the Distribution System.

UNIT- 5: (7hours)**Channel Institutions: Retailing**

Hierarchy of Factors for Evaluation of a Modern Format, Private Label Brands in India Trends in Retailing in India, Organized Retailing in India, Trading/Retail Formats, Types of Retailers, Retail Focus on Categories. Electronic Retailing or E-Tailing, Foreign Direct Investment (FDI) in Retail in India.

Channel Institutions: Wholesaling

Definition of a Wholesaler, Features of Freelance Wholesalers in India Wholesaling Functions for Producer Suppliers, for Retailers .Classification of Wholesalers, 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, 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	N3MBAMM02	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 capable doing the following:

- Apply the consumer behaviour knowledge to solve communication issues of organization and conduct motivation research.
- Execute marketing applications of perceived risk and consumer learning and apply attitude change strategies for the organization.
- Formulate suitable post purchase plans considering consumer's decision making and disposing habits.
- Apply the concepts of culture, reference group and family and measure social class.
- Measure opinion leadership and apply social class, adoption and diffusion process concepts.

Course Outcomes: After the course students should be able to :

CO1: Apply the consumer behaviour knowledge to solve communication issues of organization and conduct motivation research.

CO2: Execute marketing applications of perceived risk and consumer learning and apply attitude change strategies for the organization.

CO3: Formulate suitable post purchase plans considering consumer's decision making and disposing habits.

CO4: Apply the concepts of culture, reference group and family and measure social class.

CO5: Measure opinion leadership and apply social class, adoption and diffusion process concepts.

Pedagogy : Lectures, presentations and case studies

UNIT 1 (8 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.

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.

UNIT-2 (8 Hours)

Consumer Learning: Consumer Learning, Classical conditioning.(by Pavlove)and its applications in marketing. Instrumental Conditioning & Strategic Applications,

Personality: its characteristics & nature of Personality, Freudian theory of personality, Personality traits that differentiate innovators and non-innovators .CET Scale, The absolute threshold, The differential threshold, Marketing applications of Just Noticable Difference. (JND)

UNIT-3:(7 hours)

Perception: Stimulus, Stimulus factors, Perceptual Distortion, Massed vs Distributed learning.

Attitude: Sources of Influence on Attitude Formation, Tri-component Attitude Model, strategies of changing consumer attitude, perceived risk, reduce of risk by marketers and consumers.

UNIT-4 (8 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. Disposing determinants and alternatives, Consumer gifting behavior. Online decision making in consumer purchase process

UNIT-5 (8 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- in cross cultural context.

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	N3MBAMM03	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:

- CO1:** Apply the consumer behaviour knowledge to solve communication issues of organization and conduct motivation research.
- CO2:** Execute marketing applications of perceived risk and consumer learning and apply attitude change strategies for the organization.
- CO3:** Formulate suitable post purchase plans considering consumer's decision making and disposing habits.
- CO4:** Apply the concepts of culture, reference group and family and measure social class.
- CO5:** Measure opinion leadership and apply social class, adoption and diffusion process concepts.

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.

RURAL MARKETING

Subject Code	N3MBAMM05	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:

- CO1:** Develop strategies for rural marketing in India.
- CO2:** Create management policies and practices to suit rural marketing infrastructure and logistics and rural buying habits.
- CO3:** Apply marketing concepts to manage agricultural input and output marketing tasks skilfully.
- CO4:** Formulate credit policies for rural traders, farmers considering the financial and cooperative Institutions for rural areas.
- CO5:** Design pricing and promotion strategies for rural markets in India.

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.

RETAIL MANAGEMENT

Subject Code	N3MBAMM07	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:

CO1: Comprehend the concepts, functions, formats and channels of retailing.

CO2: Analyze retail strategy and selection of store locations.

CO3: Describe the operating functions of retail, store design, layout, merchandise planning and management.

CO4: Determine pricing strategy and human resource management in retail.

CO5: Apply strategic aspects of integrated marketing communications in retail and Retail Information Systems.

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, Evans, Chatterjee, Shrivastava, Retail Management, Pearson, 13th Edition, 2021.

REFERENCE BOOKS:

1. Levy & Weitz, Retail Management, TMH, 9th Edition, 2014.
2. David Gilbert, Retail Marketing Management, – Pearson Education, 1st Edition, 1999
3. Rosann Spiro, Management of Sales force, TMH, 11th Edition, 2004
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

INVESTMENT ANALYSIS & MANAGEMENT

Subject Code	N3MBAFM01	CIE Marks	50
Credits (Lecture Hrs/week)	03	SEE Marks	100
Total no. of Lecture Hrs	39	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

CO1: Explain the basic concepts of investments and measure historical returns and risk.

CO2: Analyse and compute value of debt and equity investments.

CO3: Describe various theories related to efficiency of the stock market.

CO4: Construct and evaluate investment portfolios.

CO5: Explain fundamental concepts related to mutual funds.

UNIT - 1 (6 hours)

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

UNIT - 2 (10 hours)

Analysis & Valuation of Debt Securities: Bond pricing theorems. Yield curve. Duration & immunization. Analysis of convertible bonds. Analysis of Equity Investments: Valuation of equity shares. Balance sheet-based valuation. Dividend discount model.

UNIT - 3 (8 hours)

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.

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

UNIT -4 (10 hours)

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

UNIT -5 (5 hours)

Mutual Funds: different types, ETF, FMP, Hedge Funds. Pros and cons of investing in MF, Evaluation of mutual funds. Sharpe's ratio, Treynor & Jensen measure. 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 & MARKETS

Subject Code	N3MBAFM02	CIE Marks	50
Credits (Lecture Hrs/week)	03	SEE Marks	100
Total no. of Lecture Hrs	39	Exam Duration	03 Hours

The objectives of this course are:

- Comprehend the students with the basic idea about the Indian Financial System.
- To expose the students to grasp the working of RBI, commercial banks, cooperative banks and other financial institutions
- To impart knowledge about various financial markets and services.
- Equip the students with various instruments available to raise equity at both domestic and international markets.
- To expose the students towards basics of Insurance, pension funds and venture capital.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1: Explain the broad features of Indian financial system with emphasis on the role of RBI.

CO2: Elaborate the types and working of financial institutions.

CO3: Comprehend the working of financial market and the role of various participants.

CO4: Describe various financial instruments.

CO5: Describe financial services.

Pedagogy: Lectures, presentations and case studies.

UNIT 1 (9 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, CAMELS rating. Non-Banking Financial Corporation (NBFCs)-role and significance.

UNIT-2 (8 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. Raising of equity from international markets – Depository Receipts and External Commercial Borrowing.

UNIT-3 (8 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. Depositories – role and significance. Trading and settlement procedures at National Stock Exchange (NSE). 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 (6 Hours)

Financial Instruments: Shares, Debentures/Bonds including Floating Rate Bonds, Zero Coupon Bonds, Deep discount bonds. Warrants, Derivatives: Futures, Options, swaps. ADRs, GDRs and IDRs. Interest Rate Structure: Determinants of interest rate structure; Differential interest rate; recent changes in interest rate structure.

UNIT 5 (8 Hours)

Financial Services: Meaning and significance. Various financial services – an overview. Investment banking, Leasing, Hire purchase, Credit Rating, Factoring, Forfeiting. Venture Capital.

Venture Capital-features. Steps in venture capital financing. Venture capital financing in India.

Text Books:

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

Reference Books:

1. Indian Financial System – M.Y. Khan, Tata McGraw Hill Publication, latest edition.
2. Meir Kohn, Financial Institutions & Markets, OXFORD publications, 2nd edition.

MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

Subject Code	N3MBAFM03	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

CO1: Explain the basic concepts and various forms of corporate restructuring.

CO2: Perform valuation of firms and describe the sources of value in horizontal mergers.

CO3: Describe the sources of value in vertical and conglomerate mergers.

CO4: Explain various takeover defence strategies.

CO5: Summarise legal and human aspects of mergers and acquisitions and describe the steps in 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	N3MBAFM04	CIE Marks :	50
Credits (Lecture Hrs/week)	03	SEE Marks :	100
Total no. of Lecture Hrs	39	Exam Duration :	03 Hours

Course Objectives:

- To communicate upon working capital financing.
- To aid them in managing current assets
- To compare various sources of long term financing.
- To familiarize with the mechanism of debt securitization.
- To use appropriate tools for corporate performance appraisal.
- To educate on the recent trends in corporate finance

Course Outcomes:

CO1: Elucidate various sources of working capital financing.

CO2: Manage various current assets in a manufacturing organization.

CO3: Compare alternative asset acquisition options.

CO4: Apply the concepts of value based management and performance evaluation.

CO5: Explain the principles of behavioral finance.

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

UNIT 1 (6 Hours)

Working Capital Management I: 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). Factoring and Forfeiting Working capital leverages.

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.

UNIT-2 (9 Hours)

Working Capital Management II:

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, Tax implications of hire purchasing. Evaluation of hire purchasing from hirer and hirer's angle. (including problems)

UNIT-4 (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.

UNIT-5 (6 Hours)

Behavioural Finance: Traditional Finance and Behavioural Finance, Biases, Heuristics, Paradoxes, Frame Dependence: Prospect Theory, Framing, and Mental Accounting, Group Behavior: Conformism, herding, fatal attractions, Investing Styles and Behavioral Finance.

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. Prasanna Chandra, Behavioural Finance, Tata McGraw Hill Publishing, 1st Edition, 2015
3. Brigham & Ehrhardt, Financial Management – Theory & Practice, Thomson Learning, 12th Edition, 2012.
4. Brearly and Myers, Principle of Corporate Finance, MCGRAW HILL EDUCATION, 11th Edition, 2014.
5. Ashwath Damodaran, Corporate Finance – Theory & Practice, John Wiley, 2nd Edition, 2012.
6. M.Y. Khan, Financial Services, MCGRAW HILL EDUCATION, 7th Edition, 2013.

RISK MANAGEMENT AND INSURANCE

Subject Code	N3MBAFM05	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:

CO1: Explain the basic concepts of organisational risk management.

CO2: Elucidate fundamental principles of insurance and parts of insurance contract.

CO3: Comprehend various provisions of life insurance contracts.

CO4: Elaborate on operations of insurance companies.

CO5: Summarise the regulatory aspects of insurance in India.

Pedagogy: Lectures, case discussions and presentations.

UNIT -1 (8 Hours)

Risk Management: Risk-meaning and definition. Peril and hazard. Classification of risk. Major personal risks and commercial risks. Meaning and objectives of risk management. Steps in risk management process. Identifying and measuring loss exposure, risk control techniques, risk financing. Benefits of risk management.

UNIT-2 (9 Hours)

Introduction to Insurance: Insurance-meaning. Basic characteristics of insurance. Insurable risk. Insurance and gambling; insurance and hedging. Various types of insurance. Benefits and costs of insurance to society. Basic principles of insurance. Requirements of an insurance contract. Distinct legal characteristics of insurance contracts. Law of agency. Basic parts of an insurance contract. Coinsurance.

UNIT-3 (8 Hours)

Life Insurance: Meaning. Financial impact of premature death on families. Amount of life insurance to own-Human Value Life Approach and Needs Approach. Types of life insurance. Group life insurance. Life insurance contractual provisions. Dividend option. Settlement options. Additional life insurance benefits. Determining the cost of life insurance. Rate of return on saving component. Individual annuities. Types of annuities.

UNIT-4 (8 Hours)

Insurance Company Operations: Rate making, underwriting, production, claim

settlement, reinsurance and investments. Reinsurance – reasons for reinsurance. Methods of sharing losses in reinsurance. Alternatives to traditional reinsurance. Financial operations of insurers. Balance sheet and profit calculations of property and casualty insurers. Balance sheet and profit calculations of life insurers.

UNIT-5 (6 Hours)

Insurance Industry in India: History of insurance in India. Post-independence period. Liberalisation and Growth of insurance industry. Major insurers and current market structure. Regulation of insurance industry - IRDA. Role, powers and duties of IRDA. Role of Insurance ombudsman. Bancassurance in India. Benefits of bancassurance to various stakeholders.

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	N3MBAHR01	CIE Marks :	50
Credits (Lecture Hrs/week)	03	SEE Marks :	100
Total no. of Lecture Hrs	39	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 Outcomes:

CO1: Comprehend the fundamental concepts in Organisational Behaviour.

CO2: Explain the role and relevance of individual differences at workplace and consequent behavioural inferences/ implications

CO3: Evaluate and infer the dynamics of groups and teams in an organisation

CO4: Appraise the role and importance of communication, decision making and leadership vis-à-vis organisational processes

CO5: Examine and infer from the contemporary organisational behavioural issues, challenges and practices.

Pedagogy: Lectures, case discussions and presentations.

UNIT-1 (6 hours)

FUNDAMENTALS OF ORGANISATIONAL BEHAVIOUR

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

UNIT-2 (10 hours)

UNDERSTANDING AND MANAGING INDIVIDUAL BEHAVIOUR

Individual differences and behaviour: Individual differences, causes, importance, basis for understanding work behaviour. Individual differences influencing work behaviour.

Personality: Sources of personality differences, personality and behavior

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

Motivation - Concept of Motivation, selected theories- McClelland, Equity, Vroom

UNIT-3 (6 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 (9 hours)**ORGANISATIONAL PROCESSES**

Communication - communicating within organisations, improving communication in organisations.

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 (8 hours)**CONTEMPORARY ASPECTS OF ORGANISATIONAL BEHAVIOUR**

Organizational behaviour across cultures - Managing Diversity, multicultural organizations.

Gender sensitization, 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. Essentials of Negotiation, HBS, 2003.

EMPLOYMENT RELATION LAWS

Subject Code	N3MBAHR02	CIE Marks :	50
Credits (Lecture Hrs/week)	04	SEE Marks :	100
Total no. of Lecture Hrs	39	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:

- CO1:** Describe the features of Industrial Employment Standing Orders Act 1946; Shops and Commercial Establishment Act 1952; Contract Labour Act 1970 and Factories Act 1948.
- CO2:** Describe the features of Payments of Wages Act 1936, Minimum Wages Act 1948 and Payment of Bonus Act 1965.
- CO3:** Explain the features of Trade Union Act 1926 and Industrial Disputes Act 1947
- CO4:** Elucidate the features of Employees' Provident Fund and Miscellaneous Act 1952 and Payment of Gratuity Act 1972.
- CO5:** Explain the features of Employee State Insurance Act 1948, Workmans' Compensation Act 1923 and Maternity Benefit Act 1961.

Pedagogy: classroom discussions, student assignments and presentations.

UNIT 1 (10 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 (8 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 (8 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 (7 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 (6 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:

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:

CO1: Describe the basic concepts of Industrial relations.

CO2: Explain the structure and functions of International Labour Organisation (ILO).

CO3: Elucidate the collective bargaining procedure and role of trade unions.

CO4: Explain the types of Industrial conflicts and their settlements.

CO5: Suggest appropriate grievance redressal process and manage discipline.

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 Ed., 2008

REFERENCE BOOKS:

1. C.S.Venkata Ratnam, Industrial Relations, Oxford University Press, 1st Ed., 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	N3MBAHR04	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:

CO1: Analyse the basics of human resource planning and selection process

CO2: Assess and evaluate the candidates for appropriate assignment and induction

CO3: Evaluate and determine employees for career progression and training

CO4: Explain the purpose and nature of wage and salary administration

CO5: Develop awareness about industrial accidents, hazards, diseases along with the industrial safety, security regulations and practices.

Pedagogy : Lectures, presentations and case studies

UNIT 1 Staffing process (8 Hours)

Job Analysis: uses, types, methods, and techniques; writing job specifications and job descriptions, recent developments in job analysis.

Recruitment: Sources, strategy, outsourcing, labour markets, and branding. Improving effectiveness of recruitment, Realistic Job Preview (RJP), surveys, recruiting metrics, time to fill, yield ratios, cost of recruitment and developing diverse talent pool.

Selection: procedure, policy, Yoder's hiring requirement chart, essentials of selection procedure, post interview screening, pre-employment tests, and problems of discrimination.

UNIT 2

Placement, Induction and Training (8 Hours)

Placement and Induction: Needs, objectives, procedures, steps and techniques involved in placement and induction.

Training: needs assessment, strategic model of training, orientation training, on boarding, basic skills training (remedial training); ethics and diversity training.

UNIT 3

Promotion and Transfer (8 Hours)

Promotion: purpose, types, programme, and procedure. Promotion system, policy, argument for and against promotion by seniority, promotion on merit, seniority v/s merit. Promotion practices in India.

Transfer: purpose, procedure, policy and practices in India

UNIT 4

Compensation Management, employee benefits and services* (8 Hours)

Compensation Management: terminologies, wage determination process, wage surveys, wage curve, alternatives to traditional pay structures, and principles of compensation management.

Wages-elements of a good wage plan, methods of wage payment and wage differentials.

Employee benefits- purpose, meaning, terminologies, objectives, features, and coverage of benefits. New Pension scheme, 1995

Services: meaning, types, features.

*** Practices in India w.r.t. all the above**

UNIT 5

Employee Safety & Protection (7 Hours)

Employee Safety: Industrial accidents and injury, nature and causes, costs and measurement.

Safety- safety programmes, safety education, safety engineering, accident prevention and statutory provisions in India.

RECOMMENDED BOOK:

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

REFERENCE BOOKS:

1. M N Rudrabasavaraj, Dynamic Personnel Administration, Himalaya Publishing House
2. Bohlander & Snell, Managing Human Resources, Thomson South-Western
3. Pravin Durai, Human Resource Management, Pearson Publishers
4. Gary Dessler, Human Resource Management, Pearson Publishers
5. M L Blum, J C Naylor, Industrial Psychology, CBS Publishers & Distributors.
6. Edwin B Flippo, Personnel Management, Tata McGraw-Hill, 6th Edition, 1980.
7. R S Davar, Personnel Management & Industrial Relations, Vikas Publications, 10th Edition, 2011.
8. Arun Monappa & Mirza S Saiyadain, Personnel Management, Tata McGraw-Hill, 2nd Edition, 2001.

ORGANIZATIONS: STRUCTURE, PROCESS AND DESIGN

Subject Code	N3MBAHR05	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:

CO1: Describe the various components of organisational structure and process.

CO2: Explain the concepts of organisational design and strategies for managing environment.

CO3: Discuss various approaches to organizational effectiveness.

CO4: Elucidate the types of organizational decisions

CO5: Reflect upon growth and decline of organizations, changing environment, globalization and competition.

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 (8 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 (3 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 (4 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 (5 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 & Design, Thomson Learning, 10thEd, 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 Ed., 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

INTERNSHIP

Subject Code	Credits (Lecture Hrs/week)	CIE+SEE
N4MBAINT	08	50+50

Course objectives

The internship module aims to provide the student with:

1. A practice-oriented and 'hands-on' working experience in the real world or industry, and to enhance the student's learning experience.
2. An opportunity to develop a right work attitude, self-confidence, interpersonal skills and ability to work as a team in a real organisational setting.
3. An opportunity to further develop and enhance operational, customer service and other life-long knowledge and skills in a real world work environment.
4. Pre-employment training opportunities and an opportunity for the company or organisation to assess the performance of the student and to offer the student an employment opportunity after his/her graduation, if it deems fit.

Course outcome

CO1: Comprehend the characteristics of the industry.

CO2: Comprehend the characteristics of the company.

CO3: Describe the operations of the specific functional area.

CO4: Fulfill assigned tasks in a time bound manner.

CO5: Write the intrenship report

Every eligible student has to take up an internship during 4th semester. The duration of the internship is eight weeks and it carries 8 credits. Internship includes presentations in the form of the seminars on the work done, internship report submission, and report evaluation.

1 Introduction

- 1.1 All eligible students, who are promoted to the fourth 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.
- 1.2 The internship is expected to prepare the students for taking up jobs in business organisations after the MBA programme.
- 1.3 Internship carries 8 credits.

2 Selection of the Organisation

- 2.1 The Institute shall place students in different organisations for the internship. The responsibility of placing the students shall rest with the Departmental Project Evaluation Committee (DPEC) and the Training and Placement department.
- 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 during 4th semester.
- 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.

Table 1

	Activity	Duration
1	Overall study of the organisation	2 weeks
2	Work in a specific department or on a specific task	3-4 weeks
3	Experience in various functional departments	1-2 weeks
4	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.

- c. 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:

Table 2

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

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:

Table 3

Sl.No.	Components	Marks
1	Punctuality & attendance	15
2	Efficiency of completing the assignments	20
3	Overall behaviour of the student	15
	Total	50

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

The second part of evaluation will be on presentation. 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 at the end of fourth semester. The final presentation will be evaluated based on the following parameters:

Table 4

Sl. No.	Component	Marks
1	Organisation study	5
2	SWOT Analysis	5
3	Work done during the internship period	5

4	Experience of working in various functional departments	5
5	Overall Learning Outcomes	5
	Total	25

The third part of evaluation will be on internship report. The internship report will be evaluated by internal supervisor. The report will be evaluated for 25 marks by considering the following aspects:

Table 5

Sl. No.	Components	Marks
1	Organisational Study	5
2	Report of daily activities	10
3	Report on learning experience	5
4	Overall quality of the report	5
	Total	25

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 awarded by the internal supervisor for the report evaluation and the third component will be marks awarded by the panel members on final presentation. The pattern of evaluation is summarised below:

Table 6

Sl. No.	Components	Maximum Marks
1	Evaluation by the external supervisor (Table 3)	50
2	Final Presentation (panel of examiners)	25
3	Evaluation of Report by the internal supervisor	25
	Total	100

CAPSTONE PROJECT

Subject Code	N4MBACP
Credits	4

Capstone Projects and its Guidelines

Every qualified student has to take up a capstone project during the mid of third semester and evaluation by the end of fourth semester. The duration of project is eight weeks and project work carries 4 credits. Project Work includes, Preliminary and Final Project Presentation in the form of the seminar followed by a Project Report

Guidelines for Capstone Project

1. The project work shall be for a period of 8 weeks from mid of the third semester, will continue during the 4th semester.
2. The Department Evaluation Committee shall allot students to respective Guides based on the functional areas. Further a student will have to:
 - a) Identify a problem / issue related to the area of specialisation.
 - b) The student after identifying the problem/issue on a specific aspect should undertake the study/investigate/conduct survey; analyse the data, infer and offer suggestions for solving the problem/issue.
 - c) Each student must submit the **Weekly Reports** in the prescribed format to the allocated guide and the weekly review of the same during the project period shall be done by the project guide.
 - d) Each student must maintain the Project Diary indicating the progress of the Project

Overview of the capstone project:

I. Organisational Profile that will include:

- Statement of the problem
- Literature Review
- Methodology: Data collection, hypotheses, analysis, findings, and suggestions

The project shall be on a topic related to the area of specialization opted by the candidate (in consultation with the allotted Faculty Guide if need be).

II. Evaluation of Project Work:

The total marks for the project work is 100. The evaluation criteria include:

Preliminary project presentation – This carries 25 marks and each student has to make a preliminary project presentation (after four weeks) during the course of the ongoing project. This preliminary project presentation is evaluated on criteria that will include:

1. Organization Profile
2. Literature review
3. Methodology

Final Project presentation – Marks allotted is 25 and on the completion of the allotted duration for the Capstone project, a student has to submit a presentation on the below:

1. Data analysis and interpretation
2. Tools used
3. Findings
4. Suggestions
5. Conclusion and Learning outcome.

Marks Distribution for Project Report Evaluation

#	Component	Max Marks
Preliminary project presentation		
A	Organization Profile	05
B	Literature review	05
C	Methodology	15
Final Project presentation		
G	Data analysis and interpretation	05
H	Tools used	05
I	Findings, suggestions and observations	05
J	Conclusion, usefulness/relevance of the study and learning outcome.	05
K	Overall Presentation & Quality of Report	05
Total		50

III. Report Submission

50 marks

SERVICES MARKETING

Subject Code	N4MBAMM06	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 capable doing the following:

- Formulate export policy of an organization considering India's trade concessions and nuances of International marketing.
- Design overseas market research plan and manage global marketing activities.
- Develop global product strategy including adaptation of product components.
- Devise market entry methods for exports establish international distribution channels.
- Formulate global pricing and promotion strategies for exports.

Course Outcomes: After the course students should be able to :

CO1 Formulate export policy of an organization considering India's trade concessions and nuances of International marketing.

CO2 Design overseas market research plan and manage global marketing activities.

CO3 Develop global product strategy including adaptation of product components.

CO4 Devise market entry methods for exports establish international distribution channels.

CO5 Formulate global pricing and promotion strategies for exports.

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, 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, 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	N4MBAMM09	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 capable doing the following:

- Apply knowledge for better decision making by organisations and have awareness, knowledge about the digital marketing ecosystem.
- Develop suitable digital strategies to execute Search Engine Optimization tasks, manage online copywriting skillfully and achieve sufficient engagement from website visitors.
- Formulate appropriate Digital Advertising campaigns for achieving organizational targets and track measurement of key performance indicators
- Create Social Media Strategy and track social media campaigns to solve business challenges.
- Design suitable Digital marketing Strategy in areas of CRM, Email Marketing for organisations, and apply use of Website Analytics for better decision making.

Course Objectives:

CO1 Apply knowledge for better decision making by organisations and have awareness, knowledge about the digital marketing ecosystem .

CO2 Develop suitable digital strategies to execute Search Engine Optimization tasks, manage online copywriting skilfully and achieve sufficient engagement from website visitors.

CO3 Formulate appropriate Digital Advertising campaigns for achieving organizational targets and track measurement of key performance indicators

CO4 Create Social Media Strategy and track social media campaigns to solve business challenges.

CO5 Design suitable Digital marketing Strategy in areas of CRM, Email Marketing for organisations, and apply use of Website Analytics for better decision making.

Pedagogy: Lectures, presentation and case studies.

UNIT- 1: (12 hours)

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

UNIT- 2: (10 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: (10 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, 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,.

UNIT- 4: (10 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: (10 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 BOOKS:

1. Internet Marketing: A Practical approach in Indian context by Moutusy Maity. Oxford University Press,2017

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.
9. The Art of Digital Marketing: The definitive guide to creating strategic, targeted, and measurable online campaigns. By Ian Dodson, Wiley publications,2018.
- 10.Fundamentals of Digital marketing, by Puneet Singh Bhatia, Pearson Publications, 2nd Edition,2020.

INTERNATIONAL MARKETING MANAGEMENT

Subject Code	N4MBAMM03	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:

- CO1:** Formulate export policy of an organization considering India's trade concessions and nuances of International marketing.
- CO2:** Design overseas market research plan and manage global marketing activities.
- CO3:** Develop global product strategy including adaptation of product components.
- CO4:** Devise market entry methods for exports establish international distribution channels.
- CO5:** Formulate global pricing and promotion strategies for exports.

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	N4MBAMM08	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:

- CO1: Comprehend the concepts of brand that build brand equity.
- CO2: Explain the role of multisensory cues to differentiate brands and build brand equity.
- CO3: Describe customer based brand equity model, brand value chain and brand equity management systems that resonate brands.
- CO4: Measure and interpret brand performance and brand equity.
- CO5: Design and implement various brand strategies.

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 out comes 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, 5th Edition, 2021.

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 Plilip 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	N4MBAMM10	CIE Marks	50
Credits (Lecture Hrs/week)	03	SEE Marks	100
Total no. of Lecture Hrs	39	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:

- CO1:** Design IMC strategies including preparation of promotion budget, promotion plan from the Advertising Agency for the client.
- CO2:** Apply DAGMAR approach in advertising campaigns and execute global level advertising tasks.
- CO3:** Measure effectiveness of communications programs through Pre-test and Post-test research Methods in various media.
- CO4:** Develop Media Plan and Creative Strategy in Advertising.
- CO5:** Create promotion campaigns for the organization for the entire promotion mix and execute event management programmes.

Pedagogy: Lectures, case discussions and presentations.

UNIT- 1 (8 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 (8 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 (8 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 (8 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 (7 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	N4MBAFM01	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 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:

CO1: Describe the risks and benefits for an organization operating globally.

CO2: Summarize the role of foreign exchange market and key determinants of exchange rates.

CO3: Explain relationships between exchange rates, inflation and interest rates.

CO4: Evaluate the exchange rate risk exposures of multinational companies and hedging strategies.

CO5: Describe the process of Assets-Liabilities Management in MNCs

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

UNIT 1 (9 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 – Foreign Direct Investment- International Portfolio Investments. Agencies that facilitate international flows.

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 (8 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 (8 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 (6 Hours)**Asset and Liability Management**

Long-Term Asset and Liability Management:– Country Risk Analysis- Multinational Cost of Capital and Capital Structure- - 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	N4MBAFM02	CIE Marks	50
Credits (Lecture Hrs/week)	03	SEE Marks	100
Total no. of Lecture Hrs	39	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:

CO1: Explain the basic principles of derivatives and functions of derivatives markets.

CO2: Compute value of futures contracts and design hedging strategies.

CO3: Design swap transactions and explain the benefits

CO4: Determine price of options contracts, design trading strategies and explain payoffs

CO5: Compute forward interest rates and VaR of portfolios

Pedagogy: Lectures, presentations and case studies.

UNIT 1 (6 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, and NCDEX. Forwards and futures contracts. Trading in futures contract. Margin system.

UNIT-2 (10 Hours)

Risk Management using Forward and Futures Contracts: 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.

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 (6 Hours)

Swaps: Mechanics of swap transaction. Designing interest rate swap. Comparative advantage in swaps. Designing Currency swap. Mechanics of Commodity and equity swaps.

UNIT-4 (12 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, and other exotic options. Hedging strategies using options. Trading strategies– spreads and combinations.

UNIT-5 (5 Hours)

Interest Rate Markets: Types of rates. Zero rates. Determining zero rates. FRAs. Interest rate derivatives. Credit Risk Management. Value at Risk. Different approaches to computation of VaR. Stress testing & back testing of VaR.

RECOMMENDED BOOK:

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

REFERENCE BOOKS:

1. Sundaram Janakiraman, 'Derivatives and Risk Management', Pearson Education, New Delhi, 2018.
2. Jayanth Rama Varma, Derivatives & Risk Management, Tata McGraw Hill, 1st Edition, 2011.
3. N D Vohra & B R Bagri, Futures & Options, Tata McGraw Hill, 2nd Edition, 2011.
4. Multi Commodity Exchange Reference Material.

TAX MANAGEMENT

Subject Code	N4MBAFM03	CIE Marks	50
Credits (Lecture Hrs/week)	03	SEE Marks	100
Total no. of Lecture Hrs	39	Exam Duration	03 Hours

Course Objectives:

- To study the current taxation framework in India.
- To expose the students to the latest provisions of Income Tax Act.
- To identify the Tax Planning and Assessment Procedures for Individuals.
- To understand the new structure of Taxes in India and Fundamentals provisions of Goods & Services Tax (GST).
- To provide an overview of International taxation

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

CO1: Explain the meaning and scope of tax policy and types of taxes.

CO2: Compute taxable income from five heads of income.

CO3: Explain the basic concepts of Goods and Services Tax

CO4: Calculate the GST payable on Supply.

CO5: Examine the causes of tax evasion and tax avoidance along with methods adopted by countries to curb tax evasion and avoidance.

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 (10 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 of the assessee. Tax Management: Filing of Returns and Assessments, Penalties and Prosecutions, Appeals and Revisions, Advance Tax, TDS, Advance Rulings.

UNIT 3 (8 hours)

GOODS & SERVICES TAX-1: Goods & Service Tax (GST): Introduction, Transitional Provisions; Taxes subsumed, Merits and Demerits of GST, Types of GST Registration: Compulsory Registration, Exemption, Procedure.

Supply of Goods: Meaning and Scope, Time and Value of Supply, Interstate and Intrastate supply, Place of Supply, Audit.

UNIT 4 (8 hours)**Goods and Service Tax 2:**

Levy and Collection, Composition Levy, Transaction value. Input Tax Credit, Exemption from GST. Rates of tax, tax Invoice, Debit and Credit Notes, Payments of Tax, Returns, Refunds. Simple problems on calculation of GST (CGST, SGST & UTGST).

UNIT 5 (6 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	N4MBAFM04	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:

CO1: Describe the methods of generating and screening project ideas.

CO2: Analyse and evaluate capital projects.

CO3: Explain Social-Cost Benefit analysis and Environmental Impact Analysis.

CO4: Describe various methods of financing capital projects.

CO5: Apply network techniques for project planning and control.

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	N4MBAFM05	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.

Course Outcomes:

CO1: Explain the role of central bank in framing monetary policy and controlling money supply

CO2: Describe the fundamental principles of banking and features of bank deposits

CO3: Describe the credit function, types of loans, credit process and modes of credit delivery

CO4: Explain the credit monitoring function and credit restructuring by banks

CO5: Explain the various means of managing credit risk by banks

Pedagogy : Lectures, presentations and case studies

UNIT-1 (7 Hours)

Central Bank and Monetary Policy: Meaning and relevance. Central Bank tools to regulate monetary policy – OMOs, Reserve requirements, Policy rates. Operation of reserve requirements in India – NDTL computation, CRR and SLR Requirements. Banking sector reforms in India – The Narasimham committee I and II, The Raghuram Rajan Committee.

UNIT-2 (8 Hours)

Banking Function: Definition of Banking. Basic concepts of retail banking. Negotiable instruments. Types of deposits and NRI accounts. Laws in everyday banking – Customer of a Bank, Eligibility to be a customer, Bank-Customer relationship, Rights and Obligations of a Banker, Termination of Banker-Customer relationship.

Sources of Bank Funds: Basic concepts, Bank liabilities, Protecting the depositor and Commonly used approaches to deposit pricing. Non-deposit sources. Uses of Bank Funds. Financial Statements of a Bank.

UNIT-3 (8 Hours)

Credit Function: Introduction to lending, Credit process – constituents of credit process. Steps to credit analysis. Types of lending – Fund based, Non-fund based and Asset based lending. Steps in loan pricing. Customer profitability analysis. Modes of credit delivery, legal aspects of lending – Types of securities-Pledge, Hypothecation, Assignment, Lien and Mortgage. Common securities for bank loans.

UNIT-4 (8 Hours)

Credit Monitoring: Basic concepts, Need for review and monitoring. Triggers of financial distress model – The Altman's Z score. Credit information – CIBIL. Debt restructuring – Corporate and SME, Relief measures under debt restructuring. Debt Recovery Tribunal – Functions, Authority and Powers. SARFEASI Act, Insolvency and Bankruptcy Code-Need, features and procedures.

UNIT-5 (8 Hours)

Credit Risk: Basic concepts. Definition of credit risk, Classifying impaired loans. Prudential norms for Asset classification, income recognition and provisioning. Credit risk transfers – Securitization, Loan sales, Covered bonds and Credit derivatives.

Capital adequacy and regulations. Risk based capital standards. Basel I, II and III - important provisions.

RECOMMENDED BOOK:

Paul Justin, Suresh Padmalatha, 'Management of Banking and Financial Services', 4th Edition, Pearson Education, 2020.

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.

ORGANIZATIONAL DEVELOPMENT

Subject Code	N4MBAHR02	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 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 (8 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.

UNIT 3 (6 Hours)

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

UNIT 4 (8 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 (7 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.

OCCUPATIONAL TESTING

Subject Code	N4MBAHR01	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 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:

CO1: Describe the concept of psychological measurements.

CO2: Explain various psychological tests, their history and evolution.

CO3: Comprehend the purpose and process of psychological tests and their relevance in psychological research.

CO4: Apply psychological tests in business settings.

CO5: Elaborate on the social and ethical aspects of psychological testing.

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

UNIT 1 (8 Hours)

Introduction to concept measurement, individual differences and assessment:

Measurement: meaning, definition, role of measurement in psychology.

Measurement scales: properties and types of scales; attributes of measuring instruments, problems in psychological measurement, types of measurement.

Individual Differences: meaning, definition, reasons to measure individual differences, identifying and measuring differences; meaning of psychological assessment and psychometrics.

Assessment: core characteristics, technical nature of assessment, stable and changing characteristics of traits.

UNIT 2 (8 Hours)

Origin and functions of psychological testing:

History of Psychological Testing: Early interests in mentally retarded, first experimental contributions of Francis Galton, Raymond Cattell, and Alfred Binet. Beginnings of psychological tests, intelligence testing, testing of ability, test of other psychological constructs. Testing from the early 1900 and present, testing in 21st century.

Psychological tests: concept, definition, nature and characteristics. Types, control and use of psychological tests; test administration. Typical Differences between psychological testing and assessment.

UNIT 3 (8 Hours)

Technical and Methodological Principles:

Test construction: defining a test, why and what they measure, steps involved in test construction, selecting scaling methods, main points in planning construction of Tests. Item analysis: meaning, steps, testing the items, revising the Test, publishing the Test.

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

UNIT 4 (8 Hours)

Ability and Personality tests:

Ability Tests: Individual tests and Group tests, concept, definition, differences, and types.

Personality Tests: concept, definition, development of personality tests, objective measures of personality, projective tests...

UNIT 5 (7 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/>)

TEAM DEVELOPMENT AND LEADERSHIP

Subject Code	N4MBAHR03	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 wellbeing, leaders in recession and downturn and leaders in social enterprise.

Course Outcomes:

CO1: Describe the fundamental concepts of team and team dynamics.

CO2: Explain the operations of various teams and implications of Emotional Intelligence.

CO3: Explicate the role of Leadership in Business Organizations

CO4: Expound the major theories of leadership.

CO5: Discuss the challenges of leadership in Business Organizations.

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	N4MBAHR04	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:

CO1: Comprehend the role of training and development in organizations.

CO2: Develop the framework for training need analysis and structure the training design.

CO3: Discuss the various training methods and techniques.

CO4: Describe the process of evaluation and validation of training.

CO5: Explain the importance of management development in the organization.

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	N4MBAHR05	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

CO1: Describe the fundamentals of International Human Resource Management and its importance.

CO2: Explain the various issues of expatriate recruitment and selection

CO3: Explicate the concepts of performance management and compensation of international staff.

CO4: Discuss the different methods of training and development of international staff and knowledge transfer in multinational companies.

CO5: Expound 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.