

Dr. AMBEDKAR INSTITUTE OF TECHNOLOGY, BANGALORE
DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION (MBA)
MBA DEGREE CURRICULUM – 2020

CORE	ELECTIVE	LAB	SEMINAR	INTERNSHIP	PROJECT	TOTAL CREDITS
40	24	4	8	4	20	100

SCHEME FOR MBA PROGRAMME - 2020

Sl. No	Semester	Courses & Credit	Credit Distributions	Total
1	I	7 Core Courses x 3 Credits	21	25
		Seminar – I (Soft Skill and Communication)	2	
		Lab (Accounting and its Applications)	2	
2	II	3 Core Courses x 3 Credits	9	25
		4 Elective Courses x 3 Credits	12	
		Seminar – II (Project on Foreign Economics)	2	
		Lab (Research Methodology and Statistics Applications)	2	
3	III	1 Core Course x 4 Credits	4	28
		2 Core Courses x 3 Credits	6	
		4 Elective Courses x 3 Credits	12	
		Seminar – III (Industrial Economy)	2	
		Industrial Internship	4	
4	IV	Project work (Special Interest of the Student)	20	22
		Seminar – IV (Publications on Specialized Interest)	2	
			Total Credits	100

I SEMESTER MBA

Sl No	Course		Teaching hours/week		Total Credits	Exam Duration (Hrs.)	Marks for		Total Marks
	Name	Code	Lect.	Practical/ Field work/Assignment/ Case study			CIE	SEE	
1	Management and Organizational Behavior	20MBA11	3	-	3	3	50	50	100
2	Managerial Economics	20MBA12	3	-	3	3	50	50	100
3	Technology and Operational Strategy	20MBA13	3	-	3	3	50	50	100
4	Marketing Management	20MBA14	3	-	3	3	50	50	100
5	Financial Management	20MBA15	3	-	3	3	50	50	100
6	Human Resource Management	20MBA16	3	-	3	3	50	50	100
7	Business Law and Governance	20MBA17	3	-	3	3	50	50	100
8	Seminar – I (Soft Skill and Communication)	20MBAS18	-	4	2	-	50	-	50
9	Lab (Accounting and its Application)	20MBAL19	-	4	2	-	50	50	100
TOTAL			21	8	25		450	400	850

II SEMESTER MBA

Sl No	Course		Teaching hours/week		Total Credits	Exam Duration (Hrs.)	Marks for		Total Marks
	Name	Code	Lect.	Practical/ Field work/Assignment/ Case study			CIE	SEE	
1	Strategic Management	20MBA21	3	-	3	3	50	50	100
2	International Business Management	20MBA22	3	-	3	3	50	50	100
3	Operations Research	20MBA23	3	-	3	3	50	50	100
4	Seminar – II (Project on Foreign Economics)	20MBAS24	-	4	2	-	50	-	50
5	Lab (Research Methodology and Statistics Applications)	20MBAL25	-	4	2	-	50	50	100
6	Elective – 1	20MBA2XX	3	-	3	3	50	50	100
7	Elective – 2	20MBA2XX	3	-	3	3	50	50	100
8	Elective – 3	20MBA2XX	3	-	3	3	50	50	100
9	Elective – 4	20MBA2XX	3	-	3	3	50	50	100
	TOTAL		21	8	25		450	400	850

List of Elective Courses

Sl. No.	Elective	Marketing	Finance	Human Resource
1	Elective – 1	11. Consumer Behaviour	21. Investment Management	31. Recruitment and Selection
2	Elective – 2	12. Services Marketing	22. Financial Markets and Services	32. Personal Growth and Interpersonal Effectiveness
3	Elective – 3	13. Marketing Research and Analytics	23. Advanced Financial Management	33. Competency Mapping
4	Elective – 4	14. Retail Management	24. Cost and Management Accounting	34. Training and Development

III SEMESTER MBA (Tentative)

Sl. No	Course		Teaching hours/week		Total Credits	Exam Duration (Hrs.)	Marks for		Total Marks
	Name	Code	Lect.	Practical/			CIE	SEE	
1	Entrepreneurship Development	20MBA31	3	-	3	3	50	50	100
2	Banking and Insurance	20MBA32	4	-	4	3	50	50	100
3	Emerging Exponential Technologies	20MBA33	3	-	3	3	50	50	100
4	Seminar – III (Project on Industrial Economy)	20MBAS34	-	4	2	-	50	-	50
5	Industrial Internship	20MBAI35	-	-	4	-	50	50	100
6	Elective – 1	20MBA3XX	3	-	3	3	50	50	100
7	Elective – 2	20MBA3XX	3	-	3	3	50	50	100
8	Elective – 3	20MBA3XX	3	-	3	3	50	50	100
9	Elective – 4	20MBA3XX	3	-	3	3	50	50	100
TOTAL			22	4	28		450	400	850


List of Elective Courses

Sl.No.	Elective	Marketing	Finance	Human Resource
1	Elective – 1	11. Strategic Brand Management	21. Mergers, Acquisitions and Corporate Restructuring	31. Legal Environment and Industrial Relations
2	Elective – 2	12. Digital Marketing	22. Tax Management	32. Compensation and Reward System
3	Elective – 3	13. Rural Marketing	23. Risk management and Derivatives	33. Human Resource Audit
4	Elective – 4	14. International Marketing Management	24. International Financial Management	34. Organisational Change and Development

IV SEMESTER MBA (Tentative)

SI No	Course		Total Credits	Marks for		Total Marks
	Name	Code		CIE	SEE	
1	Project Work (Special Interest of the Student)	20MBAP41	20	100	100	200
2	Seminar – IV (Publications on Specialized Interest)	20MBAS42	2	50	-	50
	TOTAL		22	150	100	250

I SEMESTER

	MANAGEMENT AND ORGANIZATION BEHAVIOR		
	Sub Code : 20MBA11	No. of Credits: 03	Total no. of lecture hrs: 45
	No. of Lecture Hrs Per Week : 03	Exam Duration hrs: 03	
	CIE Marks : 50	SEE Marks: 50	

Course Objectives:

1. To make students understand fundamental concepts, historical development and principles of management, basic roles, skills and application of managerial functions.
2. To understand the basic concepts and theories underlying individual behavior besides developing Better insights into one's own self.
4. To make students aware of Individual behavior in groups and develop motivational and leadership skills to become a better facilitators for building effective teams as leaders themselves

Unit No.	Syllabus Content	No. of Hours
1	<p>Introduction: Definition of management, Nature, Functions, Levels of management, Roles of Management/managerial roles, Managerial skills, Management as a science or Art or Profession, Management & Administration, Development of Management thoughts :(a). Early Management Approaches: Psychological development, Scientific management ,Administrative ,Bureaucratic and Human relations movement. (b) Modern Management approaches- Behavioural, Systems, Quantitative, Contingency.</p> <p>Social responsibility(CSR): Arguments for and against CSR, Limitations Business Ethic : meaning, sources , managing ethics.</p> <p>Case Study Discussion</p>	9 Hours
2	<p>Planning ,Organizing and Staffing</p> <p>Planning: Meaning and Nature, Types of Plans and Steps in Planning process. Decision-making, Process of decision-making.</p> <p>Organizing: Nature and purpose of organization, Types of organization structure, Centralization Vs Decentralization, authority and responsibility, span of control, MBO and MBE (meaning)</p> <p>Staffing:Nature& Importance, Process of Selection and Recruitment.</p> <p>Directing – Meaning & Nature of directing, Leadership Styles: Autocratic, Democratic, Charismatic, Laissez faire & Participative</p> <p>Controlling: Meaning,the basic control process. Types of control</p> <p>Case Study Discussion</p>	9 Hours
3	<p>Introduction: Organizational Behaviour: Introduction, definition, historical development, fundamental principles of OB, contributing disciplines, challenges and opportunities.</p> <p>Organisation culture: Meaning and definitions, Characteristics, cultural dimensions.guidelines for culture change.</p> <p>Contemporary issues in Organisational Behaviour: Organizational behaviour (OB) in global context, Managing Diversity, Multicultural Organizations, Gender sensitisation, Employee engagement.</p> <p>Foundations of Individual Behaviour: Individual behaviour, Foundations of individual behaviour</p>	11 Hours

	<p>Personality: Meaning, formation, determinants, traits of personality, big five and MBTI, personality attributes influencing OB.</p> <p>Perception: Meaning, Process of perception, factors influencing perception.</p> <p>Attitude: Definition, Formation, components of attitudes, relation between attitude and behavior</p> <p>Learning: definition - theories of learning - some specific organizational applications.</p> <p><i>Case Study Discussion</i></p>	
4	<p>Managing Human at work</p> <p>Motivation: Meaning, theories of motivation-needs theory, Herzberg’s two factor theory, Mc Gregor’s Theory X and Y</p> <p>Leadership: Meaning, styles of leadership, leadership theories, trait theory, behavioural theories, managerial grid, situational theories.</p> <p>Emotions: meaning, types of emotions, determinants, emotional labour, emotional intelligence</p> <p>Group dynamics: Nature, types of groups, stages of group formation, pitfalls of groups, group structuring.</p> <p><i>Case Study Discussion</i></p>	9 Hours
5	<p>Employee stress: forms, causes, implications, approaches to stress management</p> <p>Team Dynamics: Nature, Team vs Groups, Benefits, Types, Implementing Teams in organizations, Team issues, typical teams in organization.</p> <p>Conflict Management: Nature of conflict, Changing views of conflict, Process, Levels, Conflict Resolution, Conflict Management Styles, Negotiation and Conflict Resolution.</p> <p><i>Case Study Discussion</i></p>	7 Hours

Question Paper Pattern

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

Practical Components:

- Studying organizational structures of any 10 companies and classifying them into different types of organizations which are studied in Unit 2 and justifying why such structures are chosen by those organizations.
- Preparing the leadership profiles of any 5 business leaders and studying their leadership qualities and behaviours with respects to the trait, behavioural and contingency theories studied.
- Identifying any five job profiles and listing the various types, abilities required for those jobs and also the personality traits/attributes required for the jobs identified.

Course Outcomes:

At the end of the course students are able to:

1. Appreciate the overview of theory of management and demonstrate their exposure on recent trends in management.
2. Comprehend & correlate all the concepts of management and its functions and link them to organizational context.

3. Realise the organisational behaviour and foundations of individual behaviour. and demonstrate the same in taking critical decisions.
4. Demonstrate their acumen in motivating, leading team , effectively use their skills for self-grooming, working in groups and to achieve organizational goals in real world/situation.
5. Apprehend and demonstrate their exposure on recent trends in management.

	PO1	PO 2	PO 3	PO 4	PO 5	PO 6
CO1	3		2	2		2
CO2	3		2		2	2
CO3	3		2		2	2
CO4	3		2		2	2
CO5	3		2		2	2


RECOMMENDED BOOKS

- Management and Behavioural Process, K.Ashwathappa and G. Sudarsana Reddy, Himalaya Publishing House, First edition 2009.
- Essentials of Management-Koontz, 8/e, McGraw Hill
- MGMT, An Innovative approach to teaching and learning Principles of Management, Chuck Williams, Cengage Publications, 2010
- Organizational behaviour, Stephen P Robbins, Timothy A. Judge, Neharika Vohra, 14th Edition, Pearson, 2012.

REFERENCE BOOKS:

- Masters of Management Thought – Mahanand Charati & M M Munshi, Sapna Book House, Bangalore, 2015.
- Management: Text and Cases-VSP Rao, Excel Books
- Organizational Behaviour - Fred Luthans, 12/e, McGraw Hill International, 2011.
- Management and Organizational Behaviour - Laurie J Mullins, Pearson education
- Fundamentals of Organizational Behaviour - Slocum/Hillriegel.Cengage Learning
- Organizational Behaviour - Aquinas P. G, Excel BOOKS.

MANAGERIAL ECONOMICS

	Subject Code: 20MBA12	No. of Credits: 03	Total no. of lecture hrs: 45
	No. of lecture hrs per week: 03		Exam Duration hrs: 03
	CIE Marks: 50	SEE Marks: 50	

COURSE OBJECTIVES

- To introduce the fundamentals, tools and theories of managerial economics
- To orient on micro economic techniques as a decision making process
- To understand macro-economic analysis essential for business managers

Unit No.	Syllabus Content	No. of Hours
1	Managerial Economics: Meaning, Nature, Scope. & Significance, Uses of Managerial Economics, Objectives and alternative hypothesis of the firm – Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand- Price, Income, Cross and Advertising Elasticity, Uses of Elasticity of Demand for Decision Making, - Demand Forecasting: Meaning and Significance.(Problems on Elasticity of Demand only).	8 hours
2	Production Analysis: Concept, Production Function- Total, Average, & Marginal Product –Law of Variable Proportions & ISO-Quants & ISO Costs - Least cost factor combination- Returns to Scale- Economies and Diseconomies of Scale - Technological progress and production function.	9 hours
3	Cost and Revenue Profit Functions: Cost Concepts, Fixed and variable costs- Total Cost, Average Cost, Marginal Cost, Opportunity Cost. - Short-run and Long-run Cost Curves Profits: Determinants of Short-Term & Long Term Profits, Measurement of Profit. Break Even Analysis- Meaning, Assumptions, determination of BEA, Limitations and Uses of BEA in Managerial Economics. (Problems on BEP)	10 hours
4	Market Structure: Perfect Competition: Features, Determination of Price under Perfect Competition - Monopoly: Features, Pricing under Monopoly, Price Discrimination - Oligopoly: Features, Kinked Demand Curve, Cartel, Price Leadership - Monopolistic Competition: Features, Pricing under Monopolistic Competition, Product Differentiation Pricing - Descriptive Pricing- Price Skimming, Price Penetration.	8 hours
5	Indian Economic Environment: Recent changes in Indian Economy. Measurement of National Income: Basic Concepts, Components of GDP- Measuring GDP and GNP, Difficulties in measuring National Income, Growth Rate. Business Cycle – Features, Phases, Economic Indicators, Inflation: Types, causes, Measurement, Kinds of Price Indices, Primary, Secondary and Tertiary Sectors and their contribution to the Economy, SWOT Analysis of Indian Economy.	10 hours

Question Paper Pattern

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

REFERENCE BOOKS:


- Managerial Economics, D.N Dwivedi, 6th ed., Vikas Publication.
- Managerial Economics- Theory and Applications, Dr. D.M Mithani, Himalaya Publications.
- Managerial Economics, H. L Ahuja, S. Chand, 2011
- Indian Economy, K P M Sundharam and Dutt, 64th Edition, S Chand Publication.
- Indian Economy, Misra and Puri, Himalaya Publications
- Managerial Economics- Principles and worldwide applications, Dominick Salvatore, 6e, Oxford Publication, 2010
- Managerial Economics: Case study solutions- Kaushal H, 1/e., Macmillan, 2011

COURSE OUTCOME

1. Exposure in determining the law of elasticity of demand and demand forecasting
2. Properly analyzing the Product cost to fix the competitive price.
3. Applying the effective cost and profit analysis to meet the BEP
4. Proper understanding of the market structure to estimate competitive price.
5. Measuring the external business environment influences in the business cycle and the economy.

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1	1	1		
CO2		3		1		
CO3		3			1	2
CO4			2	1		
CO5	3	1	3		1	

TECHNOLOGY & OPERATIONAL STRATEGY

	Subject Code: 20MBA13	No. of Credits: 03	Total no. of lecture hrs: 45
	No. of lecture hrs per week: 03		Exam Duration hrs: 03
	CIE Marks: 50	SEE Marks: 50	

Course Objectives

1. To acquaint the student with the basic management principles with respect to production and operations management.
2. To Familiar the student with different types of Production Systems.
3. To explain the students regarding various techniques used in Operations Management efficiency in quality control and systems

Unit No.	Content	No. of Hours
1	Introduction to Production and Operation Management Meaning, Definition, Scope and Functions. Industry 4.0 and Operations Management in Indian Context. Facility Location and various factors, Facility Layout and its types, Plant Utilities.	8
2	Process Management Mapping Process Mapping, Process Flow charts, Ishikawa Diagrams, Fishbone Diagram and Cause and Effect Relationship. Lean Manufacturing Introduction, Lean Operations in the service sector.	7
3	Toyota Production Systems. Production System: Meaning, Types- Batch and Continuous Production, TPS: Introduction, Overview of Toyota Production Systems – Focused Areas, Techniques: 5S, JIT, JIDOKA, KANBAN, KAIZEN, POKAYOKE	8
4	Total Quality Management Evolution of quality, Definition, Concept and Features of TQM, Eight building blocks of TQM. TQM tools - Benchmarking: Definition, concepts, benefits, elements, reasons for benchmarking, process of benchmarking, FMEA, Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Quality Circles. Total Productive Maintenance (TPM) – Concept and need.	10
5	Quality Systems - ISO and Six Sigma and SCM ISO: Its role and Functions, Quality System Family Series ISO 9000, ISO 14000, ISO21000. Six Sigma: Features of six sigma, Goals of six sigma, DMAIC, Six Sigma implementation. Supply Chain and Operations: Supply Chain “KEIRETSU”, Core Competency, POM and Objectives of Supply Chain, Purchasing and Supply Chain, Sources, Service Quality and Supply Chain.	12

Question Paper Pattern

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

Reference Books


1. Sridhar Bhat K, OPERATIONS MANAGEMENT, Himalaya Publications
2. Kanishka Bedi, PRODUCTION & OPERATIONS MANAGEMENT, Oxford, NewDelhi, 2007
3. Sridhar Bhat K, Total Quality Management, Himalaya Publishing House Ltd.

Course Outcomes:

1. Providing the Domain knowledge on Production and Operations management concepts.
2. Demonstrating the various flow processes of manufacturing and services.
3. Exposure on real life production systems followed by the world leading manufacturing company.
4. Exposure to get knowledge on quality management and tools for maintaining the minimum quality standards to protect the environment and the society at large.
5. Discussions of various quality certifications and supply chain management processes.

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					1
CO2		1				
CO3		3				
CO4	2			3		2
CO5	3			1		

MARKETING MANAGEMENT

	Subject Code: 20MBA14	No. of Credits: 03	Total no. of lecture hrs: 45
	No. of lecture hrs per week: 03		Exam Duration : 03 Hrs
	CIE Marks: 50	SEE Marks: 50	

COURSE OBJECTIVES:

1. To provide students an insight into the basic concepts of marketing management.
2. To help students to understand various marketing tools/models for solving marketing Problems in the changing business environment.
3. To understand fundamental premise underlying market driven strategies.

Unit No.	Syllabus Content	No. of Hours
1	<p>Introduction to Marketing: Meaning, Importance, functions of marketing. Company Orientations towards the market place. Fundamental marketing concepts, marketing mix, marketing strategy. Trends in marketing practices, Socially responsible marketing and The Future of Marketing.</p> <p>Scanning the marketing environment (micro & macro).</p> <p>Marketing research: objectives, limitations, scope and applications.</p> <p>Business v/s consumer market: Analyzing Consumer-Roles, decision making process, factors influencing buying behavior, buying situations, buying motives and Business Market - Characteristics.</p> <p>Identifying bases for Market segments and target market and its Strategies.</p> <p><i>Case Study Discussion</i></p>	10 Hours
2	<p>Introducing New market Offerings – Challenges, New product Development process.</p> <p>Creating Brand Equity- Meaning, Branding strategy.</p> <p>Crafting the Brand Positioning- Meaning, Differentiation strategies, Product Life Cycle Marketing strategies.</p> <p>Setting Product strategy- Product Characteristics, levels, product mix and its strategies, product classification, Packaging, Labeling, Warranties and Guarantees.</p> <p>Designing and Managing Services- characteristics & strategies.</p> <p><i>Case Study Discussion</i></p>	10 Hours
3	<p>Developing Pricing strategies and Programs : Significance of pricing, factor influencing pricing, objectives, Pricing Strategies-Value based, Cost based, Market based, Competitor based, Pricing Procedure.</p> <p>Designing and Managing Value networks and Channels: Meaning, Purpose, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, resolution, Network Marketing.</p> <p>Designing and Managing Integrated Marketing Communications: Communication objectives, steps in developing effective communication, Stages in designing message. Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Traditional Vs Modern Media- Online and Mobile Advertising, Social Media for Advertising. Sales Promotion: Tools and Techniques of sales promotion, Push-pull strategies of promotion. Personal selling: Steps involved in Personal Selling. Publicity/Public Relation-word of</p>	10 Hours

	mouth, sponsorships. Database marketing: Basic concepts of e-commerce, e-marketing, m-Commerce, m-marketing, e-networking, CRM, MkIS. <i>Case Study Discussion</i>	
4	Developing marketing plan: Nature and Contents, steps involved in Marketing Planning. Marketing strategic planning process. Marketing Audit- Meaning, Feature, Various components of Marketing Audit. Market share analysis & marketing cost analysis. <i>Case Study Discussion</i>	5 Hours
5	Digital Marketing: Online marketing Domains- Promises and Challenges. Marketing in the 21st century opportunities, challenges & Ethics. Types of Media used in Digital marketing: Websites, Pay per click, Content Marketing, Social Media Marketing, Email Marketing, Affiliate Marketing, Video Marketing, Mobile Marketing, Interactive advertising, International Online Marketing, Search Engine Marketing, Online Partnership, Viral Marketing, E-CRM, E-Business, E-Tailing. <i>Case Study Discussion</i>	10 Hours

Question Paper Pattern

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

Practical component:

- Analyze Product Life Cycle of few Products like-Electronic goods, Computers.
- Analyze Positioning strategies used by FMCG/Durable products.
- Analyze Marketing strategies/planning used by automobile/ cosmetic and FMCG companies.

Course outcome:

1. Students will be able to apprehend the concepts of marketing, functions, marketing environment, segmentation & target market.
2. Students will be able to recognize the new product development process & product life cycle strategy & Services.
3. Students will be able to gain an insight into pricing, place /marketing channel & promotion strategy.
4. Students will be able to realize the marketing plan process & the marketing audit..
5. Students will be able to demonstrate the digital marketing - challenges & opportunities & ethics in marketing.

	PO1	PO 2	PO 3	PO 4	PO 5	PO 6
CO1	3	3	2	3	2	
CO2	3		2			2
CO3	3		2	2	3	2
CO4	3		2		3	2
CO5	3		3	3	2	2

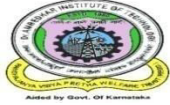
RECOMMENDED BOOKS

- Marketing Management: A South Asian Perspective – Kotler, Keller, Koshy & Jha, 13/e, Pearson Education, 2012
- Marketing Management, Ramaswamy V. S. & Namakumari S, 4/e, TMH, 2014
- Fundamentals of Marketing Management, Etzel M.J BJ Walker & William J. Stanton, 14/e, TMH, 2012

REFERENCE BOOKS

- Marketing Management, Arun Kumar & Meenakshi N, 2/e, Vikas, 2012
- Applied Case Studies in Marketing – Shajahan S, Primus BOOKS, 2011.
- Marketing Management – Karunakaran, HPH.

FINANCIAL MANAGEMENT

	Subject Code: 20MBA15	No. of Credits: 03	Total no. of lecture hrs: 45
	No. of lecture hrs per week: 03		No. of Practical hrs per week: 01
	CIE Marks: 50	Exam Duration hrs: 03	SEE Marks: 50 (T40:P60)

COURSE OBJECTIVES:

- To introduce the functions of FM, financial system, & Concepts of Time value.
- To be exposed to different financing decisions like financing, investing & dividend decisions.
- To apply the tools and methods used to take the three decisions of finance.
- To gain knowledge about the sources of investment.

Note: Answer any FIVE full questions, from each unit two sets of question are given.

Unit No.	Syllabus Content	No. of Hours
1	Financial management – Introduction, Objectives, Functions - Changing role of finance managers. Indian Financial System: Financial market, instruments, institutions & services. Time value of money –Basic concepts – Future value & present value of single cash flow & Annuity, Capital recovery & loan amortization. Case Study on Loan amortization.	10 Hours
2	Sources of Financing - Shares, Debentures, Term loans, Lease financing, Venture capital investing, Warrants. Angel investing Private equity, convertibles. Dividend Decisions - Dividend policy – Types & Factors affecting the dividend policy .	05 Hours
3	Cost of Capital – Calculation of Specific costs, Determination of Weighted average cost of capital (WACC). Capital structure decisions –EBIT–EPS Analysis, Point of Indifference, Leverages-Types and Measurement. Case study on WACC, planning the capital structure & Leverages	10Hours
4	Long-Term Investment decisions – Process of Capital Budgeting Investment evaluation techniques – Discounting, Non-discounting and modified techniques. Estimation of cash flows – elements, basic principles and cash flow estimation for new and replacement projects. Case study on Projecting the Cash flows & replacement projects.	12Hours
5	Short Term Investment decisions- factors influencing working capital requirements. Working capital financing, Operating cycle and cash cycle. Estimation of working capital requirements of a firm. Case study on Estimation of working capital.	08 Hours

PRACTICAL COMPONENTS

- Identifying the small or medium sized companies and understanding the Investment evaluation techniques used by them.

- Using the annual reports of selected companies, students can study the working capital management employed by them. Students can also compare the working capital management of companies in the same sector.
- Students can choose the companies that have gone for stock split and Bonus issue in the last few years and study the impact of the same on the stock price.

COURSE OUTCOMES:

1. The student will exhibit the conceptual understanding of financial Management & system.
2. The student applies the concept of Time value of money in decision making.
3. The student will be able to analyse the different sources of capital.
4. The student will be able to determine the optimal capital structure & to analyse their costs.
5. The student will be able to evaluate the capital budgeting decisions, Project the Cash flows and working capital requirements.

RECOMMENDED BOOKS:


1. Financial Management - Khan M. Y. & Jain P. K, 6/e, TMH, 2011.
2. Financial Management - Pandey I. M, 10/e, Vikas.
3. Financial Management - Prasanna Chandra, 8/e, TMH, 2011.
4. Financial Management: Comprehensive Text Book with case Studies – Ravi M. Kishore, 7/e, Taxmann.

REFERENCE BOOKS:

1. Fundamentals of Financial Management - Brigham & Houston, 10/e, Cengage Learning.
2. Financial Management & Policy- Vanhorne, James C., 12/e, Pearson, 2002
3. Financial Management – Paresh P. Shah, 2/e, Biztantra.

Mapping Course Outcomes with Program Outcomes:

Course Outcome	Programme Outcomes					
	1	2	3	4	5	6
1	3	2				
2		3				
3	2	3				
4		3		2		
5		3		2		

	HUMAN RESOURCE MANAGEMENT		
	Sub Code : 20MBA16	No. of Credits: 03	Total no. of lecture hrs: 45
	No. of Lecture Hrs Per Week : 03	Exam Duration hrs: 03	
	CIE Marks : 30	SEE Marks: 100	

COURSE OBJECTIVES:

1. To develop a meaningful understanding of HRM theory, functions and practices, career opportunities to the students in HR field.
2. To create awareness about the various steps involved in Selection, Placement and Induction, training and development procedure.
3. To make students aware about the performance measurement, compensation and e HRM.

Unit No.	Syllabus Content	No. of Hours
1	Human Resource Management: Introduction, meaning, nature, Importance and Evolution of the concept of HRM - Major functions of HRM. objectives of HRM, Difference between HRM and Personal Management, factors influencing HRM, HR Manager as a Strategic partner,	8 Hours
2	Job Analysis: Meaning, process of Job Analysis, methods of collecting job analysis data, Job Description and Job Specification. Human Resource Planning: Process of Human Resource Planning,	8 Hours
3	Recruitment: Definition, Sources of Recruitment, New Approaches to recruitment. (campus recruitment, job fairs, role of media in recruitment) Selection: Definition and Process of Selection, Selection Tests and interviews, Joining formalities. Placement: Meaning, Induction/Orientation. Internal Mobility, Transfer, Promotion, Demotion and External mobility: Absenteeism, attrition, Employee voluntary and involuntary Separation, right sizing Students have collect the information employment trends in Indian market-	12 Hours
4	Training and Development: Training v/s development, Training methods- on the job and off the job. Performance Appraisal: Concept of Performance Appraisal, the Performance Appraisal Process, Methods of Performance Appraisal. Compensation: Meaning and significance of compensation and benefits. Components of salary. Financial rewards, non-financial rewards. Survey of software packages for HRIS, R to R software, Basic knowledge of ERP software such as SAP, Oracles Financials and Ramco's Marshal	9 Hours
5	Human Resource Management in future: HRM in the global context, internal and external fit of HRM system, Technology as competitive weapon, emerging trends in functional domains. office automation, computerized cost control, mobile and ecommerce, information technology & e-HRM, issues, Future challenges & developments in HRM	8 Hours

Question Paper Pattern

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

PRACTICAL COMPONENT:

1. Give a case and ask the students to prepare the recruitment advertisement for a newspaper.
2. Give a job analysis case and ask the students to prepare job description and job specification.
3. Ask the students to prepare an appointment letter for the post of office manager of a company known to you.

COURSE OUTCOMES:

1. *The practical application of HRM concepts, functions and practices builds the career opportunities to the students in HR field.*
2. *The students will apply knowledge in arriving at the effective human resource planning, effective job analysis.*
3. *The students will demonstrate their knowledge in recruiting, selecting the right candidate, placing them at the right place both in domestic and global level.*
4. *The students will learn to organise a training and development programmes, apply the knowledge in measuring the performance and compensate employees in the real corporate world.*
5. *Practical knowledge of using the technology and HR related software in global work place.*

RECOMMENDED BOOKS:


1. Human Resource Management – Rao V. S. P, Excel BOOKS, 2010
2. Human Resource Management - Cynthia D. Fisher, 3/e, AIPD, Chennai.
3. Human Resources Management: A South Asian Perspective, Snell, Bohlander, & Vohra, 16th Rep., Cengage Learning, 2012.
4. Human Resource Management - Lawrence S. Kleeman, Biztantra , 2012.
5. Human Resource Management – Aswathappa K HPH

REFERENCE BOOKS:

1. Human Resource Management - John M. Ivancevich, 10/e, McGraw Hill.
2. Human Resource Management in practice - Srinivas R. Kandula, PHI, 2009
3. Managing Human Resources - Luis R Gomez-Mejia, David B. Balkin, Robert L. Cardy,6/e, PHI, 2010.
4. Human Resource Management & Industrial relations, P.Subba Rao, Himalaya Publishing House, Mumbai.

	PO1	PO 2	PO 3	PO 4	PO 5	PO 6
CO1	1	2				
CO2	3	2		1		2
CO3		3			3	
CO4	3	1		1	1	
CO5	2	3	3		1	

BUSINESS LAW & GOVERNANCE

 <small>Approved by Govt. Of Karnataka</small>	Subject Code: 20MBA17	No. of Credits: 03	Total no of lecture hrs : 45
	No. of Lecture Hrs Per Week : 03	Exam Duration hrs: 03	
	CIE Marks : 30	SEE Marks: 100	

COURSE OBJECTIVES:

- *To enable students to understand the legal environment of business and challenges and complexities faced by businesses.*
- *To help students understand the interface between government and businesses.*
- *To help students to develop an understanding of Social Responsibility of business enterprise.*

Note: Each unit will have an internal choice.

Unit No.	Syllabus Content	No. of Hours
1	Indian Contract Act, 1872 -meaning of promise, agreement, contract, essential elements of a valid contract, kinds of contracts, Unlawful and illegal agreements, Discharge of contract, Remedies for breach of contract. Special Contract: Law of Agency- definition, creation of an agency, classification of agents, termination of agency, Contract of Bailment- definition, kinds of bailment, rights and duties of the bailor, rights and duties of the bailee, Pledge-meaning, essentials of pledge, rights and duties of pledgee, rights and duties of pledgor. Contract of indemnity and guarantee.	9 Hours
2	Companies Act 1956 - Definition, characteristics and kinds of companies, incorporation of a company Directors: appointment of directors, powers and duties of directors, types of meetings, modes of winding up of companies, Companies Act-2013 -extent and application of the act, Scheme MCA21-electronic filing forms-highlights of scheme SPICe-Simplified Proforma for incorporating company electronically plus of Ministry of Corporate Affairs (www.mca.gov.in)	9 Hours
3	Intellectual Property Act: WTO and IP Rights, Patents, Copyright, Trademark, Geographical indications, Emerging issues in IPR & WIPO. (www.ipindia.nic.in) Consumer Protection Act: Objectives, Salient features, Definition of consumer, Grievance redressal mechanism. Consumer Grievance redressal forums. Environment Protection Act: Objectives, features, scope & applicability, powers of the central government, penalties & provisions. (www.legislative.gov.in)	9 Hours
4	Study of Business, Government and Society (BGS): Importance of BGS to Managers. Public Policies: definition, Role of public policies in governing business. categories of public policies, types of public policies, types of Government Regulations in Business: a) Economic regulations- payment of wages act, the bonus act, minimum wages act, employees provident fund act, workmen's	9 Hours

	compensation act, wage and salary administration, gratuity act b) social regulations-air (prevention and control of pollution) act, environment protection act, wild life protection act, intellectual property rights act, consumer act. Corporate Social Responsibility: definition and types of CSR, need of CSR, CSR principles, models, arguments for & against CSR. CSR in Indian perspective Indian examples (students activity).	
5	Corporate Governance: Introduction, Definition, benefits of good corporate governance, Obligation to society, investors, employees and customers, managerial obligation, Indian cases. Business Ethics: Meaning, importance of business ethics, approaches to business ethics, ethical decision making, unethical issues, benefits from managing ethics at workplace, ethical organizations.	9 Hours

QUESTION PAPER PATTERN

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

PRACTICAL COMPONENTS

1. Students are expected to collect any five CSR initiatives by Indian organizations and submit a report for the same.
2. A group assignment on the relationship between Business, Law and Society in Indian context.
3. Case studies/Role plays related ethical issues in business with respect to Indian context.
4. Students have to collect, analyse and discuss Memorandum of Association, Articles of Association & Prospectus of a company.
5. Organize a programme on consumer awareness and consumer rights.

COURSE OUTCOMES

1. Demonstrate understanding of basic provisions of law of contract, Law of Agency and bailment and pledge.
2. The student will demonstrate understand the Companies Act.
3. Demonstrate understanding of basic provisions of the Intellectual property law, The Consumer Protection Act and The Environment protection Act.
4. The student will understand the interface between government & business and the importance of public policies for business decisions and Student will come to know the corporate social responsibility.
5. Student will follow the corporate governance and business ethics in working place.

RECOMMENDED BOOKS

- Business Government and Society: N Mohan, Priyadarshini Pillai and Archana B.S – Himalaya Publishing House.
- Business, Government, and Society: A Managerial Perspective, Text and Cases – John F. Steiner, 12/e, McGraw-Hill, 2011.
- Business and Government – Francis Cherunilam, HPH.

- Corporate Governance: principles, policies and practices – Fernando A. C, 2/e, Pearson, 2011.
- Business Ethics and Corporate Governance - Ghosh B. N, Tata McGraw-Hill, 2012.
- Business Law for Managers, Goel P. K, Biztantra, 2012.
- Corporate Social Responsibility: A Study of CSR Practices in Indian Industry, Baxi C. V & Rupamanjari Sinha Ray, Vikas Publishing House, 2012.


REFERENCE BOOKS

- Business and Society - Lawrence and Weber, 12/e, Tata McGraw- Hill, 2010.
- Business Ethics - Bajaj P. S & Raj Agarwal, Biztantra, 2012.
- Corporate Governance - Keshoo Prasad, 2/e, PHI.
- Corporate Governance, Ethics and social responsibility - Balachandran V, & Chandrashekharan V, 2/e, PHI, 2011.
- Corporate Governance – Machiraju H. R, HPH.
- Business Ethics and Corporate Governance – Prabakaran S, Excel BOOKS.
- Corporate Governance – Badi N. V, Vrinda Publications, 2012.
- Civic Sense – Prakash Pillappa, Excel BOOKS, 2012.

CO-PO MAPPING

	PO1	PO 2	PO 3	PO 4	PO 5	PO 6
CO1	3					
CO2	3	2				
CO3	3	1	1			
CO4				3	2	
CO5				3		2

ACCOUNTING & ITS APPLICATION - LAB

	Subject Code: 20MBAL19	No. of Credits: 02	Total no. of lecture hrs: 0
	No. of lecture hrs per week: 0		No. of Practical hrs per week: 04
	CIE Marks: 50	Exam Duration hrs: 03	SEE Marks: 50

COURSE OBJECTIVES:

- To acquaint the student about the fundamentals of accounting.
- Application of tally software to create a masters & generating the reports.
- Analysing & interpreting the generated reports.

Note: Creating the individual Company, generating & printing the reports.

Unit No.	Syllabus Content	No. of Hours
1	Introduction to Accounting: Definition of Accounting, Concepts & convention, Accounting Equations, Types of account, Journal, Ledger & Trial balance.	10 Hours
2	Installing & Activating Tally.ERP 9. Features of Tally, Creating Masters, Voucher Entry & Generation of Reports, Printing of Reports.	12 Hours
3	Financial statement analysis – Ratio Analysis – Generating the report of a sample company & interpreting the results.	10 Hours
4	Generating Cash flow statement – Analysis & Interpretation	07 Hours
5	Accounting for GST & Generating GST Reports	06 Hours

COURSE OUTCOMES:

1. Students are able to acquire the knowledge & skill of traditional accounting practices.
2. Students are able to produce vouchers & create a company.
3. Students generate & analyze reports like income statement, Balance sheet, cash flow statement & ratios.
4. Students are capable of generating & analyzing the GST reports.
5. Students exhibit & follows the ethical & legal requirements in generating the accounting reports

RECOMMENDED BOOKS:

1. A Text book of Accounting For Management – Maheswari S. N, Maheswari, Sharad K. Maheswari, 2/e, Vikas Publishing house (P)Ltd.
2. Financial Accounting, Jain S. P and Narang K L, Kalyani Publishers.
3. Computerised Accounting – Neeraj Goyal, Rohit Sachadev – kalyani publishers
4. GST accounting with Tally ERP.9
5. Learn Tally ERP-9 with GST and E way Bill – Rajesh Chedda -Paperback


REFERENCE BOOKS:

1. Accounting for Managers: Text & Cases - Bhattacharya, 3/e, Vikas Publications, 2004.
2. Financial Accounting (IFRS update) Gary A. Porter & Curtis L.Norton, 6/e, Cengage Learning.
3. Essentials of Financial Accounting – Bhattacharya, 2/e, Prentice Hall India, (Based on IFRS)

Mapping Course Outcomes with Programme Outcomes:

Course Outcome	Programme Outcomes					
	1	2	3	4	5	6
1	3					
2		3			1	
3		3			3	
4		3				
5				3		

SEMINAR-I (SOFT SKILLS AND COMMUNICATION)

	Subject Code: 20 MBAS18	No. of Credits: 02	Total no. of lecture hrs: 45
	No. of lecture hrs per week: 02		Practical :2 hr
	CIE Marks: 30		

Course Objective:

1. *Demonstrate the fundamental principles of effective Business communication and soft skills;*
2. *Organize and express ideas in writing and speaking to produce messages suitably tailored for the topic and career enhancement..*
3. *To impart the effective communication through proper social medium, develop leadership qualities, self-management in workplace.*

Unit No.	Syllabus Content	No. of Hours
1	Soft skills: Meaning, importance, role of soft skills in personality development. Group Discussion Skills: Leadership Skills, Interpersonal Skills, Persuasive Skills, Conceptualization Skills. Etiquettes. First impression-best impression, greetings, body language, dressing sense.	8 Hours
2	CV's preparation: meaning and features of a CV, What makes a CV stand out? How does a CV differ from Resume? How descriptive is your CV? Interview Skills: how to approach the interviewer, sitting posture, body language, Listening, questioning, probing, paraphrasing, dialoging. Use of basic questions what, why, when, where, who and how. Written communication: meaning, types of oral communication, advantages and disadvantages of oral communication Business Letters and Reports: Introduction to business letters – Types of Business Letters – Writing routine and persuasive letters.	10 Hours
3	Meeting Documentation: Notice, Agenda, and Resolution & Minutes Leadership skills: Influencing • Coaching • Delegating • Empowerment • Team Player • Leadership Traits How to influence others in a positive manner using verbal and non-verbal techniques, How to identify the situation where influencing is used, Managing physical, emotions and mental states while influencing	10 Hours
4	Oral communication: meaning, types of oral communication, advantages and disadvantages of oral communication. Presentation skills: What is a presentation – elements of presentation – designing a presentation Rubrics Model of Presentation, Advanced visual support for business presentation- types of visual aids	8 Hours
5	Life skills: Interpersonal communication: Meaning and need of interpersonal communication. Techniques to improve interpersonal communication, benefits. Selling skills appearance, voice modulation, build the interest of the customer, show the features, and close the dialogue. Stress management: meaning, factors causing stress, positive and negative types of	9 Hours

	stress, effects of stress on body and mind, stress management techniques. Problem solving: meaning of problem solving, steps in problem solving, five Ws (What's) and one H (How) framework. Team building activities.	
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RECOMMENDED BOOKS:

1. Business Communication : Concepts, Cases And Applications – P D Chaturvedi, MukeshChaturvedi Pearson Education, 1/e, 2004
2. Business Communication, Process And Product – Mary Ellen Guffey – Thomson Learning , 3/E, 2002
3. Basic Business Communication – Lesikar, Flatley TMH 10/E, 2005
4. Advanced Business Communication – Penrose, Rasberry, Myers Thomson Learning, 4/e, 2002
5. Business Communication, M.K. Sehgal & V. Khetrapal, Excel Books.
6. Sizzling Soft Skills For Spectacular Success”.-Ameer Ali- ISBN9781947137332

REFERENCE BOOKS:

1. Effective Technical Communication By M Ashraf Rizvi .- TMH, 2005
2. Business Communication Today by BoveeThillSchatzman – Pearson & Education, 7th Ed, 2003
3. Contemporary Business Communication - Scot Ober-Biztantra, 5/e
4. Business Communication – Krizan, Merrier, Jones- Thomson Learning, 6/e, 2005


COURSE OUTCOMES:

1. Students will be aware of the fundamental concepts of soft skills and communication in organization and in cross-cultural setting.
2. Students will be able to describe written communication with communication networks.
3. Students can compose the business letters precisely and effectively and get exposure in drafting business proposals to meet the challenges of competitive environment
4. Students will exhibit understanding by analyzing people in the work place through emotional intelligence and leadership skills
5. Student will apply the knowledge of oral communication in the work place.
6. Students will be able to understand the importance of personal and social communication in the competitive global environment and life skills like stress management, problem solving skills.

	PO1	PO 2	PO 3	PO 4	PO 5	PO 6
CO1					3	
CO2		2			3	
CO3		2	3		3	
CO4		3		2	3	2
CO5		3			3	
CO6		2	1		3	3

II SEMESTER

STRATEGIC MANAGEMENT

	Subject Code: 20MBA21	No. of Credits: 03	Total no. of lecture hrs: 45
	No. of lecture hrs per week: 03		Exam Duration hrs: 03
	CIE Marks: 50	SEE Marks: 50	

Course Objectives

1. To make students understand fundamental concepts and importance of strategic management, including process of Strategic management, Strategic intent, Micro, Macro environment, organizational structures
2. To introduce about strategic intent, formulation of strategy, strategic implementation, evaluation and control.
3. To gain insights into various strategic management models.
4. To provide awareness on company's external environment and competitive position of the business in the Industry.

Unit No.	Syllabus Content	No. of Hours
1	<p>Understanding Corporate Strategy Strategic Management – Meaning, Need & Importance, Characteristics, Nature and Scope, Objectives, Level of Strategy, The Strategic Management Process - Strategic Intent, Strategic Formulation, Strategic Implementation, Strategic Evaluation, Strategic Control. Relationship between a Business Strategy and Business Model. <i>Case Study Discussion</i></p>	8 Hours
2	<p>Strategy Formulation – Definition of Strategy Formulation, Strategic Intent, Hierarchy of Strategic Intent, Organization values. Vision - Characteristics, Benefits. Mission & Purpose - Components, Characteristics, Benefits. Business Definition - Characteristics, Dimensions, Goals & Objectives - Features, Areas of Setting of goals and objectives, Significance, Short-term Objectives, Long-term Objectives. Balanced Score card - Definition, Uses, Benefits & Limitations, Components and Framework. <i>Case Study Discussion</i></p>	8 Hours
3	<p>Analyzing a Company's External Environment – Business Environment - Company's External Environment, Industry Environment, General Environment. Industry Analysis – Objectives, Factors are driving industry change and its impact, Industry Competitive Analysis - Porter's Dominant Economic Trait, Porter's Five Forces model – Key Success Factors - Competitive Environment Analysis - Environment Search, Environmental Diagnosis <i>Case Study Discussion</i></p>	10 Hours
4	<p>Analyzing a company's resources and competitive position – SWOT Analysis – Value Chain Analysis. Generic Competitive Strategic – Low cost provider Strategy, Differentiation Strategy, Best cost provider Strategy, Focused Strategy. Collaborative Partnership - Strategic Alliance, Mergers and Acquisition Business planning in different environment - Innovation, Integration, Diversification, Turnaround Strategic – GE Nine Cell Planning Grid and BCG Matrix. <i>Case Study Discussion</i></p>	12 Hours

5	Strategy Implementation: Organizational design, Organizational Structures and Organizational Controls – Strategic Controls & its types, Financial Controls. Types of control systems. Relationship between Strategy and Structure, Organizational Structures – Types – Simple, Functional, Multi divisional Structure – Product team, Market Structure, Matrix Structure. Organizational structures used to implement different business level strategies. Organizational structures used to implement different corporate level strategy. <i>Case Study Discussion</i>	07 Hours
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Question Paper Pattern

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE set from each unit.

Practical Components:

1. Analyzing the Mission and Vision statements of a few companies
2. Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc)
3. Pick a successful growing company. Do a web-search of all news related to that company over a one-year period. Analyze the news items to understand and write down the company's strategy and execution efficiency.
4. Pick a company that has performed very badly compared to its competitors. Collect information on why the company failed. What were the issues in strategy and execution that were responsible for the company's failure in the market; Analyze the internal and external factors.
5. Map out GE 9-cell matrix and BCG matrix for some companies and compare them.
6. Conduct SWOT analysis of the institution and validate it by discussing with faculty.

Course Outcomes

1. The student will be able to comprehend basics of strategic intent, formulation, implementation, evaluation and control.
2. The student will be able to demonstrate their acumen to create vision, mission, business definition, objectives, balanced score card, and Analyze SWOT, Value chain of the business
3. The student will be able to appraise company's resources, internal and external analysis, competitive position and design models to support strategic decisions and business planning.
4. The student will be able to apply knowledge to implement strategies and evaluate and control the results and take controlling measures for effective decision-making.

RECOMMENDEDBOOKS:


1. Crafting and Executing Strategy, Arthur A. Thompson Jr.,AJ Strickland III, JohnE Gamble,18/e,TataMcGrawHill,2012.
2. Strategic Management, Alex Miller, Irwin McGraw Hill
3. Strategic Management - Analysis, Implementation, Control, Nag A,1/e,Vikas,2011.
4. Strategic Management –An Integrated Approach, Charles W. L .Hill, Gareth R. Jones, Cengage Learning.
5. Business Policy and Strategic Management, Subba Rao P, HPH.
6. Strategic Management, Kachru U, Excel Books, 2009.

REFERENCE BOOKS:

1. Strategic Management: Concepts and Cases, David R, 14/e, PHI.
2. Strategic Management: Building and Sustaining Competitive Advantage, Robert A. Pitts & David Lei, 4/e, Cengage Learning.
3. Competitive Advantage, Michael E Porter, Free Press NY
4. Essentials of Strategic Management, Hunger. David, 5/e, Pearson.
5. Strategic Management, Saroj Datta, Jaico Publishing House, 2011.
6. Business Environment for Strategic Management, Ashwathappa, HPH.

Course Outcomes	Programme Outcomes					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3		2	2	3	3
CO2		3	2	3	3	3
CO3	3	3	2		3	3
CO4	3	3	1	2	3	3

INTERNATIONAL BUSINESS MANAGEMENT

	Subject Code: 20MBA22	No. of Credits: 03	Total no. of lecture hrs: 45
	No. of lecture hrs per week: 03		Exam Duration hrs: 03
	CIE Marks: 50		SEE Marks: 50

COURSE OBJECTIVE:

- To provide the knowledge, skills, and abilities to understand the global economic, political, and cultural environment within which firms operate.
- To gain insights into various global trade and investment and conceptual understanding on theories of international trade
- To examine the strategies and structures of international business and assess the special roles of an international business's various functions.
- To familiar with conflicts situations and ethical issues in global business.

Unit No.	Syllabus Content	No. of Hours
1	INTRODUCTION International Business – Definition – Challenges & issues in global business – factors causing globalization of business - different forms of international business – International Business environment – Political, economic and cultural environment – Protection Vs liberalization of global business environment, Ethical issues in international business	8
2	INTERNATIONAL TRADE AND INVESTMENT Promotion of global business – the role of GATT/WTO – multilateral trade negotiation and agreements – global trade and investment – theories of international trade – Need for global competitiveness – Regional trade block – Types – Advantages and disadvantages – RTBs across the globe	8
3	INTERNATIONAL STRATEGIC MANAGEMENT Strategic compulsions - Global portfolio management - global entry strategy – organizational issues of international business – organizational structures – controlling of international business – approaches to control – performance of global business - performance evaluation system.	8
4	PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS Global production –Location –scale of operations- cost of production – Make or Buy decisions – global supply chain issues – Quality considerations - Globalization of markets, marketing strategy – pricing, production and channel management - Investment decisions – Economic - Political risk – sources of fund - exchange rate – strategic orientation – selection of expatriate managers - Training and development – compensation.	12
5	CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT Disadvantages of international business – Conflict in international business - Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies – Ethical decision making in international business.	9

Question Paper Pattern

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE set from each unit.

Practical Components:

1. Analyzing the international business of few MNC companies
2. Identify the factors influence by political, economical, cultural environment towards International Business
3. Analyze the trade and investment opportunities for international business.
4. Identify trade barriers and regional trade blocks of selected countries
5. Create organizational structure for diversified business/ MNC i.e., spread across the globe
6. Pick companies to identify and compile handling conflict, resolutions for conflict and ethical decision making

COURSE OUTCOME

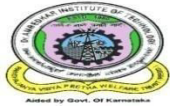
1. The students will be able to identify the role and impact of political, economical, and cultural environment in international business and explore various opportunities for trade and investment across the globe.
2. The students will be able to apply the knowledge to categories the functional areas of global business organization for effective managerial decision making.
3. The students will be able to analyze organizational issue in international business and create an effective organizational structure for domestic and overseas operations to gain competitive advantage.
4. The students will be able to apply ethical and professional approaches to avoid conflicts and provide resolutions in global business.

TEXTBOOKS

1. K. Aswathappa, International Business, 5th Edition, Tata Mc Graw Hill, New Delhi, 2012.
2. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata Mc Graw Hill, New Delhi, 2010.
3. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, 7th Edition, Cengage Learning, New Delhi, 2010.
4. Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi, 2009.
5. Vyuptakesh Sharan, International Business, 3rd Edition, Pearson Education in South Asia, New Delhi, 2011.

Course Outcomes	Programme Outcomes					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3		3		3	
CO2	3	3		2	3	2
CO3		3	3	1	3	2
CO4		3	1	3	2	2

OPERATIONS RESEARCH

	Subject Code: 20MBA23	No. of Credits: 03	Total no. of lecture hrs: 45
	No. of lecture hrs per week: 03	Exam Duration hrs: 03	
	CIE Marks: 50	SEE Marks: 50	

COURSE OBJECTIVES

- To familiarize the Operations Research concepts and techniques
- To examine the various optimization quantitative techniques with managerial perspective
- To facilitate the use of Operations Research techniques in managerial decisions making process.

Unit No.	Syllabus Content	No. of Hours
1	Introduction to Operations Research: Definition, scope of Operations Research, characteristics, advantages and limitations. Quantitative approach to decision making, models & modelling in Operations Research.	7 Hours
2	Linear programming: Structure of linear program model, Assumption, Advantages, Limitations, General mathematical model, Guidelines for formulation of linear programming model, graphical method, Duality in linear programming.	10 Hours
3	Transportation problem: General structure of transportation problem, methods of finding initial basic feasible solution(NWCM,LCM & VAM), test for optimality (MODI Method),degeneracy (theory only), Assignment problems, Introduction, General structure. Problems on minimization & maximization, Multi criteria decision making(MCDM)	10 Hours
4	Inventory Management: Concepts of inventory, types, Classification, ABC analysis. Theory of games- formulation of game models, Two person Zero sum games & their solution, 2 x N and M x 2 games, pure strategy games with saddle point, Mixed strategies (Graphical and algebraic methods),Limitations of game theory.	10 Hours
5	Project management, Structure of projects ,phases of project management-planning, scheduling, controlling phase, work breakdown structure, project control charts, network planning, PERT &CPM ,Network components & precedence relationships, critical path analysis, probability in PERT analysis, theory of crashing.	8 Hours

[Note: Distribution of Questions between Problems and Theory of this paper must be 60: 40 i.e, Problem Questions: 60 % & Theory Questions : 40 %]

Question Paper Pattern

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

REFERENCES

1. Sridhar Bhat K, OPERATIONS MANAGEMENT, Himalaya Publications
2. Kanishka Bedi, PRODUCTION & OPERATIONS MANAGEMENT, Oxford, NewDelhi, 2007
3. Panneerselvam, R, OPERATIONS RESEARCH, Prentice-Hall of India, New Delhi, 2002.
4. Vohra N D, QUANTATIVE TECHNIQUES IN MANAGEMENT, Tata McGrawHill, NewDelhi, 2010

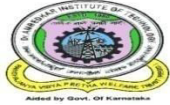
COURSE OUTCOME

1. Familiarization of the operations research tools and techniques.
2. Applying the mathematical models into business management decision making process.
3. Analyzing the various alternatives of cost minimization and profit maximization using quantitative techniques.
4. Compare and use the best inventory models for effective utilization of resources and the creation of competitive strategies.
5. Students will build strategies to get advantages from competition and complete the task with shortest duration.

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3		1			
CO2		3				
CO3		3				
CO4	2	3				
CO5	1	3				1

**II SEMESTER
MARKETING ELECTIVES**

CONSUMER BEHAVIOR

	SubjectCode:20MBA211	No. of Credits: 03	Total no. of lecture hrs: 45
	No. of lecture hrs per week: 03		Exam Duration hrs: 03
	CIE Marks: 50		SEE Marks: 50 (T100)

Course Objectives

1. To understand the concept of consumer behavior, decision making by consumers, behavior variables and influences on consumer behavior.
2. To comprehend the social and cultural dimensions of consumer behavior, factors impacting attitudes and behavior.
3. To arm the budding marketers with an insight of the psychological and behavioral concepts of consumers thus enabling them to achieve their objectives and excel.

Unit No.	Syllabus Content	No. of Hours
1	<p>Introduction to the study of Consumer Behaviour:</p> <p>a) Meaning & Definition of CB, Difference between consumer & Customer, Nature & characteristics of Indian Consumers, Consumer Movement in India, Rights & Responsibilities of consumers in India, Benefits of consumerism.</p> <p>b) Models of Consumer Behavior: Nicosia Model, Howard -Sheth Model, Engel-Kollat-Blackwell Model.</p> <p>c) Consumer Decision Making: Input-Process-Output Model, Four views and Levels of consumer decision making.</p> <p><i>Case Study Discussion</i></p>	8
2	<p>Individual Influences on Consumer Behaviour:</p> <p>Motivation: Motivation as a Psychological Force, Dynamics, Motivation Theories, Maslow's Hierarchy of Needs, Trio of Needs Theory. Frustration & Strategies to overcome frustration.</p> <p>Personality: Basics of Personality, Theories of Personality Applications of Personality concepts in Marketing, Personality and understanding consumer, Brand Personality, Self and Self-Image.</p> <p>Perception: Basics, Sensory Dynamics of Perception, Elements of Perception, Consumer Imagery</p> <p>Learning: Elements of Consumer Learning, Learning Theories (Classical Conditioning Pavlovian Model, Instrumental Conditioning.).Brand Loyalty and Brand Equity.</p> <p>Attitude: Meaning, Structural Models of Attitudes, Attitude Formation, Strategies of attitude change.</p> <p>Communication: Meaning, Designing Persuasive Messages.</p> <p><i>Case Study Discussion</i></p>	10
3	<p>External Influences on Consumer Behaviour:</p> <p>Social Class: Social Class Basics, What is Social Class? (Social class & Social status), Five Social-Class Categories in India. The measurement of social class.</p> <p>Culture and Subculture - Major Focus on Indian Perspective</p>	12

	<p>Culture: Meaning, Cultural Values, Measurement, Characteristics, Traditional and Changing Indian Values.</p> <p>Subculture: Meaning, Subculture Division and consumption pattern in India, Types of subcultures.</p> <p>Cross-cultural marketing – Meaning, Cultural Variations, problems in cross-cultural marketing.</p> <p>Family: Meaning, Family decision making and consumption related roles, Family Life Cycle.</p> <p>Reference Groups: Meaning, Factors that affect reference group influence, Types of reference groups, Reference group appeals.</p> <p>Opinion Leadership: Dynamics of opinion leadership process, Measurement of opinion leadership, Market Mavens, Surrogate Buyers.</p> <p><i>Case Study Discussion</i></p>	
4	<p>Role of Research in understanding consumer behavior: Consumer Research: Consumer Research Process, Developing research objectives, collecting secondary data, designing primary research, data analysis and reporting research findings.</p> <p>Diffusion of Innovations: Diffusion and Adoption of Innovations, Diffusion Process, Adoption Process and Categories.</p> <p>Consumer Gifting Behaviour: Meaning, Process of Gift Giving</p> <p><i>Case Study Discussion</i></p>	8
5	<p>Marketing Ethics and Social Responsibility: Exploitative Marketing, Manipulating Consumers, Social Responsibility.</p> <p>Online Consumer Behaviour: On-line decision making Process, Developments and concerns in Indian net connections.</p> <p>CRM: Meaning and significance, Types, e-CRM, Meaning, Importance of e-CRM, Difference Between CRM & e-CRM</p> <p><i>Case Study Discussion</i></p>	7

Question Paper Pattern

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

Practical Component:

1. Students can go to malls and unorganized retail outlets and observe the behavior of consumers of different demographic segments while buying different category of goods. Come back to class and present the findings / observations followed with a group discussion.
2. Students can prepare a questionnaire and do a survey on consumer buying behavior and present the findings in the class.
3. Find three advertisements that appeal to the need for power, affiliation and achievement and discuss their effectiveness. Rewrite these for persons in different levels of Maslow's Hierarchy?
4. Meet your friends and conduct a survey to find what are the important factors in their purchase of mobiles, shoes, bags etc. There are now plenty of advertisements regarding most products – how do they deal with this information overload?

Course Outcomes

1. The students will be able to appreciate the concept and models of consumer behavior and consumer decision making.
2. The students will gain knowledge on individual internal influences on Consumer behavior.
3. The students will be able to analyze external influences on Consumer Behaviour
4. The students will be able to use quantitative and qualitative research methods and understand diffusion of innovation and consumer gifting behaviour
5. The students will be able to construe the concept of Market ethics and Social Responsibility, Online Consumer Behaviour and CRM.

	PO1	PO 2	PO 3	PO 4	PO 5	PO 6
CO1	3		2			
CO2	3		2		2	2
CO3	3		2		2	2
CO4	3	3	2		2	
CO5	3		2	3		2


RECOMMENDED BOOKS:

1. Consumer Behavior - Leon Schiff man, Lesslie Kanuk, 10/e, Pearson, 2010.
2. Consumer Behaviour in Indian Perspective- Suja R Nair, Himalaya Publishing House
3. Consumer Behaviour- Bholanath Dutta- Kalyani Publishers.
4. Consumer Behavior: Building Marketing Strategy – Del I. Hawkins, & Others, 11/e TMH.
5. Consumer behavior - Jay D. Lindquist, Joseph Sirgy, 1/e, Cengage Learning.
6. Consumer Behavior – Raju M. S & Dominique Xardel, Vikas Publishing House.

REFERENCE BOOKS:

1. Consumer Behavior - Henry Asseal, Cengage Learning.
2. Customer Behavior: A Managerial Perspective – Sheth, Mittal, Cengage Learning.
3. Consumer Behavior- Satish K. Batra & S H Kazmi, Excel BOOKS.
4. CRM – Alok Kumar, Chhabi Sinha, 7/e, Biztantra.
5. Customer Relationship Management - Peru Ahamed & Sagadevan, Vikas Publishing.

SERVICES MARKETING

	SubjectCode:20MBA212	No. of Credits: 03	Total no. of lecture hrs: 45
	No. of lecture hrs per week: 03		Exam Duration hrs: 03
	CIE Marks: 50		SEE Marks: 50

COURSE OBJECTIVES:

1. To acquaint the students to the uniqueness of the services characteristics and its marketing implications.
2. To appreciate the intricacies and complexities of domain of services
3. To discuss, measure and analyze several facets in the area of services marketing essential for the success of a service sector firm.

Unit No.	Syllabus Content	No. of Hours
1	<p>Introduction to services: Concepts, What are services, Why service marketing, differences in goods and service in marketing, characteristics of services, concept of service marketing triangle, service marketing mix, GAP models of Service quality. Reasons for the growth of services sector, Marketing challenges in service industry.</p> <p>Consumer behavior in services: Search, Experience and Credence property.</p> <p>Consumer expectation of services- Two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services.</p> <p>Customer perception of services- Factors that influence customer perception of service, Service encounters, Customer satisfaction, Service Quality, Strategies for influencing customer perception.</p>	10 Hours
2	<p>Service development and design: New service development, Service Blueprinting.</p> <p>Customer defined service standards: “Hard” & “Soft” standards, process for developing customer defined standards.</p> <p>Matching Demand and capacity: Understanding Capacity constraints, Demand pattern, challenges of matching supply & demand in capacity, four common types of constraints facing services, optimum v/s maximum use of capacity, strategies for matching capacity & demand. Four waiting line strategies.</p> <p>Physical evidence in services: Types of service scapes, Role of service scapes. Guidance for physical evidence strategies.</p>	8 Hours
3	<p>Employee role in service designing: Importance of service employee, Boundary spanning roles, Emotional labor, Source of conflict, Quality- productivity trade off, Strategies for closing GAP 3.</p> <p>Customer’s role in service delivery-Importance of customer, Strategies for enhancing-Customer participation.</p> <p>Delivery through Intermediaries-Key intermediaries for service delivery, Strategy for effective service delivery through intermediaries.</p>	10 Hours
4	<p>Using market research to understand customer expectations: Key reasons for GAP 1, Types of service research.</p> <p>Building customer relationship through retention strategies –Relationship marketing, Evaluation of customer relationships, Benefits of customer relationship, levels of retention Strategies.</p>	7 Hours

	Service recovery – Service Recovery Strategies and Guarantees.	
5	<p>Integrated Services marketing communication-Key reasons for GAP 4 involving communication, four categories of strategies to match service promises with delivery, Methodology to exceed customer expectation.</p> <p>Pricing of services-Role of price and value in provider GAP 4, Role of non monetary cost, Price as an indicator of service quality –Approaches to pricing services, pricing strategies.</p> <p>Offensive and defensive marketing.</p> <p>Service Marketing : Trends, Issues and challenges.</p>	10 Hours

Question Paper Pattern

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

Practical component:

1. Students have to choose a service industry of their choice at the beginning of the semester.
2. Students have to do an in-depth study of the industry and give a presentation at the end of the every Module relating to the concepts of that Module to the industry.
3. Students can prepare service blueprints for any service of their choice.
4. Students can do a role play on service recovery.
5. Identify any existing services. Locate loopholes in their design and suggest Modifications.

Course outcome

1. Students will be able to get aware of the concept of service, GAP model of service quality and consumer behavior in services.
2. Students can gain knowledge regarding hard & soft standards, service designing and positioning.
3. Students will be able to comprehend the employee and customer's role in service delivery, key intermediaries for service delivery.
4. Students will gain an insight into types of service research and the customer retention strategies.
5. Students will be able to realise the key reasons for GAP 4 and the various approaches to pricing services.

	PO1	PO 2	PO 3	PO 4	PO 5	PO 6
CO1			2		3	2
CO2	3		2		3	
CO3	3		2		3	3
CO4	3	3	2		3	
CO5	3		2		3	2


RECOMMENDED BOOKS:

1. Services Marketing-Valarie A Zeithmal& Mary Jo Bitner 5/e, TMH, 2011
2. Services Marketing-Christopher Lovelock, Pearson Education, 2004
3. Services Marketing: Operation, Management and Strategy-Kenneth E Clow&DavidL. Kurtz, 2/e, Biztantra, 2007
4. Services Marketing: The Indian Perspective-Ravi Shankar, Excel BOOKS, 2006

REFERENCE BOOKS:

1. Services Marketing - RajendraNargundkar, 3/e, TMH, 2010
2. Services Marketing - GovindApte, Oxford, 2007
3. Services Marketing - Hoffman & Bateson, 4/e, Cengage Learning-2007
4. Service Marketing - Peter Mudie and Angela Pirrie, 3/e, Elsevier, 2006
5. Service Marketing - Jha S. M.HPH.

MARKETING RESEARCH AND ANALYTICS

	SubjectCode:20MBA213	No. of Credits: 03	Total no. of lecture hrs: 45
	No. of lecture hrs per week: 03		Exam Duration hrs: 03
	CIE Marks: 50		SEE Marks: 50 (T100)

Course Objectives

- 1.To provide an understanding of the basics of marketing research process.
- 2.To orient on the theoretical and practical aspects of marketing research.
3. Encourage the students to take up analytical thinking through research.
- 4.To highlight importance marketing research for enhancing marketing strategies.

Unit No.	Syllabus Content	No. of Hours
1	<p>Marketing Research Dynamics- Introduction, Meaning of Marketing research, when marketing research is unnecessary, Nature and Scope of Marketing Research, Marketing Research in the 21st Century (Indian Scenario), limitations of Marketing Research, threats to marketing research.</p> <p>Introduction to marketing intelligence: what is marketing intelligence (MI), components, need for MI, Domains of MI. Ethics in marketing research.</p> <p><i>Case Study Discussion</i></p>	8
2	<p>Marketing Research and MIS: Marketing Information System, Importance, Relevance of MkIS, Marketing Research (MR) and MkIS, The marketing information systems and its subsystems, four components: user interfaces, application software, databases, and system support. Advantages & disadvantages of marketing information systems. Internal reporting systems.</p> <p><i>Case Study Discussion</i></p>	8
3	<p>Decision Support System & Big Data: Marketing Decision Support System-meaning, Use of Decision Support Systems in Marketing Research, Data base & Data warehousing. The three Vs: Volume, Velocity & Variety, The Fourth V: Value. Elements of data base, types of data base, using marketing data base for marketing intelligence, ways to gather consumer data, Data Mining, benefits of data mining, Big Data Analysis, Descriptive Analysis, Prescriptive Analysis, Key challenges of Big Data Integration.</p> <p><i>Case Study Discussion</i></p>	9
4	<p>Applications of Marketing Research: Introduction, Consumer Market Research, Business-to-Business Market Research, Product Research, Pricing Research, Motivational Research, Distribution Research, Advertising Research, Media research, Sales Analysis and Forecasting.</p> <p><i>Case Study Discussion</i></p>	8
5	<p>Predictive analysis: Meaning of predictive analysis, how good are models at predictive behavior, benefits of predictive models, and applications of predictive analysis, reaping the benefits, avoiding the pitfalls, Importance of Predictive model, Process of predictive analytics.</p> <p>Predictive analytical process: Project initiation, project requirements, Model building and business evaluation, duration of a predictive analytics project.</p> <p>Building a predictive model: Exploring the data landscape, Sampling and shaping the development sample, data preparation, creating derived data, understanding the data, data reduction, data transformation, modeling, validation, selling models into business.</p> <p><i>Case Study Discussion</i></p>	12

Question Paper Pattern

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

Practical Component:

1. Choose 5 successful products or services and identify the insight behind them through a field survey.
2. Do a comprehensive essay on the difference between consumers vs. trade vs. Competition insights & how best to exploit them.
3. Take 5 recent digital innovations like twitter or face book and identify the insights. Locate 5 non-users of search or mail and Interview their reasons.
4. Choose 5 recent successful campaigns and identify their insights through consumer interviews. Present your findings to the class
5. Choose 3 successful movies e.g. Dabang & Zindagi na milegi & My name is Khan--- and interview consumers about the reasons for their success. Similarly repeat this with 3 recent expensive flop movies and Present your findings to the class
6. Running case with real data Dell, Comprehensive critical thinking case Baskin-Robbins. 5. Data Analysis case with real data IBM.

Course Outcomes:

1. The students will be able to comprehend the objectives of Market research & its application in solving marketing problems.
2. The students will follow the use of MIS in marketing research.
3. The students will gain knowledge in different data collection methods, sampling design techniques, measurement methods to analyze the data.(Big Data)
4. The students will have insights in applications of marketing research.
5. The students will be able to generalize and interpret the data with the help of various measurement techniques.

	PO1	PO 2	PO 3	PO 4	PO 5	PO 6
CO1	3		2	2		
CO2	3		2		2	
CO3	2	3	2		2	
CO4	2	3			2	2
CO5	2	3			2	


Recommended Books:

1. Marketing Research an Application Orientation-Naresk K Malhotra, 6/e, Pearson, 2013.
2. Essentials of Marketing Research – William G. Zikmund et.al. 4/e, Cengage Learning, 2010.
3. Predictive Analytics, Data Mining and Big Data- S. Finlay, Palgrave Macmillan Publishing.

Reference Books:

1. Marketing Research: Methodological Foundations 8 th Edition by Gilbert A. Churchill & Dawan Iacobucci.
2. Marketing Research: David Aaker/V.Kumar/Robert P Leone, George S Day. Willey publication. 11th edition.
3. Essentials of Marketing Research – 4/e, Tony Proctor, PHI, 2005
4. Market Research Best Practice. 30 Visions of the Future – Peter Mouncey, et.al, 2007.

RETAIL MANAGEMENT

	Subject Code: 20MBA214	No. of Credits: 03	Total no. of lecture hrs: 45
	No. of lecture hrs per week: 03		Exam Duration hrs: 03
	CIE Marks: 50		SEE Marks: 50

COURSE OBJECTIVES

1. To develop an understanding on contemporary retail management, issues, strategies and trends in retailing.
2. To highlight the significance of retailing and its role in the success of modern business houses.
3. To acclimatize with the insights of retailing, key activities and relationships.

Unit No.	Syllabus Content	No. of Hours
1	Introduction and Perspectives on Retailing, World of Retailing, Retail management - Introduction, meaning, characteristics, emergence of organizations of retailing - Types of Retailers (Retail Formats) - Multichannel Retailing - Customer Buying Behavior, Historical Perspective, role of retailing, trends in retailing, FDI in Retail - Problems of Indian Retailing - Current Scenario.	10 Hours
2	Retailing strategy for Setting up Retail organization and planning: Retail Market Strategy - Financial Strategy - Site & Locations (Size and space allocation, location strategy, factors Affecting the location of Retail, Retail location Research and Techniques, Objectives of Good store Design.) Human Resource Management, Information Systems and supply chain management & Logistics. Retail Pricing and Promotion: Factors influencing retail pricing, Retail pricing strategies, Retail promotion strategies.	10 Hours
3	Store Management and Visual Merchandising: Store Management: Responsibilities of Store Manager, Store Security, Parking Space Problem at Retail Centers, Store Record and Accounting System, Coding System, Material Handling in Stores, Management of Modern retails –Store Layout, design: Types of Layouts, role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories Loss, Exteriors, Interiors Customer Service, Planning Merchandise Assortments -Buying systems -Buying merchandise and Retail Communication Mix.	10 Hours
4	Relationship Marketing & International Retailing: Management & Evaluation of Relationships in Retailing, Retail Research in Retailing: Importance of Research in Retailing, Trends in Retail Research, Areas of Retail Research. Customer Audits, Brand Management in retailing, Internationalization of Retailing and Evolution of International Retailing, Motives of International Retailing, International Retail Environment – Socio-Cultural, Economic, Political, Legal, Technological and Issues in international retailing.	08 Hours
5	Retail Audit and ethics in Retailing. Undertaking an audit, responding to a retail Audit, problems in conducting a retail audit. Ethics in retailing. Retail Analytics. Case Study Discussion.	07 Hours

Question Paper Pattern.

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

Practical Components:

- Go to a kirana store and a supermarket and compare the following: a) store arrangement, b) No of brands carried c) pricing policies – are discounts given? d) service – personal or impersonal? Etc etc.
- Go to around three kirana stores in your neighbourhood (around 2 kms) and discuss with them the importance of location, pricing, credit policy, etc . What percentages of goods are sold ‘loose’ in each locality and compare this with the approximate income range of the customers? What are the retailers losses when a customer defaults in payment? Does he make up for it by increasing his prices to other customers?
- Student can make a presentation on any product or the services of student choice, covering selling strategies and one day work exposure towards merchandising in any big retail outlets of respective places where institute is operating. Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make a small report.

COURSE OUTCOMES

1. The students can comprehend the types of retailers & the world of retailing.
2. The student will demonstrate the procedure to start the retail organization, formats & private labeling.
3. The students can realise the store management & visual merchandising in retailing.
4. The student will recognize the importance of research in retailing & International retailing.
5. The student will become aware of the know the ethics in retailing & retail audit.

	PO1	PO 2	PO 3	PO 4	PO 5	PO 6
CO1	3		3			2
CO2	3		2		2	
CO3	3		2		2	2
CO4	3	3	2	3	2	2
CO5	3		2	3	3	2

RECOMMENDED BOOKS:

1. Retail Management - Levy & Weitz, McGraw Hill, Latest Edition.
2. Integrated Retail Management - James R. Ogden & Denise T. Ogden, Biztantra, 2003.
3. Retail Management - Chetan Bajaj, Oxford University press, Latest Edition.
4. Retail Management-A Global Perspective: Text and Cases - Dr. Harjit Singh, S.Chand Publication, Reprint 2018.
5. Retailing - James R Carver, Patrick m Dunne, Robert F Lusch , Latest Edition.

REFERENCE BOOKS:

1. Sales & Retail Management : An Indian Perspective - S.L. Gupta, 1/e, 2007, Excell Publication.
2. Retail Marketing management : David Gilbert, Perason Education, Latest Edition.
3. Retail Management: A Strategic Approach : Barry Berman, Joel R Evans, Perason Education, Latest Edition.

INVESTMENT MANAGEMENT		
Sub Code: 20MBA221	No. of Credits : 03	Total no. of lecture hrs: 45
No. of Lecture Hrs Per Week : 03	Exam Duration hrs: 03	
CIE Marks:50	SEE Marks: 50 (T40:P60)	

COURSE OBJECTIVES:

- To provide an overview of various aspects related to investment management, capital markets and its functioning.
- To make the students proficient in valuation of securities and computation of risk and return of individual assets and a portfolio.
- To expose the students to fundamental and technical analysis and behavioural finance.
- To acquaint the students with the knowledge about portfolio theories, portfolio construction & evaluation.

Unit No.	Course Contents	No. of hours
1	Investment: Attributes, Investment and speculation, Investment Process. Exchange Traded Funds and Hedge Funds, and mutual funds, Functioning of Stock Exchanges- NSE, BSE, OTCEI, Listing of securities, clearing and settlement and Major Indices and its computation(Simple problems).	09 Hours
2	Valuation of securities: Bond- Bond features, Types of Bonds, Determinants of interest rates, Bond Management Strategies, Bond Valuation, and Bond Duration. Preference Shares- Concept and Valuation. Equity shares- Concept, Valuation, Dividend Valuation models.	10 Hours
3	Risk and Return: Concept of Risk, Types of Risk- Systematic risk, Unsystematic risk, Calculation of Risk and returns. Portfolio Risk and Return: Expected returns of a portfolio, Calculation of Portfolio Risk and Return, Portfolio with 2 assets.	09 Hours
4	Macro-Economic and Industry Analysis: Fundamental analysis-EIC Frame Work. Technical Analysis: Concept, Theories- Dow Theory, Eliot wave theory. Charts-Types, Trend and Trend Reversal Patterns. Mathematical Indicators – Moving averages, ROC, RSI, and Market Indicators. (Theory only) Market Efficiency and Behavioral Finance: (Theory only) Biases, Random walk and Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency.	09 Hours
5	Modern Portfolio Theory: Markowitz Model -Portfolio Selection, Opportunity set, Efficient Frontier. Capital Asset pricing model: Basic Assumptions, CAPM Equation, Security Market line and Capital market line. Portfolio Management: Portfolio Management Strategies: Types, Portfolio Revision: Portfolio Revision Strategies – Objectives, Performance plans (Theory only). Portfolio Evaluation (Problems).	08 Hours

Question Paper Pattern

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

PRACTICAL COMPONENTS:

1. Students have to evaluate the risk & return for various investment alternatives.
2. Students have to build a portfolio for one lakh rupees & evaluate the same.
3. Students have to use few technical indicators on a few stocks and make a decision.
4. Students have to evaluate the performance of any mutual fund of their choice & present the same.

COURSE OUTCOMES:

1. The students will be able to demonstrate the different investment alternatives and its attributes.
2. The students will be able to estimate the intrinsic value of securities and evaluate the risks and returns associated with securities globally.
3. The students will be able to advice on the issues of investment based on fundamental and technical analysis.
4. The students will be able to understand modern portfolio theory and demonstrate the knowledge of managing the portfolios.

RECOMMENDED BOOKS:


1. Investment Analysis and Portfolio management – Prasanna Chandra, 3/e, TMH, 2010.
2. Security Analysis & Portfolio Management – Punithavathy Pandian, 2/e, Vikas, 2005.
3. Investment Management – Bhalla V. K, 17/e, S. Chand, 2011.
4. Security Analysis & Portfolio Management – Fisher and Jordan, 6/e, Pearson, 2011.
5. Investment Management – Preethi Singh, 17/e, Himalaya Publishing House, 2010.
6. Security Analysis & Portfolio Management- Kevin S, 10/e, PHI, 2011.

REFERENCE BOOKS:

1. Fundamentals of Investment – Alexander, Sharpe, Bailey, 3/e, PHI, 2001.
2. Security Analysis & Portfolio Management – Sayesh N. Bhat, 1/e, Biztantra, 2011.
3. Security Analysis & Portfolio Management – Dhanesh Khatri, Macmillan, 1/e, 2010.
4. Security Analysis & Portfolio Management – Avadhani V. A, HPH.
5. Investments – Zvi Bodie, Kane, Marcus & Mohanty, 8/e, TMH, 2010.

Course Outcomes	Programme Outcomes					
	1	2	3	4	5	6
1	3	3	3			
2	3	3	3			
3	3	3	3	2	2	
4	3	3	3	2	2	

FINANCIAL MARKETS & SERVICES

	SubjectCode:20MBA222	No. of Credits: 03	Total no. of lecture hrs: 45
	No. of lecture hrs per week: 03		No. of Practical hrs per week:02
	CIE Marks: 50	Exam Duration hrs: 03	SEE Marks: 50

COURSE OBJECTIVES:

- *To have an insight about the Indian Financial markets, instruments & operations of Stock exchanges.*
- *To learn about the functions of financial institutions and various financial services.*
- *To learn & have practical exposure to leasing and hire purchase agreements.*

Unit No.	Syllabus Content	No. of hours
1	Financial Markets: Meaning, Role, Functions & constituents of Financial Markets, Money Market and Capital Markets Instruments. Commodity Market & Forex Market. Financial Institutions: Meaning, Special Characteristics, Broad Categories - IFCI, IDBI, SFC, SIDBI, ICICI, EXIM Bank, NSIDC, NIDC, LIC & UTI.	09 Hours
2	Financial Services: Characteristics, Functions, Classification, Regulatory Framework. merchant banks distinguished from investment banks. Issue Management - Pre issue and Post issue obligations. Depository System: Objectives, role, advantages of depository system - Depository Participants - Rights and Obligations Custodial services- NSDL, CDSL & SHCIL.	09 Hours
3	Housing Finance: Role, Procedure and Interest rates. Income Tax Implication. Reverse mortgage loan. Non-Banking Finance Companies: Meaning, role & functions. Factoring: Origin, Types, Factoring mechanism, advantages Forfaiting: Concept & difference between factoring and Forfaiting.	08 Hours
4	Leasing: Concept, Types, Legal frameworks, advantages and disadvantages of Leasing, Problems on Buy or Borrow or Lease Decision. Hire Purchasing: Concepts and features, Comparison of Hire Purchase with Leasing. Case study on Leasing Decisions.	10 Hours
5	Credit rating: Definition and meaning, Process of credit rating, Rating methodology, Rating agencies. Securitization of debt: Concept, Special Purpose Vehicle, Benefits of Securitization, Issues in Securitization. Venture Capital & Private equity: Concept, role & features. Microfinance- Concept, role, SHG's & Mudra Bank Initiatives.	09 Hours

PRACTICAL COMPONENT:

- Students are asked to collect & present in the class various forms of financial services by the funding agencies.
- Students are asked to Compare & analyze the different banks Housing finance activity.
- Students are required to open a trial D-mat account to understand the whole process of security transaction.

COURSE OUTCOMES:

1. Student is capable of evaluating the instruments in the capital market critically.
2. Student is able to carry on the activities of issue management & depository system.
3. Students exhibit the knowledge about the various kinds of financial services outside the capital market.
4. Student is able to thoroughly examine the decision of Leasing & Hire purchase of capital assets.
5. Student has an insight into the rating agencies & new financial services.

RECOMMENDED BOOKS:

1. “Indian Financial System”, Guruswamy, S, McGraw Hill Companies
2. Financial Markets and Services – Gordon & Natarajan, 7/e, Himalaya publishing, 2011.
3. Financial services- Khan M.Y, 6/e, McGraw Hill, 2011.
4. Indian Financial System – Machiraju, 4/e, Vikas, 2010.
5. “Investment Banking – An Odyssey in High Finance “, Pratap Subramanyan, ‘ – Tata Mc.Graw Hill 1st ,

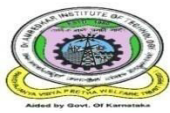
REFERENCE BOOKS:

1. Indian Financial System – Pathak, Pearson Education, 3/e, 2011.
2. Indian Financial System—Khan M. Y, 7/e, TMH, 2011.
3. Banking Theory, Law and Practice – Gordon & Natarajan, 22/e, Himalaya, 2011.
4. “Management of Financial Institutions”, Sharma, Meera, Eastern Economy Edition
5. “Financial Services and System”, Guruswamy, S, McGraw Hill Companies
6. Dynamics of Financial Markets and Institutions in India – SrivastavaR. M, Excel Books, 2010.

Mapping Course Outcomes with Program Outcomes:

Course Outcome	Programme Outcomes					
	1	2	3	4	5	6
1	3		1			
2		3			2	
3	3		2			
4		3		2		
5	3					

ADVANCED FINANCIAL MANAGEMENT

	SubjectCode:20MBA223	No. of Credits: 03	Total no. of lecture hrs: 45
	No. of lecture hrs per week: 03	Exam Duration hrs: 03	
	CIE Marks: 50	SEE Marks: 50 (T30:P70)	

COURSE OBJECTIVES:

- To familiarize the importance of financial goals and strategy for profit and wealth maximization of an organization.
- To make the student proficient in preparation of cash budgets.
- To comprehend the student the importance of credit granting decision in the firm.
- To provide knowledge on capital structure decisions.
- To familiarize the students with the importance of divided decisions in firms

Unit No.	Syllabus Content	No. of Hours
1	Strategic Financing Goals - Definition of Strategic financial management, Characteristics, Scope, Financial goals and strategy – Profit and Wealth Maximization, Approaches for measuring shareholder value – Marakon approach, Alcar Approach, McKinsey approach, Stern Stewart approach Problems on EVA	8 Hours
2	Cash Management – Definition, Forecasting cash flows – Cash budgets (Problems), long-term cash forecasting, Cash collections and Disbursement, optimal cash balance – Cash Management Model, Strategies for managing surplus fund.	9 Hours
3	Receivables Management – Definition, Terms of Payment, Credit Policy Variables (Problems), Credit evaluation, Types, Control of accounts receivables	9 Hours
4	Capital structure decisions – Definition, capital structure & market value of a firm. Theories of capital structure – NI approach, NOI approach, Modigliani Miller approach, Tradeoff Theory, Signaling Theory. Arbitrage process in capital structure, Guidelines for capital structure Planning, Capital structure policy.	10 Hours
5	Dividend policy – Definition, Theories of dividend policy: relevance and irrelevance dividend decision. Walter's & Gordon's model (Problems), Modigliani & Miller approach (Problems). Dividend policies – stable dividend, stable payout and growth. Legal and procedural aspects of dividends.	9 Hours

Question Paper Pattern

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

PRACTICAL COMPONENTS:

1. Students have to gather information pertaining to different approaches to maximize profit and creation of wealth to shareholders by the firms.
2. Students have to collect data relating to receivables management techniques used by firms.
3. Students have to prepare a Cash Budget using financial statements of Companies.
4. Students have to identified various dividend policy implementation by the Companies.

COURSE OUTCOMES:

1. The student will be able to set financial goals in their strategic decisions and demonstrate different approaches to create shareholders value.
2. The students will be able to apply the procedure to manage the cash and surplus of cash.
3. The student will be able to demonstrate the conceptual application of various liquidity management dimensions through receivables management.
4. The students will be able to apply of capital structure theories and create effective decision making
5. The students will be able to evaluate the pros and cons of dividend decisions.

RECOMMENDED BOOKS:


1. Corporate Valuation and Value Creation – Prasanna Chandra, McGraw Hill Education, 2015
2. Financial Management - Prasanna Chandra, 8/e, TMH, 2011.
3. Financial Management - M.Y. Khan & P.K. Jain, 6/e, TMH, 2011.
4. Financial Management - I.M. Pandey, 10/e, Vikas, 2011.

REFERENCE BOOKS:

1. Financial Management: Theory & Practice- Brigham & Ehrhardt, 10/e, Cenage learning, 2004.
2. Ross, Westerfield & Jaffe, Corporate Finance– TMH – 8/e, 2010
3. Advanced Financial Management – Sudhindra Bhat – Excel Books.
4. Financial Management & Policy - Vanhorne, 12/e, Pearson.
5. Principles of Corporate Finance– Brearly and Myers, 10/e, TMH, 2012.
6. Cases in Financial Management – Pandey & Bhatt, 2/e, TMH, 2012.
7. Financial Management: Comprehensive Text Book with Case Studies – Ravi M. Kishore, 7/e, Taxmann.

Course Outcomes	Programme Outcomes					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3		1	2	2
CO2		3		3	2	2
CO3	2	3	2	2	3	3
CO4	3	1		3	3	2

COST AND MANAGEMENT ACCOUNTING

	SubjectCode:20MBA224	No. of Credits: 03	Total no. of lecture hrs: 45
	No. of lecture hrs per week: 03		Exam Duration hrs: 03
	CIE Marks: 50	SEE Marks: 50 (T40:P60)	

COURSE OBJECTIVES:

1. To study the principles of Cost Management & application of cost concepts.
2. To learn decision making skills, using the cost & management accounting concepts.
3. To learn the application of tools for cost control in the company
4. To be able to analyze the financial statements & reporting of cost information.
5. To expose the students to the practical techniques of evaluating the cost performance of the company.

Unit No.	Syllabus Content	No. of hours
1	Cost Management – Meaning, cost accounting versus cost management, sources for cost information, Cost units and cost drivers. Classification of costs – Problems on Cost sheet including job cost sheet. Cost Reduction and Cost Control. Allocation and absorption of factory overheads.	10 Hours
2	Marginal Costing: Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution and application of the CVP model for various types of decision-making.	09 Hours
3	Budgetary Control: Objectives of Budgetary control, Functional Budgets and Master Budgets (Theory only) and Flexible Budgets (Problems). Standard Costing: Comparison with Budgetary control, Need for setting standards – variance analysis, Simple Problems on Material only.	08 Hours
4	FSA- Meaning, importance, methods, users, problems on cash flow statement and Ratio Analysis.	10 Hours
5	Key concepts & Instruments – Activity Based Costing; traditional product costing systems - problems with cost allocation- activity based costing. Target Costing; Balanced Scorecard as a performance measure- Features-Purpose, Reasons for use of balanced scorecard. Cost Audit ,-objectives, Advantages, Areas and Scope of Cost Audit, Standards of Cost Audit in India.	08 Hours

Question Paper Pattern

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.
-

PRACTICAL COMPONENT:

- Students can collect & present the cost statements of various companies.
- Students can make a list of such companies which are following the ABC costing system & present their cost records.
- Students are asked to collect the financial reports & present the same.

COURSE OUTCOMES:

1. The student will be capable of identifying the strategic cost factors, applying the cost concepts & learning the distribution of overheads.
2. The student will be able to advice the company on important decision making activity with the thorough knowledge of Marginal costing & exhibits the skill of applying the advanced costing method for managing corporate affairs.
3. The student will be able to apply the cost & Management control systems in performing the activities in the organization.
4. The student will be able to analyze the financial reports and assess the financial soundness of the company.
5. The student will be able to demonstrate the skill of applying the modern Cost Management Techniques for decision making activity of the concern.

RECOMMENDED BOOKS:

1. A Text book of Cost and Management Accounting – Arora M. N,11/e, Vikas.
2. Cost Accounting- Jawaharlal, & Seema Srivastava, 4/e, TMH.
3. Cost Accounting – Khan M. Y and Jain P. K, TMH.3/e


REFERENCE BOOKS:

1. Principles and Practice of Cost Accounting - Bhattacharyya, 3/e, PHI.
2. Cost and Management Accounting- Arora M. N, 3rd enlarged and Rev. ed., HPH.
3. Managerial Accounting- James Jiambalvo, 2/e, Wiley India Pvt. Ltd.
4. Management Accounting - Khan M. Y and Jain P. K, 6/e, McGraw Hill, 2012.
5. Cost and Management Accounting – Arora M. N, 3/e, HPH.

Mapping Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes					
	1	2	3	4	5	6
1	3	3				1
2	3	3	3	1	2	
3	3	3	3			
4	3	3	2		2	
5	3	3	3	2	2	

RECRUITMENT AND SELECTION

	Subject Code: 20MBA231	No. of Credits: 03	Total no of lecture hrs : 45
	No. of Lecture Hrs Per Week : 03	Exam Duration hrs: 03	
	CIE Marks : 30	SEE Marks: 100	

COURSE OBJECTIVES:

1. To develop skills for preparing effective HR planning, job advertisement, ethical issues in hiring for strategic business decisions.
2. To explore various sources of job offers, different stages of selection process and preparing an effective Resume for career success.
3. To impart an insight on the various career stages and succession planning.

Note: Each unit will have an internal choice.

Unit No.	Syllabus Content	No. of Hours
1	<p>Job Analysis: Meaning, Methods of Job Analysis, Job Description and Job Specification. Contents of Job Description</p> <p>Human resource planning: Meaning and significance of human resource planning, data gathering, analysis, decision making and budget approval in HR planning.</p>	9 Hours
2	<p>Recruitment: meaning and definition, principles of recruitment, factors affecting recruitment-external, objectives of recruitment policy, types of hiring-regular, strategic choices in recruitment: temporary, full time, part time, apprentice, contracting, automating, outsourcing and leasing. RPO-Recruitment Process Outsourcing-merits and demerits, Internal and external Sources –advantages and disadvantages. Internal source: circulars, Email, company website, employee referrals, job posting, promotion and transfer, intranet advertisements. External source: advertisement in news paper, walk in, campus recruitment, job portals, job fairs, employment exchanges, signboards, contractors, professional associations, social networking sites, consultancies, unsolicited applications. Costs associated with Recruitment Process: Cost of recruitment and replacement, Recruitment cycle time, Training cost, Students can identify 2 jobs of their interest and can create advertisements for the same imagining that they are HR managers.</p>	9 Hours
3	<p>Selection : Selection Process, designing a sample application form, Selection Tests- ability tests(clerical, physical and mental ability tests), achievements tests(job knowledge and work sample tests), situational tests, interests tests, personality tests, computer proficiency tests. Interview: various types of questions, body language and behavioral aspects in facing interviews.</p> <p>Group Discussion (GD) as an instrument in job selection, skills evaluated in a GD, various types of topics covered in GD's – abstract, fact based, case study based, social issues, technology & business etc, Do's and Don'ts in a GD.</p> <p>Reference Check: Verification of Educational qualification, Age, character, Experience, previous work behaviour, verification of criminal antecedents.</p>	9 Hours

	<p>Appointment: offer of appointment & acceptance or rejection of offer, contents of appointment order, bond for minimum service, caution deposit against possible losses.</p> <p>Induction: Purpose – Objectives - Socialization process, Basic rules to be followed at work to deal with people issues, Processes and task issues.</p>	
4	<p>Career Management and Succession Planning: Meaning of career, career planning, career management, objectives of career planning, Promotion, Demotion, Transfer, Career stages, shared responsibility of manager/employers, HR manager and Employees and company in career management, career anchors-types, evaluating the career management systems. Meaning of succession planning. Advantages of succession planning.</p>	9 Hours
5	<p>Ethical issues in Recruitment and Selection, Attrition and Retention Strategies, highlights of Equality Act 2010, Importance of Social Media in Recruitment and Selection Process, Recent trends in Recruitment-consumerization of HR, PTB(Please the boss), EI (Employee Intimacy)</p>	9 Hours

QUESTION PAPER PATTERN

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

PRACTICAL COMPONENTS:

1. Students need to identify two jobs and need to do job analysis for those positions using any of the job analysis methods.
2. In teams students can be asked to give presentations about various types of jobs (regular, temporary, full time, part time, apprentice, contractual, and outsourcing) in different industries along with its advantages and disadvantages
3. Select and analyze any two of the Job postings advertisements in Newspapers to know more about job description and job specification mentioned in each advertisement for every post.
4. Students have to organize/participate mock GD, Mock interview and to seek individual feedback.
5. Obtain online access to the resume data base of Monsterindia.com Naukri.com and prepare an effective resume.

COURSE OUTCOMES

1. Students will analyse the importance of HR planning and design an effective HRP in strategic business decision.
2. Students will exhibit their skill in preparing an effective resume, identifying sources of job offers and preparing a job advertisement.
3. Students will explore different stages of selection process and demonstrate their skills in mock GD and interview which are critical factors in successful job interview .
4. Students will gain an insight on the various career stages and succession planning.
5. Students will exhibit the ethical issues in hiring the people and impact of social media in recruitment.

RECOMMENDED BOOKS:

- Human Resource Selection - Gatewood R. D, Field H. S, Barrick R. Cengage Learning, 2008.
- Recruitment and Selection –Dr. Chidanand and C. Govimath and Dr. C Srikanth-Thakur Publications
- Pvt ltd.
- 3.Recruiting, Interviewing, Selecting, and Orienting New Employees - Arthur D, PHI, 2011.
- Strategic Staffing - Phillips J. M and Gully S.M., Pearson Education, 2009.
- High performance hiring by Robert w. Wendover, Crisp Publication, California, 1991.


REFERENCE BOOKS:

- Employee Selection - Litty M. Berry, Wadsworth, Cengage Learning, 2003.
- Staffing Organizations - Heneman H. G & Judge T. A., McGraw- Hill, 2009.
- Managing Recruitment Functions – Sahu R. K, Excel Books, 2010.
- Staffing Organization, Herbert G. Heneman III, Timothy A. Judge, 5th Edition.

CO-PO MAPPING

	PO1	PO 2	PO 3	PO 4	PO 5	PO 6
CO1	3	2				
CO2		3	1			
CO3		3			3	
CO4					2	2
CO5				3	1	

PERSONAL GROWTH & INTERPERSONAL EFFECTIVENESS

	SubjectCode:20MBA232	No. of Credits: 03	Total no. of lecture hrs: 45
	No. of lecture hrs per week: 03		Exam Duration hrs: 03
	CIE Marks: 30	SEE Marks: 100	

COURSE OBJECTIVES:

1. *To enhance one's own self-awareness (strengths and weaknesses) and to develop the inter-personal trusts in a team.*
2. *To equip the students for personal change in turn helps in personal Growth and interpersonal effectiveness.*
3. *To expose the students to creativity mind and to understand the concepts of Neuro Linguistic Programming (NLP) to nurture the relationships.*

Unit No.	Syllabus Content	No. of Hours
1	<p>Personal growth and Interpersonal Trust: Meaning, nature and scope of personal growth. Life roles, social roles and organizational roles, role clarity, Role stress, Ego states-Id, ego and super ego and defense mechanism. Self-disclosure, seeking feedback, self-reflection and practicing new behaviors. Discovering facets of interpersonal trust through Johari Window.</p>	9 Hours
2	<p>Personal effectiveness: Seven Habits of Highly Effective People, Effective Life and Time Management, Spiritual Foundations of Personal Effectiveness. Understanding Human Personality: Personality theories, Carl Jung's theory of personality types and Myers Briggs Type Indicator test (MBTI), Trait theories-Guilford Peogut, PF 16 and Type A and B,. Attitudes, beliefs, Values and their impact on behavior:</p>	10 Hours
3	<p>Personal change-meaning, nature and requisites. Social adjustments and habit formation. Interpersonal relations and personal growth: Interpersonal needs for openness, inclusion and control. Discovering the interpersonal orientation through FIRO-B. Transactional Analysis, Conflict resolution and negotiation, time management and honoring the commitments.</p>	9 Hours
4	<p>Basic functions of mind: Creativity and innovation. Blocks to creativity. Creativity processes and tools-convergent and divergent thinking. Six thinking Hats, Neuro Linguistic Programming. Locus of control.</p>	9 Hours
5	<p>Nurturing Relationships: Meaning of relationship, Relationship with self – Self-concept, Self-acceptance, self-esteem, self-awareness, self-confidence, Power of self-talk. Relationship with others – Cultivating open communication, Adjustments, compromises, give and take, empathy& Prioritization.</p>	8 Hours

Question Paper Pattern

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

PRACTICAL COMPONENT:

1. MBTI Workshop for students and can test their inner personality.
2. FIRO-B(interpersonal relationship orientation) assessment on students.
3. Activity on JOHARI window and assessment of students individually and then in groups.

COURSE OUTCOMES:

1. *The Student will discover the one's own behaviour system, develops positive attitude, right beliefs and good habits to enhance personal growth.*
2. *Students will learn to manage the human resources by understanding various human personalities and effective utilization of time through time management.*
3. *Students will apply positive psychology principles, spiritual foundation to adopt the changes in a range of environments for personal Growth and interpersonal effectiveness.*
4. *Students will apply creative mind in solving the business problems which is most important in today's scenario.*
5. *Students will learn to nurture the Relationships by demonstrating the empathy and self-confidence.*

RECOMMENDED BOOKS:

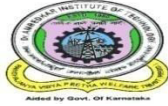
1. Organizational Behaviour: Human Behavior at work – John W. Newstrom and Keith Davis, 11/e, Tata McGraw Hill, 2003.
2. Human Relations in organizations -Robert N. Lussier, 6/e, Mc-Graw Hill Education.
3. Development of Management Skills -Whetten & Cameron, 7/e, PHI.
4. Competency Mapping Assessment and Growth -Naik G. P, IHRM, 2010.

REFERENCE BOOKS:

1. Understanding OB -Udai Pareek, Oxford University Press.
2. Theories of Personality-Calvin S Hall, 4/e, Wiley India Pvt. Ltd.
3. Seven habits of highly effective people -Stephen R Covey, Pocket Books.
4. Training in interpersonal Skills-Stephen Robbins, Pearson Education.5th/e

	PO1	PO 2	PO 3	PO 4	PO 5	PO 6
CO1		3		1	3	2
CO2		3		1	2	
CO3		3		2	3	2
CO4		3		1	2	
CO5		3		2	3	3

COMPETENCY MAPPING

	Subject Code: 20MBA233	No. of Credits: 03	Total no. of lecture hrs: 45
	No. of lecture hrs per week: 03		Exam Duration hrs: 03
	CIE Marks: 30	SEE Marks: 100	

COURSE OBJECTIVES:

- *Recognize the scope for Competency Mapping*
- *To experience the process of Competency Mapping and Profiling.*
- *To understand the integration of Competency Profiling to other HR applications.*

Unit No.	Syllabus Content	No. of Hours
1	Introduction: concept, definition, Features of Competency methods, historical development, types of Competency – generic, specific and threshold Competency, technical. Managerial, human and differentiating Competency, why to promote Competency culture. Competency framework, case studies in Competency Mapping. Competency Mapping procedures.	9 Hours
2	Competency Management Framework: macro view of Competency management framework, strategic framework, linking HR process to organizational strategy, steps-business strategies, Personal Competency Framework: Lancaster model of managerial competencies, Competency modeling framework- developing a Competency model, understanding job position, performance criteria, criteria sampling, Mapping future jobs and single incumbent jobs.	9 Hours
3	Methods of data collection for Mapping. -observation, repertory grid, critical incidence technique, expert panels, surveys, automated expert system, and job task analysis, behavioral event interview. Developing Competency models from raw data-data recording, analyzing the data, content analysis of verbal expression, Practical assignments should be given to students.	9 Hours
4	Design and Implementation of Competency Model: introduction to core competencies, business competencies, team competencies, role competencies, Competency identification. Competency development, maturity framework and matrix areas of improvement and action plan. Competency Assessment: , use of psychometric testing in assessment center, appraisal through assessment centers, other methods of Competency assessment, role plays, case study, structured experience, business games and other methods.	9 Hours
5	Competency Mapping: Top competencies, studying job, process and environment, studying attributes of good performer, study of different congruence, ensure core Competency for each task, Competency profiling job Competency profiling, role Competency profiling, functional Competency profiling, core Competency profiling. Competency based HR system: Competency based selection, Competency based interviews, Competency based performance management, Competency linked careers and Competency driven increment and Competency driven culture.	9 Hours

Question Paper Pattern

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

PRACTICAL COMPONENT

1. Ask the students to find out the best employer surveys conducted during the past one year and make a presentation.
2. Ask the students to collect data about the position of principal, director, and other teachers in your college and prepare a Competency dictionary for the said positions
3. Presentation by students about the Competency directory profiling of various positions.

COURSE OUTCOMES:

1. *Students would be able to analyze the importance of Competency and its relationship with effective execution of the job.*
2. *Students will understand the various ways in which they can develop competency framework.*
3. *Students will get an in depth knowledge of methods of data collection for Competency Mapping.*
4. *Students will learn to implement the competency models and assess the same using various tools and methods.*
5. *Students will be able to map the competencies through profiling and can utilize the competencies for various HR decision making.*

RECOMMENDED BOOKS:


1. Competence at work -Lyle M. Spencer, Signe M. Spencer. John Wiley 1993
2. Competency Mapping, Assessment and Growth -Naik G.P, IHRM, 2010.
3. A Handbook of Competency Mapping – Seema Sangi, Sage Publication, 2007
4. Competency based HRM Shermon,Ganesh. TataMcGrawHill2004

REFERENCE BOOKS:

1. Performance Management -Dixit Varsha, 1/e, Vrinda Publications Ltd
2. The Talent Management Hand Book -Lance A. Berger & Dorothy R. Berger, Tata McGraw Hill.
3. 360degree feedback, Competency Mapping& Sharma,Radha R. TataMcGrawHill 2003

	PO1	PO 2	PO 3	PO 4	PO 5	PO 6
CO1	1	2		1	3	
CO2		3		1	2	
CO3		3		2	3	2
CO4		3			2	
CO5		3			2	

TRAINING AND DEVELOPMENT

	Subject Code: 20MBA234	No. of Credits: 03	Total no of lecture hrs : 45
	No. of Lecture Hrs Per Week : 03	Exam Duration hrs: 03	
	CIE Marks : 30	SEE Marks: 100	

COURSE OBJECTIVES:

1. To enable the student to understand the concept of training and Development and training need analysis.
2. To orient the students with process training design, basic and advanced Training Methods and Training Evaluation Methods.
3. To make the students to get an insight into employee development and career management.

Note: Each unit will have internal choice.

Unit No.	Syllabus Content	No. of Hours
1	Introduction to Training: Concept, Definition, objectives, benefits of training to organization and to the trainee, difference between training and development, trainer competencies-technical, business, interpersonal and intellectual competencies, training environment, transfer of learning, training the trainers, current training and development practices-national & international,	9 Hours
2	Training Need Analysis, Training Design and implementation: Meaning and significance of training needs, why to conduct training need analysis, Training Needs Assessment- Organizational Analysis, Person Analysis and task Analysis. Training Design, design process, identifying the training objectives, determining structure, content, duration, training methods and designing a training plan. Deciding in house training or select the outsourcing agency, blocking the dates, mobilizing the resources, inform the trainees, breakout rooms, infrastructure and logistic arrangement, managing the contingencies, time management, drawing attention, eye contact, facial expressions, gestures, handling diversity, maintaining discipline, handling the questions, handling post lunch sessions, feedback skills, executing the programme.	9 Hours
3	Training Methods: Traditional and Modern Methods: Traditional Methods: class room learning-black or white board, flip charts, printed material, overhead projectors, LCD projectors, videos, audios, internet intranet, simulators, activity sheets. Modern Methods: out bound learning, team building activities, E-Learning, Use of Technology in Training, Computer-Based Training, Online Learning, Blended Learning, Simulations, Mobile Technology, Intelligent Tutoring Systems, Distance Learning, Learning Management Systems (LMSs).	9 Hours
4	Training Evaluation: Reasons for Evaluating Training, Evaluation Designs-Kirkpatrick's four level framework of evaluation Threats to Validity, Determining Return on Investment, Determining Costs, Measuring Human Capital and Training Activity, training Audit.	9 Hours
5	Management Development: Introduction, Approaches to Employee Development- action learning, blended learning, problem based learning, project based learning, self directed learning, adventure learning, team learning. The Development Planning Process, management development techniques-coaching, mentoring, job rotation at managerial positions, transfers, promotions, temporary promotions, e-learning, online learning, conferences, seminars.	9 Hours

QUESTION PAPER PATTERN

- There will be 10 questions with 2 full questions from each unit.
- Each full question consists of 20 marks.
- Students have to answer 5 full questions, selecting ONE from each unit.

PRACTICAL COMPONENTS:

1. Study training programs and processes in different organizations and analyze their effectiveness.
2. Students to design a training program for a specific job role.
3. Students are expected to conduct a mock training session including and a set of students to evaluate the effectiveness of the same.
4. Give a training needs analysis case and ask the students to find out the training needs.
5. Implement various training methods, observe and submit a report on its effectiveness.

COURSE OUTCOMES

1. The students will learn to apply the concepts of Training and Development in developing the employees skill.
2. Students will practically implement training need analysis which helps in designing effective training programmes and organizing training programmes in their profession.
3. Enables the students to use traditional & modern training methods and use advanced Technologies in training process and organizing virtual trainings for Business Enhancement.
4. Students will demonstrate the skills to evaluate the effectiveness of training programme in execution of the their job.
5. Students will demonstrate their ability in employee development and career management in the global context.

RECOMMENDED BOOKS:

- G. Pandu Naik - HRD Solutions for excellence - T & D, Text Research & Cases, Excel BOOKS
- Noe A Raymond - Employee Training & Development, McGraw Hill Publication
- Effective Training, P Nick and Blanchard, Pearson Education/PHI, 2/e, 2005
- The Learning organization-Bob Garratt The fifth Discipline-Peter.M.Senge
- Dr. B. Janakiraman, Training & Development, Biztantra/Wiley Dreamtech, 2005
- Gupta B.L, Management Training and Development, Vrinda Publications, 1/e, 2011

REFERENCE BOOKS:

- Training for development– Rolf Lynton & Udai Pareek, Sage Publications, 2011.
- Effective HR Training Development Strategy – Rattan Reddy, HPH, 2005.
- Training in organizations - Goldstein, 4/e, Cengage learning.

CO-PO MAPPING

	PO1	PO 2	PO 3	PO 4	PO 5	PO 6
CO1	3	3	2			
CO2	3	3				
CO3		3			2	1
CO4		2			2	
CO5			3		2	2

RESEARCH METHODOLOGY AND STATISTICS APPLICATIONS		
Sub Code: 20MBAL25	No. of Credits : 02	Total no. of practical hrs: 52
No. of Practical Hrs Per Week : 04	Exam Duration hrs: 03	
CIE Marks:50		

COURSE OBJECTIVES:

1. To gain an insight into the applications of research methods.
2. To equip students on selection of sampling techniques, data sources and designing questionnaire.
3. To develop students on practical application in research using SPSS.
4. To make the students proficient with report writing and presentation.

Unit No.	Syllabus Content	No. of Hours
1	Research – Meaning, scope, objectives, types of research, research process. Research Design: Exploratory & Descriptive research. The nature of research designs, Formulation of the research design, Classification of research designs. Experimental Research Design – Meaning and classification of experimental designs	08 Hours
2	Sampling: Meaning, Sampling design, Types of Sampling, Errors in sampling. Data Collection: Primary and Secondary data collection methods, doing literature review and identifying research gap, process of designing questionnaire. Measurement and Scaling Techniques: Basic measurement scale, Attitude measurement scale - Likert's Scale, Semantic Differential Scale, Thurstone scale. Case study: Designing the questionnaire, sampling techniques, Data Collection	12 Hours
3	Introduction to SPSS , Installation of Software and its technicalities – Starting SPSS – Data View and Variable View – Toolbar and Menu Commands. Creating Variable and Data File – Analyze Data using Statistical tools. Understand output from SPSS, Graphical representation using SPSS. Exercise on Descriptive statistics, Frequency, Cross tabulation, Univariate & Bivariate.	12 Hours
4	Testing of Hypothesis – Meaning, types, formulation of hypotheses, errors in hypotheses, Reliability test, Chi Square Test, Bivariate Correlation, Simple Regression, student t- Test, ANOVA.	12 Hours
5	Report Writing- Report- types, report structure, referencing, and citation, ethics in research and plagiarism.	08 Hours

COURSE OUTCOMES:

1. The student will be able to define a research problem, review literature review and apply the same in business.
2. The student will be capable to select a suitable sampling technique for data collection and the students are able to clearly understand scaling techniques and its applications.
3. The students will gain the knowledge of defining hypothesis, selection of tools and analysis.
4. The student will be able analyze the data through SPSS software and prepare the report.

RECOMMENDED BOOKS

1. Research Methodology- C R Kothari, Vishwa Prakashan,2002
2. Business Research Methods. Donald R. Cooper & Pamela s Schindler, 9/e, TMH /2007
3. Research Methods – M M Munshi & K Gayathri Reddy, HPH, 2015
4. Business Research Methods, S N Murthy, U Bhojanna, Third edition, Excel Books, 2010.
5. SPSS Statistics for data Analysis and Visualisation, Keith McCormick and Jesus Salcedo, Wiley publications.
6. Data Analysis wit SPSS Version 16, Robert H. Carver, Cengage Learning India Pvt Ltd (2009).

REFERENCE BOOKS

- 1.Analyzing Multivariate Data, James Lattin, Douglas Carroll and Paul Green, Thomson Learning, 2003, ISBN 0-534-34974-9.
- 2.Business Research Methods-SL Guptah and HeteshGuptha, McGraw hill – 2012
- 3.Marketing Research- Naresh K Malhotra- 5th Edition, Pearson Education /PHI 2007

Course Outcomes	Programme Outcomes					
	1	2	3	4	5	6
1	3	3	2			
2	3	3	2	2	2	2
3	3	3			2	2
4	3	3	2	2	3	

**20MBAS24 – SEMINAR - II
(PROJECT ON FOREIGN ECONOMICS)**

GUIDELINES

COURSE OBJECTIVE:

To expose the students to understand the Macro and Micro environment of a particular country.

GENERAL GUIDELINES

- The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.
- Format of the Seminar-I report shall be prepared using the word processor viz., MS Word, Times New Roman font sized 12, on a page layout of A4 size with 1” margin all sides and 1.5 line spacing. The Seminar-I report shall not exceed 60 pages.

SUBMISSION OF REPORT:

Students shall submit one hard copy of the report to the college and a soft copy in PDF file (Un-editable Format).

EVALUATION:

Internal evaluation will be done by the internal guide.

VIVA-VOCE / PRESENTATION:

A viva-voce examination shall be conducted at the institution where a student is expected to give a presentation of his/ her work. The viva –voce examination will be conducted by the respective HOD or Senior Professor or internal Guide of the department and an external evaluator drawn from industry. In case of non availability of industry person, a senior professor or a faculty with more than 10 years of experience may be invited to conduct the viva-voce.

Purpose of the Seminar-1

To assess the debating capability of the student to present a topic. Also to impart training to a student to face audience and present his ideas and thus creating in him self esteem and courage that are essential for a Manager.

Arrangement of Contents of Seminar Report:

The sequence in which the Seminar Report should be arranged and bound is as follows:

1. Cover Page & Title
2. Guide Certificate

3. Abstract
4. Acknowledgement
5. Chapter 1- Introduction to Geography of the nation
6. Chapter 2 - Evolution and Development
7. Chapter 3- Government
8. Chapter 4- Social Structure
9. Chapter 5- Economic System
10. References/ Bibliography

CHAPTER SCHEME:

Chapter 1 – Introduction to Geography of the nation

- 1.1 Map of the country - neighboring countries, national flag, symbols etc.
- 1.2 Geographical spread by direction- rural and urban divides Capital and major cities
- 1.3 Land distribution – topography, water resources, cultivable and non-cultivable land
- 1.4 Environmental issues – Season, temperature, climate
- 1.5 Natural Hazards (volcanoes, earthquakes, typhoons, floods, tornadoes)

Chapter 2 – Evolution and Development

- 2.1 History of the country – ancient, middle and modern.
- 2.2 Important events of the nation- pre-independence and post- independence
- 2.3 Broad features of the constitution
- 2.4 Reforms- Social, political and economical

Chapter-3 Government

- 3.1 Type of government (democracy, monarchy, republic, etc...)
- 3.2 Form of government (Unitary, Federal, totalitarian etc)
- 3.3 Decentralization of Government (National, Sub national, Regional & Local ...)
- 3.4 National Security
- 3.5 Foreign policy
- 3.6 Government Agreements (FTA, Bilateral, Trilateral, Multilateral, Features & types of agreement – Trade & Investment related)

Chapter-4 Social Structure

- 4.1 Ethnic groups
- 4.2 Social class system
- 4.3 Religion(s)
- 4.4 Population & Longevity (Gender Ratio)
- 4.5 Education system – Basic & Advanced, Technical & Professional, Support from the government.
- 4.6 Cultural Etiquette – Customs, Traditions, Language, Cuisine, Clothing etc
- 4.7 Famous Personalities

Chapter 5-Economic System

- 5.1 Sectoral distribution of growth
- 5.2 Natural resources (Factors of Production)
- 5.3 Trade –Domestic & International:

- Tariffs, incentives, Exim policies,
- Trade protection acts, BOP & BOT

5.4 Economic system in Comparison with Indian Economy

5.5 Institutions of National importance

5.6 Key Economic challenges

BIBLIOGRAPHY

Course Outcomes:

1. Students will be aware of the understand the fundamental geographical and environmental issues of a particular country.
2. Students will be able to describe about evolution and current status of the country.
3. Students will be able to understand the Government and global policies of the country.
4. Students are able to understand the social structure of the country.
5. Students are able gain knowledge on basics of macro and microenvironment of the country.