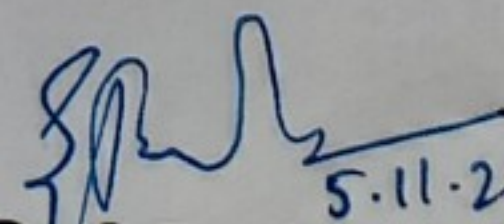


Dr. Ambedkar Institute of Technology, Bengaluru
Department of Master of Business Administration

The enclosed documents are verified and approved.

HOD



5.11.2022

Dr.S.Baskaran

Professor and Head
Dept. of Master of Business Administration
Dr. Ambedkar Institute of Technology
Bangalore-560 056

Dr. AMBEDKAR INSTITUTE OF TECHNOLOGY, BANGALORE
DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION (MBA)
MBA DEGREE CURRICULUM – 2020-22

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

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. Industrial Relations and Legislations
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

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

Department of MBA 2020-2022 Syllabus

I SEMESTER

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, 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, Fish bone Diagrams, Fishbone Analysis (Analysis on Business Issues), Lean Manufacturing, Lean Operations in the service sector.	7
3	Toyota Production Systems. Production System: Meaning, Types, TPS: Overview of Toyota Production Systems, Techniques: 5S, JIT, JIDOKA, KANBAN, KAIZEN, POKAYOKE	8
4	Total Quality Management Evolution of quality, House of Quality, Total Quality Management (TQM): Definition, Concept and Eight building blocks of TQM. TQM tools - Benchmarking: Definition, benefits, reasons for benchmarking, process of benchmarking, FMEA, Quality Circles. Total Productive Maintenance (TPM) – Concept and need.	10
5	Quality Systems - ISO and Six Sigma and Supply Chain Management ISO: Its role and Functions, ISO standards, Quality Management System: ISO 9000, ISO 14000, ISO 21001. Six Sigma: Features, Goals of six sigma, DMAIC, Supply Chain and Operations: Supply Chain -KEIRETSU , POM and Objectives of Supply Chain, Purchasing and Supply Chain, 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. Demonstrate domain knowledge of Production and Operations management in various decisions on technological advancement, operations, facility location and layout and plant utilities
2. Ability to analysis and solve business issues, provide solutions through process flow charts, Ishikawa diagrams to 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. Exposure on various quality certifications and supply chain management processes.

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

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: 50		

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, Emotional Intelligence: importance of EI at workplace.	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 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.	9 Hours
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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 will exhibit understanding by analyzing people in the work place through emotional intelligence and leadership skills
4. Student will apply the knowledge of oral communication in the work place.
5. 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

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 Program Outcomes:

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

II SEMESTER

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 o 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, Cenage Learning.
2. Customer Behavior: A Managerial Perspective – Sheth, Mittal, Cengage Learning.
3. Consumer Behavior- Satish K. Batra& S H HKazmi, 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: -Hardll & -Softll 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.

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 & Problems, Alcar Approach & Problems, McKinsey approach, Stern Stewart approach Problems on EVA and MVA	8 Hours
2	Cash Management – Definition, Forecasting cash flows – Cash budgets (Problems), Cash collections and Disbursement, Optimal Cash balance, Cash Management Model: Baumol Model and Miller and Orr Model (Problems), Strategies for Managing Surplus Funds	9 Hours
3	Receivables Management – Definition, Terms of Payment, Credit Policy Variables (Problems), Credit evaluation, Types	9 Hours
4	Capital structure decisions – Definition, capital structure & market value of a firm. Theories of capital structure – NI approach, NOI approach, Tradeoff Theory, Signaling Theory. Arbitrage process in capital structure	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. Domain knowledge helps to make strategic decisions and demonstrate different approaches to create shareholders value.
2. Able to develop cash budget, analyse business issues and offer solutions on short term goals
3. Demonstrate the conceptual application of receivables management to evaluate credit, apply capital structure theories to make effective decisions.
4. Able to evaluate the pros and cons of dividend decisions, demonstrate legal and procedural aspects of dividends

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		2	2	2
CO3	3	2	1	2	3	3
CO4	3	1		2	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.

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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	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.	9 Hours
2	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:	10 Hours
3	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.	9 Hours
4	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.	9 Hours
5	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.	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, IIHRM, 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

**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-II 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 11 margin all sides and 1.5 line spacing. The Seminar-II 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-II

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.

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	Practical Examination: 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. Activity on classification of research and research design	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. Activity: Introduction to Microsoft Office Word and Microsoft Office Excel application to develop questionnaire, Tabulation and execute analysis	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. Practical exercise in SPSS.	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. Practical exercise in MS Excel and SPSS.	12 Hours
5	Report Writing- Report- types, report structure, references, and citation, ethics in research and plagiarism. Practical exercise in MS Word.	08 Hours

COURSE OUTCOMES:

1. Domain knowledge on research helps to recognize the research problem, adopt suitable research design to handle and overcome problems in business.
2. The student will be capable to adopt suitable sampling technique, decide on methods of data collection and use scaling techniques in developing questionnaire.
3. The students will gain the knowledge of defining hypothesis, selection of statistical tools for data analysis.

4. The student will be able analyze the data through Statistical Package for Social Science (SPSS) software & MS office excel 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 Gupta 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	
2	3	3	2	2	2	2
3	3	3		2	2	2
4	3	3	2	3	3	

ENTREPRENEURSHIP DEVELOPMENT

	Subject Code: 20MBA31	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 and strengthen entrepreneurial quality and motivation in students.
2. To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively and provide insights to students on entrepreneurship opportunities.
3. To understand the contribution of the entrepreneurs towards Rural, Society and Socio Economic Development of the country.

Unit No.	Syllabus Content	No. of Hours
1	Entrepreneur: Meaning and Evolution of the concept, Functions of an Entrepreneur, Types of Entrepreneur, Intrapreneur- an emerging class, Concept of Entrepreneurship- Development of Entrepreneurship; The Entrepreneurial Culture; Stages in entrepreneurial process.	07 Hrs
2	Business Planning Process: Purpose and contents of Business plan, Preparing a Model project report of starting a SSI, Reasons for business failure, Procedure for setting up an enterprise. Micro, Small and Medium Enterprises: Role and Importance of MSME, Concept and definitions, MSMRD ACT 2006, Current schemes for MSME Forms of Business organisation, Types of Funding Entrepreneurs – Organized & Unorganized capital market - Short, long & Innovative – Angel finance, bridge finance, seed capital, private equity.	12 Hrs
3	Venture capital: Nature and overview, venture capital process, locating venture capitalists, Institutions supporting Entrepreneurs- A brief overview of financial institutions in India- Central level, state level institutions and other institutions. SIDBI, NABARD, EDI, DIC, NGOs, AWAKE, FIWE. List of Schemes by Govt : Make in India, Start up India, Smart India, Digital India, Smart Cities Mission, Stand up India. Skill India Recent trends in Entrepreneurship of India	09 Hrs
4	Industrial Sickness: Definition, Specific Management Problems, Causes, Rehabilitation of Sick units. International Entrepreneurship Opportunities: The nature of international entrepreneurship, Importance of international business to the firm, International versus domestic entrepreneurship, Entrepreneurship entry into international business, exporting, Direct foreign investment, barriers to international trade.	09 Hrs
5	Women Entrepreneurs: Challenges, Strategies for the development of women entrepreneurs. Social Entrepreneurship: Social enterprise-need - types - characteristics and benefits of social enterprises- Rural entrepreneurship- Need of rural entrepreneurship - challenges and opportunities	08 Hrs

	Family Business: Importance of family business, Stages in development of a Family business, Responsibilities and rights of members in a family business, Challenges faced, Succession in family business.	
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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 from each unit.

PRACTICAL COMPONENT:

1. Make a business plan for your intended business, talk to bankers to find out what they look for in a business plan , modify accordingly and present it in the class
2. Analyze the performance of listed family firms. How is their performance compared to the performance of other firms? Does a family firm successfully manage to create wealth for non-family investors?
3. Interview a local entrepreneur to find out his/her major motivations to start a business, which of the skills and characteristics do you find in the entrepreneur?
4. Study a local for-profit business and try to list out the positive social impacts of the business. Visit a trade show and try to compare the marketing activities of various stalls in that show, make a list of good practices you come across in the show.
5. Research on innovation that has been done in the Indian setting that has alleviated the life in rural India. Find out extent of its commercial success and analyze the reasons behind the same. Present your thoughts in the class.
6. Choose an NGO in your locality. Interview the founder and present the case in class on the motivations, challenges, ecosystem support and their impacts, arrive at possible solutions and convey back to NGO.

COURSE OUTCOMES

1. The student will be able to construe the vital concepts of entrepreneurship, process and culture in
2. The students will be able to make business proposals and become aware about various sources of funding and schemes of MSME.
3. The student will be aware of the various schemes of the govt supporting the entrepreneurial activity and to identify the recent trends of entrepreneurship in India.
4. The student will be able to construe about the industrial sickness and be aware about the entrepreneurial opportunities at global level.
5. The student will study and gain consciousness towards women, social, rural and family business opportunities.

RECOMMENDED BOOKS:

1. Poornima Charantimath, Entrepreneurship Development-Small Business Enterprise-Pearson Education, 2007
2. Rober D Hisrich, Michael P Peters, Dean A Shepherd, Entrepreneurship, 6/e, The McGraw-Hill companies, 2007


REFERENCE BOOKS:

1. Dr.Mathe J Manimala, Entrepreneurship Theory at crossroads, Biztantra, 2007
2. Vasant Desai, Entrepreneurship Development and Management, Himalaya Publishing House, 2007
3. Raj Shankar, Entrepreneurship-Theory and Practice, Vijay Nicole Imprints Pvt. Ltd, 2006
4. Rajiv Roy, Entrepreneurship, Oxford University Press, 2/e, 2011
5. Kurakto, Entrepreneurship-Principles and Practices, 7/e, 2007, Thomson Publication

Mapping Course Outcomes with Program Outcomes:

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

BANKING AND INSURANCE

	Subject Code: 20MBA32	No. of Credits: 04	Total no. of lecture hrs: 52
	No. of lecture hrs per week: 04		Exam Duration hrs: 03
	CIE Marks: 50		SEE Marks: 50

Course Objectives:

1. To discuss the banking system and structure in India
2. To understand the nature of banker- customer relationship, comprehend the technological up-gradation and application in banking.
3. To provide an understanding of asset liability management in banks

Unit No.	Syllabus Content	No. of Hours
1	<p>Banking system and structure in India: Commercial banking: Structure, Functions - Role of commercial banks in socio economic development, Services rendered. Credit creation and Deployment of Funds.-Role of Reserve Bank and GOI as regulator of banking system – Provisions of Banking Regulation Act & Reserve Bank of India Act.</p> <p>Banker and customer – Types of relationship between banker and customer – Bankers obligations to customers – Right of lien, setoff, appropriation – KYC norms and operation.</p>	10 Hours
2	<p>Banking Technology - Concept of Universal Banking-Home banking – ATMs- Internet banking – Mobile banking- Core banking solutions – Debit, Credit, and Smart cards – Electronic Payment systems-MICR- Cheque Truncation-ECS- EFT – NEFT-RTGS.</p> <p>Asset Liability Management(ALM) in banks - Assets and Liabilities Committee (ALCO)- Activities of ALCO.</p>	10 Hours
3	<p>NPA management – Introduction- Identification of NPAs- Asset classification- Tools to manage NPAs – Compromise scheme, Lok Adalats, Debt Recovery Tribunals, Corporate Debt Restructuring, Willful defaulters, SARFAESI Act, Asset Reconstruction Companies- CIBIL.</p> <p>International banking – International Banking: Exchange rates and Forex Business, Correspondent banking and NRI Accounts, Letters of Credit, Foreign currency Loans, Facilities for Exporters and Importers, Role of ECGC, RBI and EXIM Bank</p>	10 Hours
4	<p>Indian Insurance Industry -Historical Framework of Insurance, Insurance sector Reforms in India-Liberalization of Insurance Markets-Major players of Insurance. Regulation of Insurance - Insurance Act 1938- eligibility-Registration and Capital requirement-Investment of assets-Approved investments-Licensing of insurance agents.</p> <p>IRDA-Duties and powers of IRDA- Regulations for general insurance-reinsurance, life insurance, micro insurance, licensing of insurance agents, registration of insurance companies and protection of policyholders interest.</p>	10 Hours
5	<p>Life Insurance: Basics of Life Insurance -Growth of Actuarial Science-Features of Life Insurance-Life Insurance Contract-Life Insurance Documents-Insurance Premium Calculations. Life Insurance Classification - Annuities -Need of Annuity</p>	12 Hours

<p>Contracts, Annuity V/s Life Insurance, Classification of Annuities. General Insurance-Laws Related to General Insurance-General Insurance Contract-General Insurance Corporation(GIC)-Performance Private and Public General insurance companies. Health Insurance - Personal Accident Policy – Child Welfare Policy-Employee Group Insurance – Features of Group Health Insurance –Fire Insurance - Marine Insurance- Motor Vehicles Insurance-Need for Motor Insurance, Types of Motor Insurance, Factors to be considered for Premium Fixing.</p>	
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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 from each unit.

RECOMMENDED BOOKS:


1. Principles and practices of Banking - IIBF, 2/e, Macmillan, New Delhi.
2. Elements of Banking & Insurance – Jyothsna Sethi & Nishwan Bhatia, PHI, 2009.
3. Modern Banking: Theory and Practice, Muraleedharan D, PHI,2013
4. Kanika Mishra, Fundamentals of Life Insurance: Theories and Applications, Prentice Hall of India: New Delhi.
5. Insurance Institute of India- IC 23- Application of Life Assurance.
6. Principles and Practice of Life Insurance, The Institute of Chartered Accountants of India: New Delhi
7. Principles and Practice of General Insurance, The Institute of Chartered Accountants of India: New Delhi.
8. K.C. Mishra and G.E. Thomas, General Insurance - Principles and Practice, Cengage Learning: New Delhi

COURSE OUTCOMES:

1. Students will understand banking structure and banker – customer relationship.
2. Outline the development of banking technology and Assets Liability Management committee.
3. Able to analyze the Non-Performing Assets of Banks and International Banking services.
4. Appraise the Indian Insurance Sector activities.
5. Minimize the business risks using the various types of life and general insurance products.

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

EMERGING EXPONENTIAL TECHNOLOGIES

	SubjectCode:20MBA33	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 (100)

Course Objectives

1. To Identify different emerging technologies
2. To study data science as a tool for decision making.
3. To Identify necessary inputs for application of emerging technologies (AI, IOT and AR).

Unit No.	Syllabus Content	No. of Hours
1	Introduction to Emerging Technologies: Evolution of technologies, Introduction to Industrial revolution, Historical background of the Industrial Revolution, Introduction to Fourth industrial revolution (IR 4.0), Role of data for Emerging technologies, Enabling devices and networks for emerging technologies (programmable devices), Human to Machine Interaction, Future trends in emerging technologies.	12
2	Introduction to Data Science: Overview for Data Science, Definition of data and information, Data types and representation, Data Value Chain, Data Acquisition, Data Analysis, Data Curating, Data Storage, Data Usage, Basic concepts of Big data.	7
3	Artificial Intelligence(AI): Introduction to AI, What is AI, History of AI, Levels of AI, Types of AI, Applications of AI in Agriculture, Health, Business (Emerging market), Education, AI tools and platforms (eg: scratch/object tracking)	8
4	Internet of Things (IoT): Overview of IOT, What is IOT? History of IOT, Advantages of IOT, Challenges of IOT and How IOT works? Architecture of IOT, Devices and network, Applications of IOT at Smart home, Smart grid, Smart city, Wearable devices, Smart farming, IOT tools and platforms, Sample application with hands on activity.	8
5	Augmented Reality (AR) Introduction to AR, Virtual reality (VR), Augmented Reality (AR) vs mixed reality (MR), Architecture of AR systems. Application of AR systems (education, medical, assistance, entertainment) workshop oriented hands demo. Ethics and professionalism of emerging technologies Ethics and Professionalism: Technology and ethics, Digital privacy, Accountability and trust, Treats and challenges. Other Technologies: Nanotechnology, Biotechnology, Block chain technology, Cloud and quantum computing, Autonomic computing, Computer vision, Embed systems, Cyber security, Additive manufacturing (3D Printing)	10

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. Role of data for Emerging technologies.
2. Use of Data Science as a tool for decision making.
3. Applications of AI in Agriculture, Health, Business (Emerging Market)
4. Applications of IOT at Smart home, Smart grid, Smart city, Wearable devices,

Course Outcomes


1. The student will understand the evolution of emerging technologies and their roles.
2. The student will gain knowledge on Data science as a tool for decision making.
3. The Student will be able to understand the concept of Artificial Intelligence.
4. The student will understand and able to analyze the applications of IOT in different fields.
5. The student will be able to construe the concept of Augmented Reality (AR) and Ethics and professionalism of emerging technologies

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

RECOMMENDED BOOKS:

1. Operations Strategy in action : A guide to the theory and practice of Implementation by Kim Hua Tan and Rupert Matthews –Edward Elgar Publishing limited.
2. Strategic Operations: Competing through Capabilities by Robert H Hayes, Gary P Pisano, David M Upton.
3. Opeartions Strategy: Text and Cases – Gravin, Dravid.A
4. Opeartions Strategy and Technology : Pursuing the Competitive Edge by Steven Wheelwright Robert Hayes, Gary Pisano , David Upton – Wiley Publications.

STRATEGIC BRAND MANAGEMENT

	Subject Code: 20MBA311	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 help the students appreciate the relationship between corporate strategy and Brand management.
2. To give a fundamental understanding of how to build, measure, and manage brand equity.
3. To develop familiarity and competence with the strategies and tactics involved in brand management.

Unit No.	Syllabus Content	No. of Hours
1	Brands and Brand Management Identifying and establishing Brand positioning and values 1.Customer –Based brand equity 2. Brand positioning <i>Case Study Discussion</i>	9 Hours
2	Planning and Implementing Brand marketing programs 1.Choosing Brand Elements to Build Brand Equity 2.Designing marketing programs to build brand equity 3. Integrating marketing communication to build brand equity. 4. Leveraging secondary brand associations to build brand equity <i>. Case Study Discussion</i>	9 Hours
3	Measuring & Interpreting brand performance 1.Developing a Brand equity measurement and management system. 2. Measuring Sources of Brand Equity: Capturing Customer Mind-Set. 3. Measuring outcomes of Brand equity: Capturing market performance. <i>Case Study Discussion</i>	10 Hours
4	Growing and Sustaining Brand Equity 1. Designing and implementing branding strategies- Brand Architecture, And Hierarchy. 2. Introducing and naming new products and brand extensions 3. Managing brands overtime. 4. Managing Brands over geographic boundaries and market Segments- Advantages and Disadvantages. <i>Case Study Discussion</i>	10 Hours
5	Luxury Brand Management: Luxury definition and relativity, luxury goods and luxury brands, basic psychological phenomena associated with luxury purchase, luxury marketing mix. - International luxury markets: historical leaders and emerging countries. Brand Imitations Meaning of Brand Imitation, Kinds of imitations, Factors affecting Brand	7 Hours

	Imitation, Imitation Vs Later market entry, First movers advantages, Free rider effects, Benefits for later entrants, Imitation Strategies. Building and managing online Brands. <i>Case Study Discussion</i>	
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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 from each unit.

Practical Component:

1. Go to a supermarket and find the brand elements in various brands of soaps, mobiles, jeans, and other products.
2. If you would start an MBA College, what would the positioning be with POP's and POD's?
3. Pick up your college, analyse its positioning and how would you reposition it?
4. Pick a multiproduct company and as completely as possible analyze its brand portfolio and brand extensions?
5. Consider some groups like Tata's, Birla's, Infosys etc – what is their branding Strategy.
6. Students can select any two popular brands and identify and examine the criteria for success in the luxury brand industry.

Course outcome

1. Students will be able to understand the concept of brand, functions and the brand management process.
2. Students will gain an insight into brand equity, brand identity, brand positioning & brand value.
3. Students will be able to understand the various brand elements and the secondary brand knowledge.
4. Students will understand the brand value chain, methods of measuring & managing the brand equity. They can gain the knowledge of brand extension, brand hierarchy & repositioning strategies.
5. Students will be able to understand luxury brand management and brand imitation.

RECOMMENDED BOOKS:


1. Strategic Brand Management, Building Measuring & Managing Brand Equity – 2nd Ed Phi / Pearson Education – Kevin Lane Keller
2. Brand Management -The Indian Context – Y L R Moorthi – Vikas Publication.
3. Strategic Brand Management – Jean, Noel, Kapferer – Kogan Page India
4. Brand Imitations – Dr S Kaplan, Dr S Pandey – HPH, 1/e, 2004
5. Brand Management, Tapan Panda, 2/e, Excel Publication

REFERENCE BOOKS:

1. Brand Management- Harish V Verma, 2/e, Excel BOOKS
2. Compendium Brand Management – Chunnawalla – HPH, 1/e, 2003
3. Managing Indian Brands – S Ramesh Kumar – Vikas
4. Strategic Brand Management- Richard Elliott & Larry Perclu, Oxford Press, 1/e
5. Creating powerful brands – Chernatony, Elsevier Publication, 1/e

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

DIGITAL MARKETING

	Subject Code: 20MBA312	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	

Objectives:

1. To understand the important concepts related to digital marketing.
2. To learn the use of different electronic media for constructing marketing activities.
3. To introduce to the students the current tools in Digital marketing space.

Unit No.	Syllabus Content	No. of hours
1	<p>Introduction to Digital marketing. Digital marketing Landscape, Digital marketing's Past - Web 1.0, Present - Web 2.0, Future -Web 3.0, Internet Marketing Paradigm, Strategic Drivers of the Internet Economy, Methods of Digital marketing, Strategy Planning –Strategy to . Electronic planning E-Business Models-Common E-business Models, Performance Metrics – Meaning, The Balanced Scorecard-Meaning and Uses. Digital marketing Plan: Digital Marketing Planning Process- A Seven-Step Digital marketing Plan. <i>Case Study Discussion</i></p>	9 Hours
2	<p>The Digital marketing Environment: Global Digital marketing Issues – Country and Market Opportunity Analysis – Technological Readiness Influences Marketing – Wireless Internet Access – The Digital Divide. Ethical and Legal Issues: Privacy, Digital Property and Online Expression. Cyber Security-Meaning , Dimensions for Cyber Security, Cyber Crime-Meaning and Types, Major Cyber Security Tools <i>Case Study Discussion</i></p>	8 Hours
3	<p>Digital marketing Research: Marketing Knowledge Management and Marketing Information System -Meaning, Sources of data in Digital Marketing Research, Other approaches for data collection-Marketing Databases and Data warehouses-Meaning-Data Analysis and Distribution-Knowledge Management Metrics. Digital Marketing Management: Product – Products on Internet – Creating Customer Value Online – Product Benefits , Price-Meaning &Payment Options, Distribution Channel-Meaning-Online Channel Intermediaries, Promotion-Meaning and Online Promotion Strategies, Integrated Marketing Communication-Meaning & Tools of IMC, Internet Advertising-Meaning & Tools, Public Relations – Meaning & Online PR activities, Sales Promotion- Meaning & Tools, Direct Marketing – Meaning & Tools, Personal Selling- Meaning & tools <i>Case Study Discussion</i></p>	10 Hours
4	<p>Customer Acquisition and Retention: Relationship Marketing-Meaning –Three Pillars of Relationship Marketing, Customer Acquisition- Meaning- Profile of Consumers – Browsing Behaviour Model. Customer Retention- Meaning –Process-Online Customer retention Strategies. Social Media- Meaning –Elements, forms of Social Media – Social Media Strategies Customer Relationship Management (CRM) –Meaning –Role of CRM CRM Building Blocks– Ten rules for CRM Success <i>Case Study Discussion</i></p>	8 Hours

5	<p>Evaluating Performance and Opportunities: Approaches to performance measurement, Performance metrics for measuring web marketing, Social and Regulatory Issues, Media Coverage evaluation, Types of Media used for E-marketing.</p> <p>Mobile marketing-Meaning and Forms of Mobile marketing</p> <p>Website Services: Meaning - Consumer Loyalty of Website-Services ,The Quadratic Effect of Flow , Role of Technology Readiness in Developing Trust and Loyalty for E-Services in Developing Countries.</p> <p><i>Case Study Discussion</i></p>	10 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 from each unit.

Practical Component:

1. Students can form a team and identify Internet Properties & its Marketing Implications
2. Students can choose a Website for analysis based on its content, design, usability, attractiveness and other website properties
3. Students can conduct a survey on Consumer who use internet marketing to identify the pros and cons of e-marketing.
4. Students can do a project on branding strategies using internet marketing.
5. Students can write a report on Google advertising strategies
6. Students can discuss about traditional offline business in the online world.

Course Outcomes

1. The students will be able to gain understanding on Digital marketing concepts and e-business models.
2. The students will be able to construe the concept of Digital marketing environment and research.
3. The students will be able to understand the concept of Digital marketing research and management.
4. The students will be able to comprehend the concept of acquisition and retention strategies.
5. The students will be able to evaluate the performance and identify the role of Digital marketing in the present context

RECOMMENDED BOOKS:


1. E-Marketing- Judy Strauss and Raymond Frost, Pearson , 7th Edition, 2013
2. Internet Marketing: Integrating Online and Offline Strategies. M. L. Roberts and Debra Zahay, Cengage Publishing, 3rd edition, 2013

REFERENCE BOOKS:

1. The Essential Guide to Online Marketing, Rob Strokes, Quirk, ISBN: 9781936126323

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

FINANCE ELECTIVES
MERGERS, ACQUISITION AND CORPORATE RESTRUCTURING

	Subject Code: 18MBA321	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 (T60:P40)	

COURSE OBJECTIVES:

- To facilitate an understanding of corporate restructuring as a strategic decision.
- To familiarize the students with the valuation of business enterprises and its influence on mergers and acquisition.
- To provide an understanding of the legal aspects of mergers/amalgamations and acquisitions/takeovers.

Unit No.	Syllabus Content	No. of Hours
1	Mergers- Meaning, Types, Motives, theories, Impact of M & A on stakeholders. Takeovers – Meaning, Regulation and Anti-takeover Defenses Mergers & Acquisition – industry life cycle analysis in M&A decision, Value creation in types of merger, Failures, Procedure for Effecting merger	9 Hours
2	Merger Process: Dynamics of M&A process - Five-stage model – Due diligence - Human Resource Aspects of Mergers and Acquisition Financial evaluation of M & A – Synergies – types of Synergies - cash offer - share exchange ratio (problems)	10 Hours
3	Business Valuation – Introduction, Approaches: Adjusted Book Value, Stock and Debt, Direct Comparison Method, Discounted Cash Flow, Option, Discounted cash flow valuation – relative valuation (Problems)	10 Hours
4	Corporate restructuring – Joint ventures – Equity Craveouts - Divestitures – Leveraged Buy Outs (LBO) – Management Buy outs – master limited partnerships – Limited Liability Partnership (LLP) in India, De merger- strategic alliance - ESOP – Other forms of Corporate Restructuring	8 Hours
5	Legal Aspects Of Mergers/Amalgamations And Acquisitions/Takeovers: Combination and Competition Act - Competition Commission of India (CCI)- Scheme of Merger/Amalgamation - Tax Benefits for Mergers - Acquisitions/Takeovers – Takeover Strategies - The SEBI Substantial Acquisition of Shares and Takeover code - Listing agreement	8 Hours

PRACTICAL COMPONENTS:

- Obtain last three years' balance sheet of any firm that has debt and equity and find out the free cash flow to the firm for the last three years.
- Pick up any latest M&A deal and generate the details on Nature of the deal, Synergies, process, integration and legal aspects.
- Gather real world examples of Mergers, takeover, corporate restructuring and present the same.

COURSE OUTCOMES:

1. Domain knowledge on merger & acquisition helps in strategic decision on types of merger, acquisition and takeover, procedure for effective merger/acquisition.
2. Able to apprehend merger integration process and decision on share exchange and cash offer
3. Exposure on business valuation, decision on different approaches to valuation to assess target firm
4. Able to accustom to different forms of corporate restructuring and suitable decision on adaptation of various forms.
5. The students will gain familiar to legal aspects of Merger, Amalgamations, Acquisitions and Takeovers

RECOMMENDED BOOKS


1. Fred Weston, Kwang S Chung, Susan E Hoag – Mergers, Restructuring And Corporate Control – Pearson Education, 4/e
2. Weston, Mitchell And Mulherin - Takeovers, Restructuring And Corporate Governance – Pearson Education, 4/e, 2003
3. Mergers and Acquisitions, Rajinder S. Aurora, Kavita Shetty and Sharad R. Kale, Oxford University Press,2011
4. Prasanna Chandra, Corporate Valuation and Value Creation, Tata McGraw Hill,2011
5. Aswath Damodaran, Damodaran on Valuation, 2/e, John Wiley and Sons,2006

REFERENCE BOOKS

1. Sudi Sudarsanam, Value Creation From Mergers And Acquisitions, Pearson, 1/e, 2003
2. Merger Acquisitions & Corporate Restructuring – Chandrashekar Krishna Murthy & Vishwanath. S.R – Sage Publication.
3. Ramanujam et al – Mergers – TMH, 2003
4. Nishikant Jha, Mergers, acquisitions and Corporate Restructuring, HPH, 2011

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

TAX MANAGEMENT

	SubjectCode:20MBA322	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 knowledge of taxation system in India & familiarize students with aspects of tax planning and tax management.
- To understand the different heads of income pertaining to an Individual Assesses & exposure to tax saving exemption.
- To gain knowledge about assessing tax returns of an individual business.
- To expose the students to understand the computation of Capital gain
- To understand the GST structure & its complexities.

<i>Unit No.</i>	<i>Syllabus Content</i>	<i>No. of Hours</i>
1	Basic concepts: Definitions, Basis of charge & Total income, Residential status & incidence of tax, Incomes exempt under section 10, Tax Planning, Tax Evasion and Tax Management. Problems on residential Status of Individual Assessee	08 Hours
2	Income from salary: Different forms of salary – leave salary, gratuity, commutation of pension, provident fund, Allowances, Perquisites, Deductions from salary,. Computation of Salary income with tax liability. Income from House Property (Theory Only) Problems on Salary income.	10 Hours
3	Income under the head profit and gains of business or professions: basis-method of accounting- scheme of business deductions – Depreciation, deemed profits, Problems on computation of income from business/ profession. Problems on business income of an individual assessee & Depreciation	10 Hours
4	Income under capital gain: basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, computation & deductions from capital gain. Income from other sources, Set off & Carry forward of losses, Problems on Capital gain.	10 Hours
5	Permissible deductions under section 80C to 80U. Problems on total income. Introduction to GST- Act & Rules, Need for GST, GST Model- CGST, SGST, IGST, Filing of returns & GSTN, GST Council its functions & principles.	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:

- Student can file a return of a salaried individual collecting the imaginary details of income, & present it before the class.
- Student can study the different industry impacts of GST & present the same in the class.

- Student can study the history of tax laws of the country with reference to other country tax laws.

COURSE OUTCOMES:

1. Student will be able to exhibit knowledge of the basic Concepts of tax laws of the country & the structure of the tax system.
2. Student will be able to compute the total income of a salaried Individual.
3. Student will be capable of analyzing & implying the Tax liability of different forms of business with the computational skills.
4. Student is able to exhibit the knowledge of tax provisions of Capital gains.
5. Student is acquainted with GST & to be followed in maintaining of tax records & also able to compute & advice individuals in filing the returns with solutions to tax saving.

RECOMMENDED BOOKS:

1. Direct Taxes – Vinod Singhania and KapilSinghania, Taxman Publications.
2. Direct taxes: law and practice Ahuja, G., & Gupta, R. (2013).. New Delhi: Bharat law House.
3. Income Tax Law & Practice, Mahesh Chandra & Shukla – Pragathi Publications
4. Direct Tax – Lal & Vashisht – Pearson Ed. 28E.
5. Manuptralaw.com & Incometax.gov.in.


REFERENCE BOOKS:

1. Students Guide to Income Tax – VinodSinghania, Taxman Publications.
2. Direct Tax – Mehrotra, SahityaBhavan
3. Students Guide to Income Tax – Manoharan T. N, Snow White.
4. Tax Planning by Reports, Santaram R - (Taxmann, 1978).
5. Income Tax Law & Practice Prasad Bhagwati - (Vishwa Prakashan)

Mapping Course Outcomes with Program Outcomes:

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

RISK MANAGEMENT AND DERIVATIVES

	SubjectCode:20MBA423	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 make the students understand the risk management process in organisations.
2. To acquaint the students with the concept and valuation of financial derivatives.
3. To accustom types and valuation of futures and forwards, various types of options and its valuation.
3. To make the students understand the modus operandi of swaps and also provide insights of commodities market.
4. To familiarize the students with the terminologies associated with interest rate markets credit risk and computation of VAR.

Unit No.	Course Contents	No. of hours
1	Introduction to Risk Management: Risk - Risk and Uncertainty -Types of Risk - Sources of Risk - Methods of handling Risk - Risk Management - Risk Management Process - Objectives of Risk Management- Risk Management by Individuals and Corporations - Need for a Rationale for Risk Management in Organizations - Understanding the cost of Risk - Risk Management and Societal Welfare	08
2	Derivatives- Meaning, Types, Participants in derivatives market, Functions of derivatives market. Futures and Forwards- differences, valuation of futures, valuation of long and short forward contract. Mechanics of buying & selling futures, Margins, Case study on Futures and Forwards, Arbitrary Profits on Valuation of futures and Forwards	10
3	Options: Types of options, option pricing, factors affecting option pricing – call and put options on dividend and non-dividend paying stocks put - call parity-mechanics of options- stock options- options on stock index- Hedging & Trading strategies involving options, one step binomial model, Black and Scholes analysis- option Greeks. Case study on Stock Options. Option Greeks	10
4	Swaps: Meaning and types, Interest Rate Swaps, Currency swaps and cross-currency swaps- (Simple problems only) Commodity derivatives: commodity futures market-exchanges for commodity futures in India, Benefits of commodity futures, Forward Market Commission and regulation-commodities traded – trading and settlements.	08
5	Interest rate markets- Type of rates, Zero rates, Determining Zero rates, Forward rate agreements (FRA). Credit risk- Bond prices and the probability of default, Historical default experience, Reducing exposure to Credit risk, Credit default swaps, Total return swaps, Credit spread options, Collateralized debt obligation. Value at Risk (VAR) - Measure, Approaches to VAR, stress testing and back testing (Theory only).	09

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 asked to browse stock market, commodity market, market watch online.
2. Students apply options on hypothetical situation and draw conclusion
3. Students must identify the current market conditions on swaps and Zero rates, and Var, Credit risk.

COURSE OUTCOMES:

1. Domain knowledge helps to demonstrate to handle types of risks, risk management by individuals and organisations.
2. Domain knowledge on derivatives, various types of derivatives and decision on futures and forwards & measure its value and
3. Demonstrate option, exposure on mechanics of options and hedging and trading strategies in option.
4. Exposure on swaps, decision making on cross currency swaps and demonstrate commodity derivatives to determine its value.
4. The students will be able to demonstrate their acquaintance on interest rate markets, credit risk and approaches to VAR.

RECOMMENDED BOOKS:


1. Options Futures & Other Derivatives - John C. Hull, 6/e, Pearson Education.
2. Options & Futures- Vohra & Bagri, 2/e, TMH
3. Risk Management – Koteswar, HPH.
4. Risk Management- Vaijanath Babshetti, Prakash B. Yaragol, 2/e, Kalyani Publishers.

REFERENCE BOOKS:

1. Risk Management & Derivative – Shulz, Cengage Learning.
2. Principles of Risk Management & Insurance – George E. Rejda, 11/e, Pearson Education, 2011.
3. Options & Futures –Edwards & Ma, 1/e, MacGraw Hill.
4. Derivatives & Financial Innovations – Bansal, TMH.
5. Financial Derivatives –Kumar S. S. S, PHI, 2007.

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

INTERNATIONAL FINANCIAL MANAGEMENT

	SubjectCode:20MBA324	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 (T60:P40)	

COURSE OBJECTIVES:

- To provide an understanding the international economic and financial environment.
- To explain the foreign exchange rate determination, including the foreign exchange and derivatives markets.
- To expose the student to different foreign exchange instruments & banking services.
- To give an insight about the parity relationship & exchange exposure.
- To make the student understand the influence of risk factors of foreign exchange on Capital budgeting decisions.

Unit No.	Syllabus Content	No. of hours
1	International financial Environment- Objectives of financial management in a multinational corporation, functions of international financial management. - International Business methods –International Monetary system- Evolution. International flow of funds: Balance of Payments (BOP), Fundamentals of BOP, Accounting components of BOP, equilibrium & disequilibrium. Case study: Problems on BOP.	10 Hours
2	Foreign Exchange Market: Function, Structure, Participants, Types of transactions and Settlements Dates, Exchange rate quotations, Nominal, Real and Effective exchange rates, and Determination of Exchange rates in Spot & forward markets. Exchange rate behavior- Cross Rates- Arbitrage profit in foreign exchange markets, Swift Mechanism. Triangular and location arbitrage. Case Study: Problems on Arbitrage	09 Hours
3	International Financial Markets and Instruments- Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, International Money Markets. International Banking services–Forward Rate Agreements.	07 Hours
4	International Parity Relationships & Forecasting Foreign Exchange rate– Factors effecting foreign exchange rate- Theories of Exchange rate-Interest Rate Parity, Purchasing Power Parity & International Fisher effect. Covered Interest Arbitrage. Forecasting of Exchange rates – reasons & techniques. Foreign Exchange exposure. Management of Transaction exposure- Translation exposure-Economic exposure-political Exposure- Interest rate exposure. Case Study: Problems on Arbitrage & Fisher effect	09 Hours
5	Foreign exchange risk Management: Concept of exposure and risk. Hedging Strategies – Tools for Foreign exchange risk management. Country risk analysis. International Capital Budgeting: Concept, Evaluation of a project, Factors affecting, Risk Evaluation, and Impact on Value. Adjusted Present Value Method. International Taxation: International tax system, principles of taxation, doubles taxation, tax havens and transfer pricing.	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 can study the Balance of Payment statistics of India for the last five year and present the same in the class.
2. Students can carry out a survey of Exporters and report the foreign exchange risk management practices adopted by them.
3. Students can study the impact of exchange rate movement on the stock Index.
4. Students can predict exchange rates using technical analysis and find arbitrage opportunities using newspaper quotes present the same in the class.
5. Students can visit a bank and study the foreign exchange derivatives offered by them.

COURSE OUTCOMES

- *Student will come to know about the international financial management, international flow of funds and monetary policy.*
- *Students will be able to determine the foreign exchange calculations.*
- *Students will be able to show the knowledge about the international financial markets and instruments.*
- *Students will come to know the international parity relationship.*
- *Students will understand the procedure for preparation of international capital budgeting.*

RECOMMENDED BOOKS:

1. International Financial Management – Vyuphakesh Sharan, 6/e, PHI, 2010.
2. International Financial Management –VIJ Madhu, Excel Books, 2010.
3. International Financial Management – P. G. Apte and Sanjeevan Kapshe, Mc Graw Hill, 8/e, 2020.


REFERENCE BOOKS:

1. International Financial Management – Siddaiah T, 1/e, Pearson, 2011.
2. International Finance – ImadMoosa, 3/e, Tata McGraw Hill, 2011.
3. International Finance – Shailaja G, 2/e, University Press, 2011.
4. International Financial Management – Apte P. G, 6/e, TMH, 2011.
5. International Finance – Maurice Levi, 5/e, Routledge, 2009.
6. International Financial Management – Jain, Peyrard&Yadav, Macmillan 2010
7. International Finance – Thomas O'Brien, Oxford University Press,2010

Mapping Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes											
	1	2	3	4	5	6	7	8	9	10	11	12
1	√		√						√			√
2							√	√				
3								√			√	√
4		√							√			√
5			√				√	√				

INDUSTRIAL RELATIONS & LEGISLATIONS

	SubjectCode:20MBA331	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. This course orients the students with the concepts of employer-employee relations and industrial relations through CB and impact of ILO on Indian labour law.
2. To enable the students to gain the knowledge on Grievance and handling indiscipline in real time and prevention of women harassment at workplace.
3. To make students aware about the important provisions of employment related Acts such as Factories Act, PF Act, Gratuity Act, maternity benefit act, ESI Act and other acts and stimulate thinking on rationale behind the laws and their enforcement.

Unit No.	Syllabus Content	No. of Hours
1	Background of Industrial Relations – Definition, scope, objectives, factors affecting IR, participants of IR, importance of IR, system of IR in India – Government policies relating to labour, ILO, its objectives and functions ILO and its influence on Legal enactments in India.	8 Hours
2	Collective Bargaining in India: Definition, Essential conditions for the success of collective bargaining, functions of collective bargaining collective bargaining process. Negotiations -Types of Negotiations, Techniques of negotiation, negotiation process, essential skills for negotiation. Grievance procedure and Discipline management: Grievance, meaning and forms, model grievance procedure.	9 Hours
3	Discipline Management - Meaning and significance of employee discipline, Causes of Indiscipline, Domestic enquiries, Disciplinary procedures, Misconduct, suspension, show cause notice, investigation, enquiry and charge sheet. Principles of Hot stove rule. Prevention of Sexual harassment at workplace: Meaning and significance, Supreme Court verdict in Vishaka Versus State of Rajasthan case, employer responsibility to create harassment free work place, training employees for good behavior, modifying service rules to include sexual harassment as misconduct. Punishing the perpetrator and protecting the Victim.	10 Hours
4	INDUSTRIAL LEGISLATIONS Industrial Legislations- I An overview of the following labour enactments covering the definitions, applicability, provisions, registers and returns; penalties. • Factories Act 1948 • The Maternity Benefit Act 1961 • Employees' State Insurance (ESI) Act, 1948	9 Hours

5	Industrial Legislations- II <ul style="list-style-type: none"> • Employees' Provident Fund and Miscellaneous Provisions Act 1952 • Payment of Gratuity Act 1972 • Payment of Bonus Act, 1965 • Payment of Wages Act, 1936 	9 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 from each unit

PRACTICAL COMPONENT:

1. Arrange a debate on constitutional provisions of labour law.
2. Arrange a debate in the classroom about rights and duties of trade union of workers.
3. Case study discussion on sexual harassment.

COURSE OUTCOMES:

1. The Student will be able to demonstrate a conceptual understanding of the dynamics of Industrial Relations system in real time.
2. Students will equip themselves to apply the knowledge of bargaining process and negotiation techniques.
3. Students will apply the learnt knowledge in maintaining the discipline by handling grievance and indiscipline in real time & also to prevent women harassment at workplace.
4. To apply the various legislations to resolve labour issues related to Factories act, & other acts in an organization with fair understanding of the labour enactments of India.
5. To apply the various legislations like payment of wages act, Payment of Gratuity act, ESI act, EPF Act, Bonus act in their job.

RECOMMENDED BOOKS:

1. Industrial Relations – Emerging Paradigms – B D Singh, Excel Books
2. Arun Monappa - Industrial Relations, Tata McGraw Hill Publishing Company Ltd.le, 2002.
3. Labour Laws for Managers, BD Singh, Excel Books
4. Industrial Relations and Labour laws, 5th Edition, SC Srivatava, Vikas Publications
5. Bare Acts


REFERENCE BOOKS:

1. P R N Sinha et al Industrial Relations, Trade Unions & Labour Legislation, Pearson Education
2. R S Davar - Personnel Management and Industrial Relations, Vikas Publishing House, Mumbai, 1e, 2005

3. Myers, A Charles and Karnnappan S - Industrial Relations in India, Asia Publication House, Mumbai
4. Industrial Relations-Venkata Ratnam, Oxford University Press.

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

COMPENSATION MANAGEMENT AND REWARD SYSTEM

	Subject Code: 20MBA332	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 different models of Compensation Management adopted in the Organisation*
- *To help students to develop an understanding of application of Compensation Management and reward system in the Organisation.*
- *To help students to apply and solve the workplace problems through application of Compensation Management and reward system.*

Note: Each unit will have an internal choice.

Unit No.	Syllabus Content	No. of Hours
1	<p>Compensation Management Introduction, Compensation Management: Definition, Total Compensation/Reward and Its Components across globe, Types, Importance of the Total Compensation Approach, Base of Compensation Management, Components/Functions of Compensation Management/W&S Admin, Compensation and Legal Issues in Compensation Management, Factors Affecting Employee Compensation/Wage Rates/Wage Structure/Levels of Pay across globe, Methods of Wage Payment, Essentials of a Satisfactory Wage System, National Wage Policy in India, Wage Policy at the Organisational Level, Wage Problems in India.</p>	10 Hours
2	<p>Divergent Systems for Wage Determination Introduction, Management's Strategy, Reward Policy, Reward Management Processes, Reward Management Procedures, Pay Reviews, Planning and Implementing Pay Reviews, Procedures for Grading Jobs and Pay, Rates Fixation, Controlling Payroll Costs, Evaluation of Reward Processes, Some Other Trends, Boardroom Pay; Divergent Systems and Institutions for Wage Fixation in Practice in India, Management Strategy; Fringe Benefits, Fringe Benefits and Current Practices, Internal Audit of Compensation and Benefits; Different types of Direct and Indirect compensation include: Base Pay / Base pay; Commissions; Overtime Pay; Bonuses, Profit Sharing, Merit Pay; Stock Options; Travel/Meal/Housing Allowance; Benefits including: dental, insurance, medical, vacation, leaves, retirement, taxes; Merit pay; Incentive Pay; Deferred Pay ; Pay for time; Recreational facilities.</p>	10 Hours
3	<p>Contingent Pay, Pay for Performance, Competence Competency-Based Pay, Skill-Based Pay, Team-Based Rewards,</p>	9 Hours

	Gainsharing, Profit-Sharing Profit-Related Pay and Beyond Other Cash Payments and Allowances Overtime Payments Attendance Bonuses, Shift Pay, Clothing Allowances, Honoraria, Payments for Qualifications, Pay for Person, Pay for Excellence, Managerial Compensation and Rewards, Sales Force Incentive Programmes, Competency based Pay- Framework, Model and Challenges; Pay for Performance : Steps involved in the design for pay for performance - Intent ; Eligibility; Participation; Performance and Goal Criteria-Measurements ; Impact & Administration; Evaluation.	
4	Administering and Controlling Salary Costs and Salary Review Salary Survey data, Salary Costs, Salary Planning, Salary Budget, Salary Control, Salary Reviews, Guidelines for Salary Review Process, Responding to Negative Salary Review, Five Key Steps: Manager's Guide to Annual Salary Review, Fixing of Salary, Method of Paying Salary, Flexibility, Process of Wage and Salary Fixation.	8 Hours
5	Designing and Operating Non-financial Benefits (Intrinsic and Relational Rewards) Introduction, Role of Non-financial Benefits/Rewards on Employee Motivation, Types of Non-financial Benefits/Rewards, Planning the Non-financial Benefits/Rewards, A Few Most Effective Non-financial Benefits/Rewards to Motivate Employees, Heineken's Refreshing Approach to Reward, Non-financial Metrics Intellectual Capital Assessment and Market Implications of Human Capital, Recognition, Praise, Learning and Development, Achievement, Value Addition in Personality Others.	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 COMPONENTS

1. Can visit any industry and try to know various Compensation and Benefits provided in that organization..
2. Meet Finance / HR Manager in an Organisation, prepare a detail report on importance of Budget of Govt to formulate the Compensation /Benefits policy in the organization.
3. Collect and discuss the National Wage Policy in India.
4. Prepare a note on institutions for Wage Fixation in India.

COURSE OUTCOMES

1. The student will demonstrate the theoretical and practical aspects in the area of compensation and benefits across country and global organizations.
2. Analyse the divergent system and wage determination practices followed in various sectors in India.

3. The student will be able to design and develop an original framework and model in dealing with compensation and benefits related problems in the both domestic and MNC companies..
4. Students will exhibit their skill in formulating a effective compensation Management system and implementing it as social responsible manager at their work place.
5. Apply the concepts of compensation administration and intrinsic and extrinsic reward system in national and global perspective.

RECOMMENDED BOOKS

- Compensation Management - R. C. Sharma, Sulabh Sharma Sage Publication India Pvt. Ltd 2019
- Compensation and Benefit Design - Biswas, Bashker, D Pearson 2013
- Managing Employees Performance and Rewards - Shields Cambridge Press 2007

REFERENCE BOOKS

- Compensation and Reward Management - Singh, B D Excel Books 2007
- Competency-Based Human Resource Management - Anindya Basu Roy, Sumati Raym Sage Publication India Pvt. Ltd 2019
- Human Resource Information Systems: Basics, Applications, and Future Directions - Michael J. Kavanagh, Mohan Thite, Richard D. Johnson Sage Publication India Pvt. Ltd 3/e, 2015

CO-PO MAPPING

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

**SEMINAR II – 20MBAS34
PROJECT ON INDUSTRIAL ECONOMY
GUIDELINES**

COURSE OBJECTIVES:

- To acquaint the students to understand & analyze the constitution & organization of different industries.
- To develop an interest among the student community towards collecting & presenting the information confidently.
- The Seminar II will expose the students to the contributions of various Industries to the development of Indian Economy.

CHAPTER SCHEME:

Chapter 1 – Introduction to Industry

- 1.1 Background & Origin
- 1.2 History of its origin in India
- 1.3 Nature of Business
- 1.4 Categories or groups of product & services
- 1.5 Turnover & Net worth of the Industry
- 1.6 Input Materials & Process

Chapter 2 – Role in the economy

- 2.1 Achievements & Milestones
- 2.2 Contributions to the economy expressed in terms of key economic indicators
- 2.3 Concentration / Localization
- 2.4 Institutions & funding agencies supporting the industry

Chapter-3 - Government Policies

- 3.1 Industrial Policy initiatives
- 3.2 Tax Laws pertaining to the industry
- 3.3 Corporate Governance – Specific laws guiding them
- 3.4 Presence in Five year plans
- 3.5 Foreign policy
- 3.6 Trade associations & chambers

Chapter-4 Human Capital & Social Policy

- 4.1 Labor class & Skill set
- 4.2 Causes of social issues & steps to overcome them
- 4.3 Environment conditions in the industry – overall working conditions
- 4.4 CSR activity
- 4.5 Employment generation

Chapter 5-Comparisons & Conclusions

- 5.1 SWOT Analysis
- 5.2 Comparison with other similar industry
- 5.3 Impact of Business cycle
- 5.4 Major Players & Leaders
- 5.5 Issues & Future Prospects

COURSE OUTCOMES:

1. *Student will gain the knowledge of background & working of an Industry.*
2. *Student will evaluate the achievements of the Industry through the application of Key economic indicator.*
3. *Students will gain knowledge about the various regulatory policies affecting the functioning of industry.*
4. *Student will understand clearly the impacts of CSR & Business environment on the society.*
5. *Student will be able to carry on the SWOT analysis of the respective industry.*

Mapping Course Outcomes with Program Outcomes:

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

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 Industry
6. Chapter 2 - Role in the economy
7. Chapter 3- Government Policies
8. Chapter 4- Human Capital & Social Policy
9. Chapter 5- Comparisons & Conclusions
10. References/ Bibliography

GENERAL GUIDELINES

- The Seminar II shall be for a period of 6 weeks.
- 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 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 II report shall not exceed 30 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 carried on by the internal guide.

INDUSTRIAL INTERNSHIP

	Subject : Industrial Internship	Subject Code : 20MBAI35	No. of Credits: 04
	CIE Marks: 50	SEE Marks: 50	

GUIDELINES FOR INDUSTRIAL INTERNSHIP (BETWEEN 2ND AND 3RD SEMESTER MBA)

COURSE OBJECTIVES:

- To familiarize the students on Industry Profile and its Scenario.
- To make the students to understand the organization profile, structure, functional areas, and inter relationship for better decisions & its importance in achieving the goals.
- To expose the students to understand the different organizational set up, environment and its culture.
- To enable the students to apply the theoretical concepts of Mckinsey's 7's model & Michael Porter's Five Force Model in the organizational study.

CHAPTER SCHEME:

CHAPTER 1: INDUSTRY PROFILE

- 1.1 History or origin of the Industry
- 1.2 Current Status /Scenario of the Industry
- 1.3 Future prospects

CHAPTER 2: ORGANIZATION PROFILE

- 2.1 Back ground of the organization
- 2.2 Achievements/awards
- 2.3 Nature of business
- 2.4 Vision, Mission, Quality policy
- 2.5 Product/Service Profile
- 2.6 Ownership Pattern
- 2.7 Competitors Information
- 2.8 Infrastructure Details
- 2.9 Future Growth and Prospects

CHAPTER 3: Mckensy's 7S framework and Michael Porter's Five Force Model

- 3.1 Strategy, Structure, System, Style, Staff, Shared Value, Skills
- 3.2 Bargaining Power of Suppliers and Customers, Threat of New Entry and Substitutes, Rivalry among existing competitors

CHAPTER 4: Analysis of financial statement & SWOT Analysis.

- 4.1 Ratio Analysis
- 4.2 SWOT Analysis

CHAPTER 5: Conclusions

- 5.1 Findings
- 5.2 Suggestions
- 5.3 Conclusions
- 5.4 Learning Experience

BIBLIOGRAPHY

ANNEXURE: if any.

COURSE OUTCOMES:

1. Student will gain the knowledge of history & current status of an Industry.
2. Student will understand the background & structure, business environment of the organization.
3. Students will be able to extract and identify Mckinsey's 7S and Porter's Five Force Model information during the organizational study
4. Student will evaluate clearly the financial health through ratios & SWOT analysis.
5. Student will be able to bring out key findings, recommendations and conclusion on their organizational study.

CONTENTS OF THE INTERNSHIP REPORT

- Cover page
- Certificate from the Organization (scanned copy)
- Certificate from the guide, HOD and Head of the Institution (scanned copy) indicating bonafide performance of internship by the student
- Declaration by the student (scanned copy)
- Acknowledgement
- Table of contents
- List of tables and graphs
- Executive Summary

GENERAL GUIDELINES

- The Internship shall be for a period of 6 weeks.
- No two students of an institute shall work on the same organization.
- 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.
- Student need to identify an external guide (Working in the organization) and seek guidance from him/her. Format of the internship report shall be prepared using the MS office viz., MS Word, Times New Roman Font, Title of the study 16 font size, All headings 14 font size, Main text 12 font size. On a page layout of A4 size with 1" margin all sides and 1.15-line spacing. The internship report shall not exceed 60 pages.

SUBMISSION OF THE REPORT:

Students shall submit three* hard copy of the report to the college (*Student Copy + Guide Copy + Organization Copy).

BINDING

Colour of the report: Sky Blue (Hard Bound)

EVALUATION:

Both Internal and External Evaluation shall be conducted. The Internal evaluation will be carried by the internal guide and the External Evaluation will be conducted through 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 from other institution or universities may be invited to conduct the viva-voce.

Mapping Course Outcomes with Program Outcomes:

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

20MBAP41

Guidelines for Project work

OBJECTIVE

To make the student to identify and undertake an in depth study of a problem/situation/case of managerial importance in the area of specialization and to develop, design, apply, suggest the best solution by thoroughly investigating /examining the situation by adopting the tools & techniques of research. To expose the students to understand the working of the Organization/ Company / Industry.

GENERAL GUIDELINES

1. The project work shall be commenced immediately after the completion of 3rd Semester Examinations and completed in the 4th semester.
2. The Subject code of the project work report shall be 20MBAP41 and shall be compulsory for all the students opting for all specializations.
3. The student must complete a MOOC/NPTEL course on Research Methodology of minimum of 4 weeks after consulting their guides/mentors before the final submission & the certificate shall be attached in the Project report.
4. The final submission date for the project report shall be intimated by the department.
5. The Institute shall receive 3 copies of project reports.
6. No two students of an institute shall work on the same problem in the same organization.
7. The student shall seek the guidance of the internal guide on a continuous basis. The Internal Guide must provide a weekly/fortnightly report and also shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.
8. The student must use the statistical tools to interpret the results, must have the evidential proofs of data collection, review of literature & application of statistical tools etc.
9. On completion of the project work, student shall prepare a report with the following format.
 - a. The Project report shall be prepared using MS Word with Times New Roman, 16/14/12 font size (Title/Subheadings/Paragraphs)
 - b. All the reports shall be printed in the A4 size 11 margin on all the 3 sides, left side margin 1.5 inches, the report shall not exceed 150 pages.
 - c. The report shall be hard bound in pink color (refer the previous report) facing sheet indicating the name of the college, month & year of submission (spiral binding not permitted)
 - d. A certificate by the Guide, HOD and Head of the institution indicating the **bonafide** performance of the project by the student to be enclosed.

- e. An undertaking by the student to the effect that the work is independently carried out by him.
- f. The certificate from the organization (if applicable).
- g. Acknowledgement
- h. Executive Summary

Schedule to be followed during Project work

Activity		Date	Remarks
Company	Freelance		
Understanding Structure, functioning of the organization	Understand and collect the latest information of the study (Background of the study)		Student should delivery first portion of the organizational information/background of the study (First Presentation)
Preparation of questionnaire and data collection	Review of Literature and Data collection		Data collection to be edited and analyzed. (Second Presentation)
Analysis and Findings, suggestions and conclusions & preparation of complete report	Analysis and Findings, suggestions and conclusions & preparation of complete report		Apply latest tools and techniques for the analysis and prepare final report
Plagiarism check	Plagiarism check		Submit the report after Plagiarism (Plagiarism result must be <24%).
Last date for Final submission of the project report Including hard bound binding		.	

List of Themes under each of the specialization:

Marketing:

- Consumer Behavior
- Brand Equity
- Digital, Green, E - Marketing
- Retail business
- Social Networking
- Customer relationship Management
- Marketing strategies
- Artificial intelligence in marketing solutions
- Supply chain Management
- Application of Block chain technology
- Recent trends in Marketing

Finance:

- Behavioral Finance
- Asset Management
- Working capital Management
- Risk management
- Project appraisal/Management/ Cost control
- Micro Finance and their models
- Capital budgeting
- Tax policy and its impacts on economy
- Financial instrument evaluation

- Mergers & Acquisition
- Application of Artificial intelligence
- Recent trends in Finance

Human Resource Management:

- Performance appraisal
- Employee engagement & relation
- Green HRM
- Work life balance
- Labor welfare measures
- Compensation Management
- Talent acquisition
- Artificial intelligence – impact on HRM
- Employer branding
- Training & development
- Recent trends in HR

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CHAPTER NO	TITLE	Page no
	EXECUTIVE SUMMARY	
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	1.4 Need for the study	
	1.5 Objectives Of The Study	
	1.6 Hypotheses for the study	
	1.7 Review of Literature, Research Gap	
	1.8 Limitations of The Study	
CHAPTER 2	OVERVIEW OF THE STUDY	
	2.1 Industry Profile	
	2.2 Company Profile (If Applicable)	
	2.3 Operational Definitions and Concepts	
CHAPTER 3	RESEARCH DESIGN	
	3.1 Type of research	
	3.2 Scope of the study	
	3.3 Sources of Data Collection	
	3.4 Population & Sampling Unit	
	3.5 Sampling Method	
	3.6 Sample Size	
	3.7 Statistical Tools And Techniques	
CHAPTER 4	DATA ANALYSIS AND INTERPRETATION	
CHAPTER 5	SUMMARY OF FINDINGS, CONCLUSION AND SUGGESTIONS	
	LEARNING EXPERIENCE	
	BIBILOGRAPHY- BOOKS, JOURNALS, ARTICLES, WEB LINKS	
	PLAGIARISM REPORT	
	DETAILS OF PUBLICATION AND PAPER PRESENTATION	

	ANNEXURE (Figures, Graphs, Photographs, Financial Statements Etc.)	
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Evaluation:

- Internal evaluation will be done by the internal guide.
- External evaluation shall be done by a faculty member of other institute.
- Viva-voce/Presentation: A viva-voce examination shall be conducted at the respective institution where the student is expected to give a presentation of his/her work.
- The project work carries 100 marks including internal & external valuation. The internal guide evaluation for 50 marks and viva-voce examination by external's for 100 marks. Finally, the internal evaluation shall be reduced to 30 marks and external evaluation shall be reduced to 70 marks.
- Publication of Research Findings: Students are expected to present their research findings in Seminars/Conferences to publish their research work in Journals in association with their internal guide. Appropriate Weight age will be given in the internal evaluation of the project report.
- **Submission of Report:** Students should submit the complete report in PDF file only to the institute. Students should submit 3 files. Two files in MS format i.e. certificate in file-1 and chapter 1-5 in file -2. One file in PDF format which must include all the chapters of the report.
- **Similarity index must be included in preliminary part.**
- **Plagiarism must be less than 25%.**
- **Hard bound:** Binding color should be in pink color (refer previous year's report).
- Preliminary Part: Title page, Declaration, Certificate, Acknowledgement, Executive summary and Similarity index.
- Main Part: Table of content, all the chapters, Findings, Conclusion, Suggestion, Bibliography.
- End Part: Annexure, and Student publication details.

Seminar IV (Publications on Specialized Interest)

Guidelines for Article Publications By The Final Year Students

Students are expected to publish an article in reputed journal with allotted guide by the department. The title and guidance shall be provided by the guide during the third semester of the program. Students are expected to present their research findings in Seminars/Conferences/Technical/Management Fests and publish their research work in Journals in association with their Internal Guide mandatorily.

Authors should submit their complete paper/article, including text illustrations, graphics, conclusions, artwork, and tables.

Author guidelines

- Kindly prepare your article, focusing current trends and topics in the area of your specialisation (Marketing/ HR/ Finance)
- Preference is given to original, empirical research articles rather than conceptual or case studies.
- Article(s) should be submitted in an electronic format MS word (version 2003 and above) in A4, Times New Roman, Font size: 12, the Line spacing of 1.5, and margin 1 inch for all sides.
- The title of the article must be short and meaningful.
- Place biographical information (name, professional title in lower case, employer(s), city, and state) below the article title.
- Furnish details for all authors.
- At the bottom, insert the full postal address (including designation, phone, email) of the corresponding author.
- With the exception of page numbers, you need not include headers or footers.
- In general, the article should depict an abstract of 200-250 words with a minimum of six keywords.
- Abstract followed by Introduction, Review of Literature, Research gap, Methods, Results and Discussion, & Conclusion. The text should not exceed 3000 words.
- Pre-check the plagiarism level and ensure it must be below 10%.
- All tables, figures, and equations must be appropriately numbered.
- Pictures and diagrams must be original in nature and send the files in .jpeg format.
- All figures, tables and illustrations should be placed at the appropriate points along with the text, rather than at the end.
- Wherever available, URLs for the references and biographical statements have been provided.

Dr. AMBEDKAR INSTITUTE OF TECHNOLOGY, BANGALORE.
DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION (MBA)

BREAK UP OF CREDITS FOR THE MBA DEGREE CURRICULUM – 2018-2020

CORE COURSE	ELECTIVE COURSE	SEMINAR	INTERNSHIP & PROJECT	TOTAL CREDITS
52	24	6	18	100

SCHEME FOR THE AUTONOMOUS MBA PROGRAMME – 2018-2020

SL. NO.	NO. OF SUBJECTS	NO. OF CREDITS PER SUBJECT	CREDITS	
1	I SEMESTER		21 + 3	24
	7 SUBJECTS	3 CREDITS EACH		
	SEMINAR - I	3 CREDIT		
2	II SEMESTER		21 + 3	24
	7 SUBJECTS	3 CREDITS EACH		
	SEMINAR - II	3 CREDIT		
3	III SEMESTER		4 + 18 + 6	28
	1 SUBJECT	4 CREDITS		
	6 SUBJECTS	3 CREDITS EACH		
	INTERNSHIP	6 CREDITS		
4	IV SEMESTER		12 + 12	24
	4 SUBJECTS	3 CREDITS EACH		
	PROJECT WORK	12 CREDITS		
TOTAL NO. OF CREDITS TO BE EARNED BY A CANDITATE IN TWO YEARS				100

I SEMESTER MBA

Sl No	Subject		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	18MBA11	3	-	3	3	50	50	100
2	Managerial Economics	18MBA12	3	-	3	3	50	50	100
3	Business Statistics & Analytics	18MBA13	3	-	3	3	50	50	100
4	Business and Governance	18MBA14	3	-	3	3	50	50	100
5	Accounting for Managers	18MBA15	3	-	3	3	50	50	100
6	Corporate Communication	18MBA16	3	-	3	3	50	50	100
7	Computer Applications in Business	18MBA17	3	-	3	3	50	50	100
8	Seminar - I	18MBAS18	-	6	3	-	50	-	50
TOTAL			21	6	24		400	350	750

II SEMESTER MBA

Sl No	Subject		Teaching hours/week		Total Credits	Exam Duration (Hrs.)	Marks for		Total Marks
	Name	Code	Lect.	Practical/ Field work/Assignment/ Case study			CIE	SEE	
1	Corporate Strategy	18MBA21	3	-	3	3	50	50	100
2	Entrepreneurship Development	18MBA22	3	-	3	3	50	50	100
3	Operations Management and Research	18MBA23	3	-	3	3	50	50	100
4	Marketing Management	18MBA24	3	-	3	3	50	50	100
5	Financial Management	18MBA25	3	-	3	3	50	50	100
6	Human Resource Management	18MBA26	3	-	3	3	50	50	100
7	Business Research Methods	18MBA27	3	-	3	3	50	50	100
8	Seminar – II	18MBAS28	-	6	3	-	50	-	50
TOTAL			21	6	24		400	350	750

III SEMESTER MBA

Sl. No	Subject		Teaching hours/week	Total Credits	Exam Duration (Hrs.)	Marks for		Total Marks
	Name	Code				CIE	SEE	
1	Banking and Insurance	18MBA31	4	4	3	50	50	100
2	Supply Chain Management	18MBA32	3	3	3	50	50	100
3	International Business Management	18MBA33	3	3	3	50	50	100
4	Elective – 1	18MBA3XX	3	3	3	50	50	100
5	Elective – 2	18MBA3XX	3	3	3	50	50	100
6	Elective – 3	18MBA3XX	3	3	3	50	50	100
7	Elective – 4	18MBA3XX	3	3	3	50	50	100
8	Industrial Internship	18MBAI38	-	6	-	50	50	100
TOTAL			22	28		400	400	800

List of Elective Subjects

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. Industrial Relations & Legislations
3	Elective – 3	13. Sales and Retail Management	23. Strategic Financial Management	33. Learning and Development
4	Elective – 4	14. Business Marketing	24. Cost Management	34. Compensation Management

IV SEMESTER MBA

Sl No	Subject		Teaching hours/week		Total Credits	Exam Duration (Hrs.)	Marks for		Total Marks
	Name	Code	Lect.	Practical/ Field work/Assignment/ Case study			CIE	SEE	
1	Elective – 1	18MBA4XX	3	-	3	3	50	50	100
2	Elective – 2	18MBA4XX	3	-	3	3	50	50	100
3	Elective – 3	18MBA4XX	3	-	3	3	50	50	100
4	Elective – 4	18MBA4XX	3	-	3	3	50	50	100
5	Project Work	18MBAP45	1	22	12	-	100	100	200
TOTAL			13	22	24		300	300	600

List of Elective Subjects

Sl.No.	Elective	Marketing	Finance	Human Resource
1	Elective – 1	11. Strategic Brand Management	21. Mergers, Acquisitions and Corporate Restructuring	31. International Human Resource Management
2	Elective – 2	12. Rural Marketing & e-marketing	22. Tax Management	32. Competency Mapping and Performance Management
3	Elective – 3	13. International Marketing Management	23. Risk management and Derivatives	33. Personal Growth & Interpersonal Effectiveness
4	Elective – 4	14. Integrated Marketing Communication	24. International Financial Management	34. Organisational Change and Development

Department of MBA
2018-2020 Syllabus
I SEMESTER

BUSINESS STATISTICS AND ANALYTICS		
Sub Code: 18MBA13	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 (T20:P80)	

Course Objectives:

1. To enhance the knowledge on descriptive and inferential statistics.
2. To emphasize the need for statistics, applications of statistical tools & techniques and decision models in solving business problems.
3. To introduce analytics as a tool for business decision making.

Unit No.	Course Contents	No. of Hours
1	<p>Introduction to Statistics: Meaning and Definition, functions, scope and limitations of statistics, frequency distribution, measures of central tendency - Mean, Median, Mode (No grouping table method), Geometric mean, Harmonic mean</p> <p>Measures of dispersion: Range – Quartile Deviation – Mean Deviation - Standard Deviation – Variance - Coefficient of Variance - Comparison of various measures of Dispersion</p>	09
2	<p>Index Numbers: Meaning , Types of index numbers, uses of index numbers, Construction of Price & Quantity, Weighted Aggregate Method</p> <p>Correlation and Regression: Karl Pearson correlation, Spearman’s Rank correlation (one way table only), simple and multiple regression (problems on simple regression only)</p> <p>Case Study on Correlation and Regression</p>	10
3	<p>Probability Distribution: Concept and its uses in business decision-making - Rules of probability –Bayes’ Theorem and its applications</p> <p>Theoretical probability distributions: Concept and application of Binomial, Poisson and Normal distributions</p> <p>Case study on Probability distribution</p>	08
4	<p>Time Series Analysis: Concept, Components of time series, Trend analysis: Least Square method - Linear and Non-Linear equations, Applications in business decision-making.</p>	09
5	<p>Foundations of Business Analytics: Introduction – Evolution – Scope – Data for Analytics – Application in HR, Finance, Marketing - Decision models – Descriptive, Predictive, Prescriptive – Problem Solving and Decision Making</p>	10

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:

- Students are expected to practice calculation in MS office excel on Descriptive statistics, Correlation, Regression, Trend Analysis. Students should be able to categorize the data, tabulate and apply basic statistical tools for analysis
- Students are asked to find the applications of Business Analytics in HR, Marketing, Finance

COURSE OUTCOMES:

1. Students will be able to retrieve descriptive statistics on various categories of data.
2. Students are capable to apply and use of wide variety of specific statistical methods to solve organizational problems.
3. Students can clearly determine the probabilities and its influences in business decisions.
4. Students are able to understand trend analysis and its application on managerial decision
5. Students are able gain knowledge on basics of analytics and decision models for organization issues and challenges globally.

REFERENCE BOOKS:


1. Fundamentals of Statistics, S. C. Gupta, Himalaya Publishing House, 6/e, 2004.
2. Statistical Methods, S. P. Gupta, Sultan Chand & Sons, 2002.
3. Bhardawaz-Business Statistics (Excel Books)

RECOMMENDED BOOKS:

1. Beri - Business Statistics (Tata Mc Graw Hill ,2nd Edition).
2. Sharma J K - Business statistics (Pearson education 2nd edition)
3. Gupta C B, Gupta V - An Introduction to Statistical Methods (Vikas1995, 23rd Edition).

Course Outcomes	Programme Outcomes											
	1	2	3	4	5	6	7	8	9	10	11	12
1	√						√				√	
2			√					√				√
3			√					√		√		
4			√				√					
5	√							√		√		√

CORPORATE COMMUNICATION

	Subject Code: 18 MBA16	No. of Credits: 03	Total no. of lecture hrs: 45
	No. of lecture hrs per week: 02		Exam Duration hrs: 03
	CIE Marks: 50	SEE Marks: 50	

Course Objective:

1. Understand the fundamental principles of effective Business communication;
2. Organize and express ideas in writing and speaking to produce messages suitably tailored for the topic, objective and the audience.
3. To impart the effective communication through proper social medium

Unit No.	Syllabus Content	No. of Hours
1	<p>Introduction: Meaning & Definition, Role, Classification – Purpose of communication – Communication Process – Characteristics of successful communication – Importance of communication in management –Communication structure in organization – Communication in conflict resolution – Communication in crisis. Communication and negotiation –Communication in a cross-cultural setting.</p> <p><i>Case Study Discussion</i></p>	8 Hours
2	<p>Oral Communication: Principles of successful oral communication, two sides of effective oral communication. Modes of Oral Communication. Listening as a Communication Skill, Barriers, Nonverbal communication</p> <p>Written Communication: Purpose of writing – Clarity in writing – Principles of effective writing – Approaching the writing process systematically: The 3X3 writing process for business communication: Pre writing – Writing – Revising – Specific writing features –Coherence – Electronic writing process.</p> <p>Communication networks – Intranet – Internet – e mails – SMS – teleconferencing – videoconferencing, business letters: introduction, memos and reports.</p> <p><i>Case Study Discussion</i></p>	10 Hours
3	<p>Business Letters and Reports: Introduction to business letters – Types of Business Letters – Writing routine and persuasive letters – Positive and Negative messages Writing Reports: Purpose, Kinds and Objectives of reports – Organization & Preparing reports, short and long reports Writing Proposals: Structure & preparation –Writing memos Media Management: The press release – Press conference – Media interviews</p> <p>Group Communication: Meetings – Planning meetings – objectives – participants – timing – venue of meetings.</p> <p>Meeting Documentation: Notice, Agenda, and Resolution & Minutes</p> <p><i>Case Study Discussion</i></p>	10 Hours
4	<p>Case method of learning: Understanding the case method of learning – analyzing the case —Reading a case properly (previewing, skimming, reading, scanning) , Case analysis approaches (Systems, Behavioral, Decision, Strategy) dos and don'ts for case preparation.</p>	8 Hours

	<p>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.</p> <p><i>Case Study Discussion</i></p>	
5	<p>Personal communication- Mails, messages, situation based – accepting/declining invitations, congratulating, and consoling, conveying information. (Practical assignments and self study),</p> <p>Social Communication: Blogs, Reviews (films, books), posting comments, tweets, cross cultural communication, gender sensitivity in communication.</p> <p><i>Case Study Discussion</i></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. Make students enact and analyze the non-verbal cues
2. Demonstrating using Communication Equipments like Fax, Telex, Intercoms, etc,
3. Demonstrating Video conferencing & teleconferencing in the class.
4. Conduct a mock meeting of students in the class identifying an issue of their concern.
5. The students should prepare notice, agenda and minutes of the meeting.
6. Each student to give presentation of 5 minutes (this can be spread throughout the semester) and to be evaluated by the faculty
7. Organize a mock press conference addressing to the launch of new product by an organization
8. Students should be given an assignment to draft a proposal to undertake research project.

COURSE OUTCOMES:

1. Students will be aware of the fundamental concepts of communication in organisation and cross-cultural setting.
2. Students will be able to describe oral and 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 cases in any given business situations.
5. Students will be able to understand the importance of personal and social communication in the competitive global environment.

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.

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 communication in organisation and cross-cultural setting.
2. Students will be able to describe oral and 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 cases in any given business situations.
5. Students will be able to understand the importance of personal and social communication in the competitive global environment.

Course Outcomes	Programme Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	X	X	X							X	X	
CO2	X	X	X			X			X			
CO3	X	X	X		X	X				X		
CO4	X	X	X			X	X					X
CO5	X	X	X	X	X	X					X	X

COMPUTER APPLICATIONS FOR BUSINESS		
Sub Code: 18MBA17	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 (T70:P30)	

COURSE OBJECTIVES:

1. To acquaint the students with the application of computers in understanding latest trends in information technology.
2. To furnish the practical knowledge on MS word, excel, and power point.
3. To provide knowledge on Internet and Telecommunication networks and to update students on various ethical and security issues in Technology.

Unit No.	Course Contents	No. of Hours
1	<p>Fundamentals of Computer: History of development of computers, Generations of computers.</p> <p>Hardware - Input devices - Output devices – Storage Devices</p> <p>Software - Introduction; Types of software</p> <p>Operating System: Introduction – Functions – Types of OS -application of computer in Business</p>	08 Hours
2	<p>Introduction to MS Office Word: Introduction, features, Applications, Ribbon, Mailings, Layout, References – Bibliography - Table of contents – Footnote, Applications in documentation preparation and making reports; preparation of questionnaires, presentations, tables and graphs.</p> <p>MS Office Power Point: Introduction, applications, versions, Editing and formatting, Inserting Objects, Custom Animation</p>	09 Hours
3	<p>Data Analysis Using Excel: Introduction about M S Office Package 2007- Explanation of various tools and menus in Excel – Functions and usage of each menu for Business Applications.</p> <p>Data Management - Sorting – Filtering Data – Data Subtotaling – Grouping and outlining data.</p> <p>Sorting: Rearranging of data –sorting by alphabet's, Numbers and Time</p> <p>Filtering data: Using Auto filter option – custom filtering using different options – Advanced filtering based on the criteria – finding the unique records using advanced filtering</p> <p>Mathematical Functions: Functions - Sumif function – Sum Product – Round function – Roundup – Round down – Ceiling – Factorial</p> <p>Cases: Steps and output on data management and Mathematical functions</p>	12 Hours
4	<p>Computer Networks: Overview of Computer Network, Types of computer networks (LAN, WAN and MAN), Network topologies</p> <p>Internet: Overview of Internet, Architecture & Functioning of Internet, Basic services over Internet like WWW, FTP, Telnet, Gopher etc., IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail, Web browsing, searching, downloading & uploading from Internet. Applications of Information Technology.</p>	08 Hours

	Case study: Applications of Information Technology in Business	
5	Network Security - Telecommunication networks - Security techniques – firewalls, encrypting, and other measures preventing misuse of IT - Security and Ethical Challenges of IT, Ethical Responsibility - Business Ethics, Technology Ethics; Cyber Crime and Privacy Issues.	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:

- Practice on Microsoft Office Word, Excel, Power point
- Practice on Online Database and Internet, web browsers and domains
- Practice on encryption and to protect cyber crime

COURSE OUTCOMES:

1. The student will be improved their knowledge on basic concepts of computer.
2. The students will be able to increase their capacity to handle MS Office Word and Power Point.
3. The students can be proficient to work in MS office Excel to meet industry standard.
4. The students can able to understand Internet, web browsers, Application of Internet, emails
5. The students can be capable to identify IT networks, ethical and security issues in technology.

RECOMMENDED BOOKS

- Sinha, P.K.(2007). Computer Fundamentals. New Delhi: BPB Publications
- Rajaraman, V. (2014). Fundamental of Computer. New Delhi: Prentice Hall India Pvt. Limited.
- Leon A and Leon M - Introduction to Computers (Vikas, 1st Edition).
- Introduction to Computers, Norton P. (TATA McGraw Hill)
- Shrivastava-Fundamental of Computer& Information Systems (Wiley Dreamtech)

Course Outcomes	Programme Outcomes											
	1	2	3	4	5	6	7	8	9	10	11	12
1	√										√	
2	√										√	
3	√		√				√	√			√	
4	√		√							√	√	
5	√								√		√	√

SEMESTER-I – 18MBAS18

GUIDELINES FOR SEMINAR-1

COURSE OBJECTIVE:

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

STRUCTURE: The seminar-I shall consist of Study of an Country for period of 4 weeks.

GENERAL GUIDELINES

- The Seminar shall be for a period of 4 weeks during the I Semester MBA.
- 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.

CONTENTS OF THE SEMINAR REPORT

1. Cover Page & Title
2. Guide Certificate
3. Abstract
4. Acknowledgement
5. Chapter 1- Introduction to Geography
6. Chapter 2 -Evolution & Current Status
7. Chapter 3- Government
8. Chapter 4- Social Structures

9. Chapter 5- Economy
10. Bibliography

CHAPTER SCHEME :

Chapter 1 – Introduction to Geography

1.1 Map of country

- 1.2 Nearest oceans and neighboring countries
- 1.3 Capital and major cities
- 1.4 Landforms (mountains, plains, desert, glaciers, rivers, lakes, seas ...)
- 1.5 Natural Hazards (volcanoes, earthquakes, typhoons, floods, tornadoes)
- 1.6 Climate (rainfall, temperature ranges...)
- 1.7 Environmental issues

Chapter 2 – Evolution and Current Status

- 2.1 Native people and ancient civilizations
- 2.2 Middle history (anything that led to the countries growth)
- 2.3 Important wars, events, leaders, colonization, exploration
- 2.4 Current history to present (last 100 years)

Chapter-3 Government

- 3.1 Present type of government (democracy, monarchy, republic ...)
- 3.2 Head of government (current president, king ...)
- 3.3 Branches of government
- 3.4 Military
- 3.5 Foreign policy
- 3.6 Nations Flag and Description

Chapter-4 Social Structure

- 4.1 Class system
- 4.2 Religion(s)
- 4.3 Ethnic groups
- 4.4 Population – Gender Ratio
- 4.5 Life expectancy
- 4.6 Languages spoken
- 4.7 Education
- 4.8 Cultural Etiquette

Chapter 5-Economy

- 5.1 Major industries (labor force) that people work in (agriculture, forestry, mining, manufacturing, fishing ...)
- 5.2 Trade (products they import and export)
- 5.3 Natural resources (what the land produces)
- 5.4 Comparison with Indian Economy

5.5 Key activities

5.6 Challenges and Future scope

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.

Course Outcomes	Programme Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	X		X								X	X
CO2		X									X	X
CO3	X	X		X					X		X	X
CO4	X	X		X		X					X	X
CO5	X		X	X							X	X

II SEMESTER

ENTREPRENEURSHIP DEVELOPMENT

	Subject Code: 18MBA22	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 and strengthen entrepreneurial quality and motivation in students.
2. To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively and provide insights to students on entrepreneurship opportunities.
3. To understand the contribution of the entrepreneurs towards Rural, Society and Socio Economic Development of the country.

Unit No.	Syllabus Content	No. of Hours
1	<p>Entrepreneur: Meaning and Evolution of the concept, Functions of an Entrepreneur, Types of Entrepreneur, Intrapreneur- an emerging class, Concept of Entrepreneurship- Development of Entrepreneurship; The Entrepreneurial Culture; Stages in entrepreneurial process.</p> <p><i>Case Study Discussion</i></p>	7Hours
2	<p>Business Planning Process: Purpose and contents of Business plan , Reasons for business failure, Procedure for setting up an enterprise.</p> <p>Micro, Small and Medium Enterprises: Role and Importance of MSME, concept and definitions, MSMRD ACT 2006, Current schemes for MSME Problems faced.</p> <p>Institutions supporting Entrepreneurs-A brief overview of financial institutions in India- Central level, state level institutions and other institutions. SIDBI, NABARD, EDI, DIC, NGOs, AWAKE, FIWE.</p> <p>Recent Initiatives To Boost Start-Ups And Entrepreneurship In India</p> <p><i>Case Study Discussion</i></p>	12 Hours
3	<p>Industrial Sickness: Specific Management Problems, Definition, Causes, Process, Rehabilitation of Sick units.</p> <p>Family Business: Importance of family business, Stages of Development of a Family business, Types, Responsibilities and rights of members in a family business, Challenges faced, Succession in family business, Strategies for improving the performance of family business.</p> <p><i>Case Study Discussion</i></p>	8 Hours
4	<p>International Entrepreneurship Opportunities: The nature of international entrepreneurship, Importance of international business to the firm, International versus domestic entrepreneurship, Entrepreneurship entry into international business, exporting, Direct foreign investment, barriers to international trade.</p> <p><i>Case Study Discussion</i></p>	6Hours

5	Informal risk capital and venture capital: Informal risk capital market, venture capital, nature and overview, venture capital process, locating venture capitalists,	12Hours
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	<p>Women Entrepreneurs: Challenges, Strategies for the development of women entrepreneurs.</p> <p>Social Entrepreneurship: Social enterprise-need - types - characteristics and benefits of social enterprises-Social entrepreneurship.</p> <p>Rural entrepreneurship-need and problems of rural entrepreneurship - challenges and opportunities</p> <p>List of Schemes by Govt: Make in India, Start up India, Smart India, Digital India, Smart Cities Mission, Standup India. Skill India</p> <p><i>Case Study Discussion</i></p>	
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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 from each unit.

PRACTICAL COMPONENT:

1. Make a business plan for your intended business, talk to bankers to find out what they look for in a business plan , modify accordingly and present it in the class
2. Analyze the performance of listed family firms. How is their performance compared to the performance of other firms? Does a family firm successfully manage to create wealth for non-family investors?
3. Interview a local entrepreneur to find out his/her major motivations to start a business, which of the skills and characteristics do you find in the entrepreneur?
4. Study a local for-profit business and try to list out the positive social impacts of the business. Visit a trade show and try to compare the marketing activities of various stalls in that show, make a list of good practices you come across in the show.
5. Research on innovation that has been done in the Indian setting that has alleviated the life in rural India. Find out extent of its commercial success and analyze the reasons behind the same. Present your thoughts in the class.
6. Choose an NGO in your locality. Interview the founder and present the case in class on the motivations, challenges, ecosystem support and their impacts, arrive at possible solutions and convey back to NGO.

COURSE OUTCOMES

1. The student will be able to construe the vital concepts of entrepreneurship, process and culture in
2. The students will be able to make business proposals and become aware about various sources of funding and institutions supporting entrepreneurs.
3. The student will be able to construe about the industrial sickness and also the family businesses
4. Student will come to be acquainted with the entrepreneurial opportunities at global level

- The student will study the informal risk capital and venture capital and gain consciousness towards women, social and rural entrepreneurship opportunities

RECOMMENDED BOOKS:


- Poornima Charantimath, Entrepreneurship Development-Small Business Enterprise- Pearson Education, 2007
- Rober D Hisrich, Michael P Peters, Dean A Shepherd, Entrepreneurship, 6/e, The McGraw-Hill companies, 2007

REFERENCE BOOKS:

- Dr. Mathe J Manimala, Entrepreneurship Theory at crossroads, Biztantra, 2007
- Vasant Desai, Entrepreneurship Development and Management, Himalaya Publishing House, 2007
- Raj Shankar, Entrepreneurship-Theory and Practice, Vijay Nicole Imprints Pvt. Ltd, 2006
- Rajiv Roy, Entrepreneurship, Oxford University Press, 2/e, 2011
- Kurakto, Entrepreneurship-Principles and Practices, 7/e, 2007, Thomson Publication

Course Outcomes	Programme Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	X	X	X	X						X	X	
CO2	X		X	X		X				X	X	
CO3	X	X	X	X	X		X					
CO4	X		X	X	X				X	X	X	X
CO5	X		X	X	X						X	X

OPERATIONS MANAGEMENT AND RESEARCH

	Subject Code: 18MBA23	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 Management concepts
- To introduce various optimization techniques with managerial perspective
- To facilitate the use of Operations Research techniques in managerial decisions.

Unit No.	Syllabus Content	No. of Hours
1	INTRODUCTION TO OPERATIONS MANAGEMENT: Overview, Nature, Objectives, Functions of OM Managers, Historical Evolution, System view of OM, Safety measures in Operations, Operation strategy, Design of operations systems.	5 Hours
2	FACILITY LOCATION & LAYOUTS –Facility Location, Facility Layout, Plant Utilities, Material handling. OPERATIONS RESEARCH - Stages of Development of Operations Research- Applications of Operations Research- Limitations of Operations Research.	8 Hours
3	LINEAR PROGRAMMING- Formulation - Graphical Method- - Duality. TRANSPORTATION PROBLEM – Initial Basic Feasible Solutions – Optimal Solutions. ASSIGNMENT PROBLEM – Hungarian Assignment Method.	12 Hours
4	INVENTORY MANAGEMENT: Concepts of inventory, types, Classification, ABC analysis. EOQ , safety stocks, Re-order point, Quantity discounts.	8 Hours
5	SIMULATION MONTE-CARLO METHOD: Introduction, Monte-Carlo Simulation, Applications of Simulation, Advantages of Simulation, Limitations of Simulation PROJECT NETWORK TECHNIQUES: CPM/PERT - Shortest Path Problem – Crashing of a Project Network.	12 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. Students will understand the outline of operation managers' role in manufacturing companies.
2. Students will be able to categories the various benefits and drawbacks of location factors and layout types.
3. Students will apply suitable Operations techniques to make managerial decisions.
4. Students will compare and use the best inventory models for effective utilization of resources.
5. Students will build strategies to get advantages from competition and complete the task with shortest duration.

Course Outcomes	Programme Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	X	X	X				X					
CO2		X	X		X		X			X		
CO3					X		X	X				
CO4			X				X	X				
CO5	X						X	X		X		X

BUSINESS RESEARCH METHODS		
Sub Code: 18MBA27	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 (T70:P30)	

COURSE OBJECTIVES:

1. To Gain an insight into the applications of research methods.
2. To equip students on research design, sampling techniques and designing questionnaire.
3. To develop students on practical application in research on hypothesis, analyzing data and prepare report.

Unit No.	Syllabus Content	No. of Hours
1	Business Research – Meaning, scope, purpose, objectives, criteria of good research, types of research, research process, marketing research, defining the research problem, setting objectives for the study, Research Application in business decisions, Ethics in Research.	6 Hours
2	Business 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
3	Sampling: Meaning, Sampling design, Types of Sampling, Errors in sampling. Data Collection: Primary, Secondary, Observations, survey, Interview and Questionnaire, Qualitative Techniques of data collection, process of designing questionnaire Measurement and Scaling Techniques: Basic measurement scale, Attitude measurement scale - Likert's Scale, Semantic Differential Scale, Thurstone scale, Multi-Dimensional Scaling Case study: Designing the questionnaire, sampling techniques, Data Collection	12 Hours
4	Hypothesis – Meaning, types, formulation of hypotheses, errors in hypotheses. Parametric and Non-Parametric Tests: t-test, z-test, f-test, Chi-square-test (problems), Statistical analysis - Bivariate and Multivariate Analysis (only theory), ANOVA-one-way and two-way classification (problems) Case Study: Formulation of Hypothesis, t-test, z-test, f-test, Chisquare-test, Anova	10 Hours
5	Preparing the Data for Analysis: Editing, Coding, Classification, Tabulation, Validation Analysis and Interpretation Report writing and presentation of results: Importance of report writing, types of research report, report structure, guidelines for effective documentation.	09 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:

- Students are expected to write the research design on an identified research problem and collect relevant literatures for data analysis
- Students are asked to prepare the questionnaire on customer awareness, consumer perception, investor preference etc.
- Students are expected to analyze the data collected using statistical tool & interpret the results and prepare the report as per the report structure.

COURSE OUTCOMES:

1. The student will be able understand research concepts, define a research problem and review literature review and its application at Business.
2. The students are proficient to identify the research design, quantitative / qualitative research techniques for a research problem.
3. The student will be capable to device a suitable sampling techniques for data collection and the students are able to clearly understand scaling techniques and its applications.
4. The students will be gain knowledge on Defining hypothesis, selection of tools and analysis.
5. The student will be able analysis the data 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. Research Methodology – concepts and cases – Deepak Chawla and Neena Sondhi -Vikas Publication – 2014
5. Business Research Methods, S N Murthy, U Bhojanna, Third edition, Excel Books, 2010

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 Gupta and HeteshGuptha, McGraw hill – 2012
3. Marketing Research- Naresh K Malhotrs- 5th Edition, Pearson Education /PHI 2007

Course Outcomes	Programme Outcomes											
	1	2	3	4	5	6	7	8	9	10	11	12
1	√		√				√			√	√	
2			√					√		√		
3	√		√	√			√		√			√
4								√		√		
5						√				√	√	√

GUIDELINES FOR SEMINAR II – 18MBAS28

COURSE OBJECTIVES:

- To acquaint the students to understand & analyze the constitution & organization of different industries.
- To develop an interest among the student community towards collecting & presenting the information confidently.
- The Seminar II will expose the students to the contributions of various Industries to the development of Indian Economy.

CHAPTER SCHEME:

Chapter 1 – Introduction to Industry

- 1.1 Background & Origin
- 1.2 History of its origin in India
- 1.3 Nature of Business
- 1.4 Categories or groups of product & services
- 1.5 Turnover & Net worth of the Industry
- 1.6 Input Materials & Process

Chapter 2 – Role in the economy

- 2.1 Achievements & Milestones
- 2.2 Contributions to the economy expressed in terms of key economic indicators
- 2.3 Concentration / Localization
- 2.4 Institutions & funding agencies supporting the industry

Chapter-3 - Government Policies

- 3.1 Industrial Policy initiatives
- 3.2 Tax Laws pertaining to the industry
- 3.3 Corporate Governance – Specific laws guiding them
- 3.4 Presence in Five year plans
- 3.5 Foreign policy
- 3.6 Trade associations & chambers

Chapter-4 Human Capital & Social Policy

- 4.1 Labor class & Skill set
- 4.2 Causes of social issues & steps to overcome them
- 4.3 Environment conditions in the industry – overall working conditions
- 4.4 CSR activity
- 4.5 Employment generation

Chapter 5-Comparisons & Conclusions

- 5.1 SWOT Analysis
- 5.2 Comparison with other similar industry
- 5.3 Impact of Business cycle

- 5.4 Major Players & Leaders
- 5.5 Issues & Future Prospects

COURSE OUTCOMES:

1. Student will gain the knowledge of background & working of an Industry.
2. Student will evaluate the achievements of the Industry through the application of Key economic indicator.
3. Students will gain knowledge about the various regulatory policies affecting the functioning of industry.
4. Student will understand clearly the impacts of CSR & Business environment on the society.
5. Student will be able to carry on the SWOT analysis of the respective industry.

Mapping Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes											
	1	2	3	4	5	6	7	8	9	10	11	12
1	√		√									
2							√					
3		√										
4				√	√	√						
5	√								√			√

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 Industry
6. Chapter 2 - Role in the economy
7. Chapter 3- Government Policies
8. Chapter 4- Human Capital & Social Policy
9. Chapter 5- Comparisons & Conclusions
10. References/ Bibliography

GENERAL GUIDELINES

- The Seminar II shall be for a period of 6 weeks.

- 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 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 II report shall not exceed 30 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 carried on by the internal guide.

III SEMESTER

BANKING AND INSURANCE

	Subject Code: 18MBA31	No. of Credits: 04	Total no. of lecture hrs: 52
	No. of lecture hrs per week: 04		Exam Duration hrs: 03
	CIE Marks: 50		SEE Marks: 50

Course Objectives:

1. To discuss the banking system and structure in India
2. To understand the nature of banker- customer relationship, comprehend the technological up-gradation and application in banking.
3. To provide an understanding of asset liability management in banks

Unit No.	Syllabus Content	No. of Hours
1	<p>Banking system and structure in India: Commercial banking: Structure, Functions - Role of commercial banks in socio economic development, Services rendered. Credit creation and Deployment of Funds.-Role of Reserve Bank and GOI as regulator of banking system – Provisions of Banking Regulation Act & Reserve Bank of India Act.</p> <p>Banker and customer – Types of relationship between banker and customer – Bankers obligations to customers – Right of lien, setoff, appropriation – KYC norms and operation.</p>	10 Hours
2	<p>Banking Technology - Concept of Universal Banking-Home banking – ATMs- Internet banking – Mobile banking- Core banking solutions – Debit, Credit, and Smart cards – Electronic Payment systems-MICR- Cheque Truncation-ECS- EFT – NEFT-RTGS.</p> <p>Asset Liability Management (ALM) in banks - Assets and Liabilities Committee (ALCO)- Activities of ALCO.</p>	10 Hours
3	<p>NPA management – Introduction- Identification of NPAs- Asset classification- Tools to manage NPAs – Compromise scheme, Lok Adalats, Debt Recovery Tribunals, Corporate Debt Restructuring, Willful defaulters, SARFAESI Act, Asset Reconstruction Companies- CIBIL.</p> <p>International banking – International Banking: Exchange rates and Forex Business, Correspondent banking and NRI Accounts, Letters of Credit, Foreign currency Loans, Facilities for Exporters and Importers, Role of ECGC, RBI and EXIM Bank</p>	10 Hours
4	<p>Indian Insurance Industry -Historical Framework of Insurance, Insurance sector Reforms in India-Liberalization of Insurance Markets-Major players of Insurance. Regulation of Insurance - Insurance Act 1938- eligibility-Registration and Capital requirement-Investment of assets-Approved investments-Licensing of insurance agents.</p> <p>IRDA-Duties and powers of IRDA- Regulations for general insurance-reinsurance, life insurance, micro insurance, licensing of insurance agents, registration of insurance companies and protection of policyholders interest.</p>	10 Hours

5	<p>Life Insurance: Basics of Life Insurance -Growth of Actuarial Science-Features of Life Insurance-Life Insurance Contract-Life Insurance Documents-Insurance Premium Calculations. Life Insurance Classification - Annuities -Need of Annuity Contracts, Annuity V/s Life Insurance, Classification of Annuities.</p> <p>General Insurance-Laws Related to General Insurance-General Insurance Contract-General Insurance Corporation(GIC)-Performance Private and Public General insurance companies.</p> <p>Health Insurance - Personal Accident Policy – Child Welfare Policy-Employee Group Insurance – Features of Group Health Insurance –Fire Insurance - Marine Insurance- Motor Vehicles Insurance-Need for Motor Insurance, Types of Motor Insurance, Factors to be considered for Premium Fixing.</p>	12 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 from each unit.

RECOMMENDED BOOKS:


1. Principles and practices of Banking - IIBF, 2/e, Macmillan, New Delhi.
2. Elements of Banking & Insurance – Jyothsna Sethi & Nishwan Bhatia, PHI, 2009.
3. Modern Banking: Theory and Practice, Muraleedharan D, PHI,2013
4. Kanika Mishra, Fundamentals of Life Insurance: Theories and Applications, Prentice Hall of India: New Delhi.
5. Insurance Institute of India- IC 23- Application of Life Assurance.
6. Principles and Practice of Life Insurance, The Institute of Chartered Accountants of India: New Delhi
7. Principles and Practice of General Insurance, The Institute of Chartered Accountants of India: New Delhi.
8. K.C. Mishra and G.E. Thomas, General Insurance - Principles and Practice, Cengage Learning: New Delhi

COURSE OUTCOMES:

1. Students will understand banking structure and banker – customer relationship.
2. Outline the development of banking technology and Assets Liability Management committee.
3. Able to analyze the Non-Performing Assets of Banks and International Banking services.
4. Appraise the Indian Insurance Sector activities.
5. Minimize the business risks using the various types of life and general insurance products.

Course Outcomes	Programme Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	X	X									X	
CO2			X				X			X	X	
CO3	X						X			X		X
CO4	X						X				X	
CO5		X	X				X	X		X	X	

SUPPLY CHAIN MANAGEMENT

	SubjectCode:18MBA32	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 basic concepts, processes and key elements of a supply and Supply Chain Management
2. To provide insights and exposure on supply chain network
3. To explain the role of technology in supply chain planning, visibility, and execution
4. To impart the knowledge on agile supply chain
5. To enhance the knowledge on the recent trends of SCM

Unit No.	Syllabus Content	No. of Hrs
1	Supply Chain Management- Supply Chain, Types of Supply Chains, Major Drivers of Supply Chain, meaning, components, Advantages, SCM as a profession: Activities, opportunities and challenges, skills, Strategic decisions in SCM: Business strategy, Strategic Supply Chain Decisions, Customer Relationship Management Strategy, Supplier Relationship Management Strategy	10
2	Designing the supply chain network: Designing the distribution network, Role of distribution, factors influencing distribution, design options, distribution networks in practice, network design in the supply chain, factors affecting the network design decisions. Designing and Planning Transportation Networks, role of transportation, modes, design options, tailored transportation.	10
3	Information Technology in Supply chain: Introduction, typical IT solutions: EDI, Intranet / Extranet, Data Mining, Data warehousing and Data Marts, E-commerce, E-procurement, Bar coding technology	7
4	Agile Supply chain: Introduction, Sources of Variability: Demand, Supply, Product, Manpower and Equipment, information, Characteristics of Agile, Achieving agility in supply chain: Supplier interface, Internal Processes, Customer Interface, Demand Chain, Pragmatic Appliances	9
5	Recent Trends in Supply Chain Management-Introduction, New Developments in Supply Chain Management, Outsourcing: basic concepts, value addition in SCM, Green Supply Chain Management, Distribution Resource Planning, World Class Supply Chain Management, Trends in Logistics of part of SCM.	9

Practical Components:

- Students are expected to choose any 2 Indian Organizations and study their supply chain in terms of drivers of the Supply chain and submit a report.
- Students should visit different logistics companies and understand the services provided by them and submit a report.

- Students should identify any product/service and study the type of distribution system used and understand the reason for using that particular type and present it in the class.
- Students should identify the various types of IT applications employed by Indian Organizations in their Supply chain.

Course Outcomes

1. The student is being able to demonstrate knowledge of the functions of supply chain management.
2. The student should be able to relate concepts and activities of the supply chain to actual organizations and identify supply chain networks.
3. The student should be able to highlight the role of technology in supply chain management.
4. The student should be able to apply agile supply chain knowledge in the business
5. The student is able to recognize the recent trends and its challenges of SCM and Logistics.

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

- R.P.Mohanty and S G Deshmukh, Supply Chain Management Theories and Practices, Indian Text Edition, Biztantra, Edition 2009.
- S. Chopra and P. Meindl, Supply Chain Management, Prentice Hall, 2010 (4th Edition)
- Rahul V. Altekar, 'Supply Chain Management- Concepts and Cases'; Prentice Hall of India, Latest edition
- R.B. Handfield and E.L. Nochols, Jr. Introduction to Supply Chain Management. Prentice Hall, 1999
- Amith Sinha, Herbert, Supply Chain Management - A Managerial Approach, 2nd edition, TMH.

Course Outcomes	Programme Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	X		X			X			X	X	X	X
CO2	X	X	X			X					X	X
CO3	X	X	X					X	X	X	X	X
CO4	X	X	X	X		X	X		X	X	X	X
CO5	X	X	X						X	X	X	X

INTERNATIONAL BUSINESS MANAGEMENT

	SubjectCode:18MBA33	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 familiarize with global business environment, trade, investment and global strategic management practices.
- To get acquainted with functional domain practices.
- To familiar with conflicts situations and ethical issues in global business.

Unit No.	Syllabus Content	No. of Hours
1	INTRODUCTION International Business –Definition – Internationalizing business-Advantages – factors causing globalization of business- international business environment – country attractiveness –Political, economic and cultural environment – Protection Vs liberalization of global business environment.	8
2	INTERNATIONAL TRADE AND INVESTMENT Promotion of global business – the role of GATT/WTO – multilateral trade negotiation and agreements – Challenges for global business – global trade and investment – theories of international trade – Need for global competitiveness – Regional trade block – Types – Advantages and disadvantages – RTBs across the globe – brief history.	8
3	INTERNATIONAL STRATEGIC MANAGEMENT Strategic compulsions-Standardization Vs Differentiation – Strategic options – Global portfolio management- global entry strategy – different forms of international business – advantages - 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 – Challenges in product development , pricing, production and channel management-Investment decisions – economic- Political risk – sources of fund- exchange –rate risk and management – 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 issues in international business – Ethical decision-making.	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 from each unit.

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. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 2000.
4. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, 7th Edition, Cengage Learning, New Delhi, 2010.
5. Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi, 2009.
6. Vyuptakesh Sharan, International Business, 3rd Edition, Pearson Education in South Asia, New Delhi, 2011.


COURSE OUTCOME

1. Students will understand the various business environmental factors at global level.
2. Students can identify the various opportunities and trade blocks available for international trade.
3. Students will adapt the competitive strategies to compete with global players.
4. Students will categories the various functional areas of global business organization for effective managerial decision making.
5. Students will apply ethical and professional approaches to avoid conflicts in global business.

Course Outcomes	Programme Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	X	X	X						X	X		X
CO2	X								X	X	X	X
CO3		X					X		X	X		X
CO4		X			X					X	X	X
CO5		X		X	X				X			X

MARKETING ELECTIVES

CONSUMER BEHAVIOR

	SubjectCode:18MBA311	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.</p> <p>The measurement of social class.</p>	12

	<p>Culture and Subculture - Major Focus on Indian Perspective</p> <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.</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?

- 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

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

Course Outcomes	Programme Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	X	X	X							X	X	
CO2	X		X		X	X					X	
CO3	X	X	X		X	X				X	X	X
CO4	X		X			X			X	X	X	
CO5	X		X	X		X					X	X


RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

SERVICES MARKETING

	SubjectCode:18MBA312	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, difference in goods and service in marketing, myths about services, characteristics of services, concept of service marketing triangle, service marketing mix, GAP models of Service quality. 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> <p><i>Case Study Discussion</i></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>Physical evidence in services: Types of service scapes-, Role of service scapes, Frame work for understanding service scapes & its effect on behavior, Guidance for physical evidence strategies.</p> <p><i>Case Study Discussion</i></p>	8 Hours
3	<p>Employee role in service designing: importance of service employee, Boundary spanning roles, Emotional labour, Source of conflict, Quality-productivity trade off, Strategies for closing GAP 3.</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> <p><i>Case Study Discussion</i></p>	10 Hours
4	<p>Using market research to understand customer expectations: Key reasons for GAP 1, using marketing research to understand customer expectation, Types of service research.</p>	7 Hours

	<p>Building customer relationship through retention strategies – Relationship marketing, Evaluation of customer relationships, Benefits of customer relationship, levels of retention Strategies.</p> <p>Service recovery – Service Recovery Strategies and Guarantees.</p> <p><i>Case Study Discussion</i></p>	
5	<p>Matching Demand and capacity: Understanding Capacity constraints, Demand pattern, Strategies for Matching Demand and capacity, Waiting line Strategies.</p> <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 : Indian Perspective, trends, issues and challenges.</p> <p><i>Case Study Discussion</i></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. Ask students to choose a service industry of their choice at the beginning of the semester.
2. Ask them 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 understand 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 understand 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 understand the key reasons for GAP 4 and the various approaches to pricing services.

Course Outcomes	Programme Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12

CO1	X	X	X			X	X				X	X
CO2	X		X	X		X	X			X		X
CO3	X	X	X		X	X				X	X	
CO4	X		X	X	X	X			X		X	
CO5	X		X			X				X		X


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.

SALES & RETAIL MANAGEMENT

	Subject Code: 18MBA313	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 sales and retail management, issues, strategies and trends in retailing
2. To highlight the significance of retailing and its role in the success of modern businesshouses
3. To acclimatize with the insights of retailing, key activities and relationships.

Unit No.	Syllabus Content	No. of Hours
1	<p>Introduction to sales management: Meaning, Personal Selling, the sales management process. Qualities and Responsibilities of a sales manager. Selling skills, strategies, styles, situations.</p> <p>Sales organization: Meaning, Factors, structure. sales force automation, Management of Sales Territory- Design. Sales Quota: procedure for setting sales quota, Types and Methods.</p> <p>Recruitment and selection of sales force: Hiring process, sources, selection process. Training: - Designing a sales training programme.</p> <p><i>Case Study Discussion</i></p>	10 Hours
2	<p>Sales force motivation: Nature of motivation, Process and factors in the motivation,</p> <p>Compensation: - Meaning, Types.</p> <p>Incentives: Meaning, Types of Sales incentives to motivate performance.</p> <p>Evaluation: of sales force by performance and appraisal process.</p> <p>Retailing: Introduction, Classification, Growing Importance of Retailing, Factors Influencing Retailing, Functions of Retailing. Strategic Retail Planning Process, Emergence of organized retailing, Types of Retail Formats.</p> <p>Retail Pricing: Factors influencing retail pricing, Retail pricing strategies, Retail promotion strategies.</p> <p><i>Case Study Discussion</i></p>	10 Hours
3	<p>Setting up Retail organization: location strategy, factors Affecting the location of Retail. Objectives of Good store Design. Store Layout and Space planning: Types of Layouts, role of Visual Merchandise, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories Loss. Store Management: Responsibilities of Store Manager, Store Security, Store Record and Accounting System.</p> <p>Private Branding in Retail-Introduction, Difference between a Store/Private Brand and National Brand, Growth Drivers of Private Label, Global Scenario of Private Labels, Indian Market Scenario,</p>	10 Hours

	Advantages of Private Label, Disadvantages of Private Label. Traditional Retailing , Organized Retailing in India, Retailing in rural India, Retail Environment in India, FDI in retailing. <i>Case Study Discussion</i>	
4	Research in Retailing: , Trends in Retail Research, Areas of Retail Research. Developing and applying Retail Strategy, Retail location Research and Techniques. E-Tailing – Introduction, Role of technology in satisfying market demand, Structure and developments in E-tailing, Factors influences the growth of E-Tailing. Advantages, disadvantages, Future of electronic retailing. <i>Case Study Discussion</i>	08 Hours
5	Online Sales and Retail CRM Emerging Trends in Sales Management The 10 must have sales and marketing Business tools. International Retailing- Introduction, Stages in Retail Global Evolution, Reasons for Going Global, Benefits and Other Opportunities of Going Global Emerging Trends in Retailing Career opportunities in Retailing. <i>Case Study Discussion</i>	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:

- Interview a salesperson and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why they chose a sales career, and what does it take to succeed in this profession.
- 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 student will construe the sales management, sales organisation, sales territory procedure & sales quota.
2. The student will understand the sales force motivation, compensation and the concept of retailing.
3. The student will understand the procedure to start the retail organization, formats & private labeling.
4. The student will understand the research in retailing & e tailing.
5. The student will tend to know the trends in retailing & international retailing

Course Outcomes	Programme Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	X		X		X	X				X	X	
CO2	X		X		X	X				X		X
CO3	X	X	X		X					X	X	
CO4	X		X			X	X		X			
CO5	X	X	X	X					X	X		X


RECOMMENDED BOOKS:

1. Sales & Distribution Management - Tapan K. Panda & Sunil Sahadev, 6/e, Oxford University Press.
2. Managing of Sales Force - Spiro Stanton Rich, 11/e, TMH, 2003.
3. Sales Management: Text and Cases – Ghosh P. K, HPH.
4. Integrated Retail Management - James R. Ogden & Denise T. Ogden, Biztantra, 2003.
5. Retail Management - Levy & Weitz, 8/e, TMH, 2012.

REFERENCE BOOKS:

1. Sales & Retail Management : An Indian Perspective - S.L. Gupta, 1/e, 2007, Excell books.
2. Salesmanship and Sales Management - Sahu P. K & Raut K. C, 3/e, Vikas Publishing House.
3. Sales Management - Douglas J. Dalrymple, William L Crowe, John Wiley & Co.
4. Sales & Distribution Management: An Indian Perspective – Gupta S. L, Excel Books, 2010.

BUSINESS MARKETING

	SubjectCode:18MBA314	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 enable basic understanding of the different perspectives of the industrial marketing in contrast with consumer marketing.
2. It enhances the ability of the students to understand the nature of B2B marketing & the process involved in practice.
3. It equips in the Development of B-2-B Strategies and their implementation.

Unit No.	Syllabus Content	No. of Hours
1	<p>Nature of Business Marketing: Business Marketing Concept, Business vs. Consumer Marketing, Economics of Industrial demand, Types of Industrial Markets, Types of Business Customers, The Nature of Industrial Demand, industrial marketing environment, Classifying Industrial Products & Services, , Organizational Procurement Characteristics.</p> <p>Organizational Buying Behavior: Organizational Buying Process, Types of buying situations, Buy grid model, Buying Centre Concept, Roles of Buying centre, Conflict Resolution in Decision.</p> <p><i>Case Study Discussion</i></p>	10 Hours
2	<p>Buyer-Seller Relationship: Relationship in Business Marketing, Types of Relationships, Developing & Implementing effective relationship marketing strategies, CRM. Value Analysis & Vendor Analysis.</p> <p>Market Segmentation: Segmenting, Targeting and Positioning of Business Market, Value based segmentation.</p> <p><i>Case Study Discussion</i></p>	10 Hours
3	<p>Product & Brand Strategy: Developing Product Strategy, Industrial Product Mix determinants, Analyzing Industrial Product Life Cycle, Developing Strategies for new and existing products.</p> <p>Formulating Channel Strategy: Channel Objectives, Channel Design, Managing Channel Members, Formulation of channel Strategy, Channel conflicts, SCM, Logistics Management, Customer Service, Major cost centers of Market Logistics.</p> <p>Pricing Strategies: Factors that Influence the Pricing Strategies, Pricing Methods, concept of learning curves, Pricing Strategies, Pricing Policies, Competitive Bidding, and Leasing.</p> <p>The Promotional Strategies - Role of B-2-B Advertising, Sales Promotion in Industrial Markets, Trade shows and Exhibitions.</p> <p><i>Case Study Discussion</i></p>	10 Hours

4	Environment Analysis in Business Marketing. Business Marketing Research: Differences between B2C & B2B Marketing Research, Marketing Research Process, Research Methods. Sales Forecasting Approaches, Top-Down, Bottom-up approaches. <i>Case Study Discussion</i>	07 Hours
5	Management of Sales Force: Personal Selling, Key Account Management, Managing the Industrial Sales Force, Organizing and controlling the industrial sales force activity, planning for sales force Deployment, Measuring the Effectiveness of Sales Force. Customer relationship Management Strategies for Business Markets, Ethical Issue. 15 marketing Softwares that can Boost Business. Top 20 Most useful Mobile Business Apps. <i>Case Study Discussion</i>	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:

1. Group presentations on organizational buying behavior & practices in purchase of raw materials, capital & facilitating goods in Indian Co's & MNC's operating in India.
2. Segmentation & Positioning of B2B Products.
3. Forecasting Techniques for demand of Industrial Products, Visit to Trade shows & Exhibitions and submit the report.

Course outcome

1. Students will be able to understand the nature of industrial market, organizational procurement characteristics & business market environment.
2. Students will be able to understand business market segmentation, value analysis and vendor analysis.
3. Students can demonstrate industrial product mix determinants and formulation of pricing, promotion & channel strategy.
4. Students can gain knowledge into industrial market research.
5. Students will be able to understand sales force importance & CRM strategies of business market.

RECOMMENDED BOOKS:

1. Business Marketing – Krishna K Havaldar; Latest Edition; Tata McGraw Hill Publication.
2. Industrial Marketing – Robert R Reeder & Reeder; Latest Edition; Prentice-Hall International Publication.
3. Business Marketing Management – Michael D Hutt, Thomas W Speh, Latest Edition, Cengage Learning Publication.

REFERENCE BOOKS:

1. Business Marketing – Frank G Bingham Jr., Latest Edition; Tata McGraw Hill Publication.
2. Industrial Marketing – Mukherjee H S; Latest Edition; Excel BOOKS Publication.

3. Industrial Marketing – PK Ghosh, Latest Edition; Oxford University Press.

Course Outcomes	Programme Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	X		X	X	X					X	X	
CO2	X	X	X	X		X						X
CO3	X	X	X		X	X				X	X	
CO4	X		X	X		X		X	X	X	X	
CO5	X		X	X	X					X	X	X

FINANCE ELECTIVES

INVESTMENT MANAGEMENT		
Sub Code: 18MBA321	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.
- To familiarise the students with the 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.	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, Features, Yields. Equity shares- Concept, Valuation, Dividend Valuation models.	09 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. 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 evaluate the performance of any mutual fund of their choice & present the same.
4. Students have to use few technical indicators on a few stocks and make a decision.

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.
3. The students will be able to evaluate the risks and returns associated with securities globally.
4. The students will be able to advice on the issues of investment based on fundamental and technical analysis.
5. 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, Bailley, 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	7	8	9	10	11	12
1	√		√				√	√			√	
2			√					√				
3			√				√	√	√		√	√
4	√	√	√				√	√				√
5	√					√		√		√	√	√

FINANCIAL MARKETS & SERVICES

	SubjectCode:18MBA322	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 (T80:P20)

COURSE OBJECTIVES:

- *To have an insight about the Indian Financial markets, instruments & financial institutions*
- *To learn about the functions of Investment bankers, Merchant banking services & depository system.*
- *To have an insight & understand the various financial services.*
- *To learn & have practical exposure to leasing and hire purchase agreements.*
- *To have an exposure to some more Financial services.*

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

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 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 will be 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 will be showing the knowledge about the various kinds of financial services outside the capital market.
4. Student will understand clearly the implications of the decision of Leasing & Hire purchase agreement.
5. Student will be exposed to understand the importance of Credit rating Agencies & has clarity about the specialized financial services of raising capital to the corporate.

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 Outcomes	Program Outcomes											
	1	2	3	4	5	6	7	8	9	10	11	12
1							√					
2	√	√										
3											√	√
4	√							√				
5											√	√

STRATEGIC FINANCIAL MANAGEMENT

	SubjectCode:18MBA323	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 make the student understand the importance of inventory management in 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 the basic understanding of capital structure decisions.
- To familiarize the students with the importance of divided decisions in firms

Unit No.	Syllabus Content	No. of Hours
1	Inventory Management: Determining inventory control levels: ordering, reordering, danger levels. EOQ model (Problems), Pricing of raw materials, Monitoring and control of inventories, ABC Analysis	8 Hours
2	Cash Management – Forecasting cash flows – Cash budgets, long-term cash forecasting, Cash collections and Disbursement, optimal cash balance –Cash Management Model, Strategies for managing surplus fund. (Problems)	9 Hours
3	Receivables Management – Terms of Payment, Credit Policy Variables (Problems), Credit evaluation, Types, Control of accounts receivables	9 Hours
4	Capital structure decisions – capital structure & market value of a firm. Theories of capital structure – NI approach, NOI approach, Modigliani Miller approach, traditional approach. Arbitrage process in capital structure, EBIT and EPS analysis, ROI & ROE analysis (Problems), Guidelines for capital structure Planning, Capital structure policy.	10 Hours
5	Dividend policy – Theories of dividend policy: relevance and irrelevance dividend decision. Walter’s & Gordon’s model, Modigliani & Miller approach. Dividend policies – stable dividend, stable payout and growth. Legal and procedural aspects of dividends, Corporate Dividend Tax. (Problems)	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 inventory control techniques used by 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.

COURSE OUTCOMES:

1. The student will be able to demonstrate the conceptual application of categorizing the inventory in an organization.
2. The students will be able to demonstrate 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 understand the application of capital structure theories.
5. The students' will be able to demonstrate the pros and cons of dividend decisions and the conceptual application of EVA and MVA.

RECOMMENDED BOOKS:


1. Financial Management - Prasanna Chandra, 8/e, TMH, 2011.
2. Financial Management - M.Y. Khan & P.K. Jain, 6/e, TMH, 2011.
3. 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											
	1	2	3	4	5	6	7	8	9	10	11	12
1	√		√					√			√	
2						√		√				
3			√				√	√	√		√	√
4	√	√	√				√	√				√
5	√	√				√		√			√	√

COST MANAGEMENT

	SubjectCode:18MBA324	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 verification & 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- 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 & Breakeven Point 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.	12 Hours
4	Cost Audit ,-objectives, Advantages, Areas and Scope of Cost Audit, Standards of Cost Audit in India. Reporting to Management – Purpose of reporting- Users of Segment reporting, Cost Reduction and Cost Control.	08 Hours
5	Key concepts & Instruments – Activity Based Costing; traditional product costing systems - problems with cost allocation- activity based costing. Target Costing; Life Cycle Costing; Bench Marking; Value Chain Analysis, Balanced Scorecard as a performance measure- Features- Purpose, Reasons for use of balanced scorecard.	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:

- 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 report of cost records & 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 activity in the organization.
4. The student will be able to understand the complexities of reporting to Management about the cost details of a 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	7	8	9	10	11	12
1	√								√		√	
2	√	√					√			√		
3	√	√	√									
4						√					√	
5							√				√	

HUMAN RESOURCE - ELECTIVES

 <p style="font-size: 8px; margin-top: 5px;">Added by Govt. Of Karnataka</p>	RECRUITMENT AND SELECTION		
	Sub Code : 18MBA331	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.

Unit No	Course content	No of hours
1	<p>Job Analysis: Meaning, Approaches in Job Analysis, Methods of Data Collection. 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 Hour s
2	<p>Recruitment: meaning and definition, principles of recruitment, factors affecting recruitment, strategic choices in recruitment: outsourcing, automating, leasing, and contracting. Internal and external Sources –advantages and disadvantages. Internal source: - Email, company website, job posting, employee referral. External source: - walk in, campus recruitment, job portals, job fairs, employment exchanges, contractors, professional associations, social networking sites, consultancies. Obtain online access to the resume data base of Monsterindia.com Naukri.com and prepare an effective resume.</p> <p>Students can identify 4 jobs of their interest and can create advertisements for the same imagining that they are HR managers.</p>	10 Hour s
3	<p>Selection : Selection Process, Selection Test, Interview Techniques, various types of questions, body language and behavioral aspects in facing interviews, Group Discussion (GD) as an instrument in job selection, skills evaluated in a GD, various types of topics normally covered in Job selection GD's – abstract, fact based, case study based, social issues. Technology & business etc, Do's and Don'ts in a GD,.</p> <p>Back ground Check : Verification of Education, Age, character, Qualification, Experience, previous work Performance, good behaviour at work place and Verification for Criminal Antecedents.</p> <p>Appointment: offer of appointment & acceptance, 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> <p>Mock interviews and individual feedback.</p> <p>Mock GD Sessions & Feedback.</p>	9 Hour s
4	<p>Career management and Succession Planning: Meaning, importance of career models, Promotion, Demotion, Transfer-. Career stages, role of employees, manager, HRM and company in career management. Meaning of succession planning. Advantages of succession planning.</p>	9 Hour s

5	Ethical issues in Recruitment and Selection Attrition and Retention Strategies, Importance of Social Media in Recruitment and Selection Process, Recent trends in Recruitment-consumerization of HR, PTB(Please the boss),EI (Employee Intimacy) Case study	8 Hour s
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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 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.

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:


1. Human Resource Selection - Gatewood R. D, Field H. S, Barrick R. Cengage Learning, 2008.
2. Recruiting, Interviewing, Selecting, and Orienting New Employees - Arthur D, PHI, 2011.
3. Strategic Staffing - Phillips J. M and Gully S.M., Pearson Education, 2009.
4. High performance hiring by Robert w. Wendover, Crisp Publication, California, 1991

REFERENCE BOOKS:

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

	PO1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
CO1	X									X		
CO2		X	X									
CO3						X						
CO4									X			
CO5				X								

INDUSTRIAL RELATIONS & LEGISLATIONS

	SubjectCode:18MBA332	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. This course orients the students with the concepts of employer-employee relations and industrial relations through CB and impact of ILO on Indian labour law.
2. To enable the students to gain the knowledge on grievance and indiscipline handling in real time and prevention of women harassment at workplace.
3. To make students aware about the important provisions of employment related Acts such as Factories Act, PF Act, Gratuity Act, maternity benefit act, ESI Act and other acts and stimulate thinking on rationale behind the laws and their enforcement.

Unit No.	Syllabus Content	No. of Hours
1	Background of Industrial Relations – Definition, scope, objectives, factors affecting IR, participants of IR, importance of IR, system of IR in India – Historical perspective & post independence period, Government policies relating to labor, ILO, its objectives and functions ILO and its influence on Legal enactments in India.	9 Hours
2	Collective Bargaining in India: Definition, Essential conditions for the success of collective bargaining, functions of collective bargaining collective bargaining process, prerequisites for collective bargaining. Trade unions, rights and responsibilities of registered trade union. Negotiations -Types of Negotiations, Techniques of negotiation, negotiation process, essential skills for negotiation.	8 Hours
3	Grievance procedure and Discipline management: Grievance, meaning and forms, model grievance procedure. Discipline Management - Meaning and significance of employee discipline, Causes of Indiscipline, Domestic enquiries, Disciplinary procedures, Misconduct, suspension, show cause notice, investigation, enquiry and charge sheet. Principles of Hot stove rule. Prevention of Sexual harassment at workplace: Meaning and significance, Supreme Court verdict in Vishaka Versus State of Rajasthan case, employer responsibility to create harassment free work place, training employees for good behavior, modifying service rules to include sexual harassment as misconduct. Punishing the perpetrator and protecting the Victim.	10 Hours

4	INDUSTRIAL LEGISLATIONS Industrial Legislations- I An overview of the following labour enactments covering the definitions, applicability, provisions, registers and returns; penalties. <ul style="list-style-type: none"> • Factories Act 1948 • The Maternity Benefit Act 1961 • Employees’ State Insurance (ESI) Act, 1948 	9 Hours
5	Industrial Legislations- II <ul style="list-style-type: none"> • Employees’ Provident Fund and Miscellaneous Provisions Act 1952 • Payment of Gratuity Act 1972 • Payment of Bonus Act, 1965 • Payment of Wages Act, 1936 	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. Arrange a debate on constitutional provisions of labour law.
2. Arrange a debate in the classroom about rights and duties of trade union of workers.
3. Ask the students to prepare a policy document to prevent sexual harassment at workplace.

COURSE OUTCOMES:

1. The Student will be able to demonstrate a conceptual understanding of the dynamics of Industrial Relations system in real time.
2. Students will equip themselves to apply the knowledge of bargaining process and negotiation techniques.
3. Students will apply the learnt knowledge in maintaining the discipline by handling grievance and indiscipline in real time & also to prevent women harassment at workplace.
4. To apply the various legislations to resolve labour issues related to Factories act, & other acts in an organization with fair understanding of the labour enactments of India.
5. To apply the various legislations like payment of wages act, Payment of Gratuity act, ESI act, EPF Act, Bonus act in their job.

RECOMMENDED BOOKS:

1. Industrial Relations – Emerging Paradigms – B D Singh, Excel Books
2. Arun Monappa - Industrial Relations, Tata McGraw Hill Publishing Company Ltd.le, 2002.
3. Labour Laws for Managers, BD Singh, Excel Books
4. Industrial Relations and Labour laws, 5th Edition, SC Srivatava, Vikas Publications
5. Bare Acts

REFERENCE BOOKS:


1. P R N Sinha et al Industrial Relations, Trade Unions & Labour Legislation, Pearson Education
2. R S Davar - Personnel Management and Industrial Relations, Vikas Publishing House, Mumbai, 1e, 2005

3. Myers, A Charles and Karnnappan S - Industrial Relations in India, Asia Publication House, Mumbai

4. Industrial Relations-Venkata Ratnam, Oxford University Press.

	PO1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
CO1	X											
CO2		X	X			X	X					
CO3		X	X					X		X	X	
CO4	X			X								X
CO5	X			X								X

LEARNING & DEVELOPMENT

	SubjectCode:18MBA333	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 Learning 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.

Unit No.	Syllabus Content	No. of Hours
1	Introduction to Employee Learning and Development Definition of Learning, The forces influencing working and Learning. Learning Theories-Reinforcement Theory, Social Learning Theory, Goal Setting Theory, Need Theory, Expectancy Theory, Adult Learning Theory, Information Processing Theory, The basic principles of Learning, The Learning Process, Mental and Physical Processes, The Learning Cycle	9 Hours
2	Training Need Analysis, Training Design and Transfer of Training Meaning and significance of training needs, Training Needs Assessment-Organizational Analysis, Person Analysis and task Analysis. Training Design, design process, identifying the training objectives, determining structure, content, duration, method, learning activities.	9 Hours
3	Training Methods: Traditional and Modern Methods: Presentation Methods, Hands on Methods, Group Building Methods, E-Learning , Use of Technology in Training, Computer-Based Training, Online Learning, Blended Learning, Simulations, Mobile Technology & Training Methods, Intelligent Tutoring Systems, Distance Learning, Learning Management Systems (LMSs). Training Evaluation: Reasons for Evaluating Training, Overview of the Evaluation Process, Outcomes Used in the Evaluation of Training Programs, Evaluation Designs, Threats to Validity, Determining Return on Investment.	10 Hours
4	Employee Development: Introduction, Approaches to Employee Development, The Development Planning Process, Special Issues in Training and Employee Development. Careers and Career Management: Introduction, Career: meaning, A Model of Career Development (Career Stages), Career Management Systems, Roles of Employees, Managers, Human Resource Managers, and Company in Career Management.	9 Hours
5	The Future of Learning and Development: Introduction, Increased Use of New Technologies for Learning, Increased Demand for Learning for Virtual Work Arrangements, Increased Emphasis on Capturing and Sharing Intellectual Capital, Learning for Business Enhancement, and Outsourcing of Training.	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 COMPONENTS:

1. Students to design a training program for a specific job role.
2. Give a training needs analysis case and ask the students to find out the training needs.
3. Implement various training methods, observe and submit a report on its effectiveness.

COURSE OUTCOMES:

1. *The student will learn to apply the concepts of Learning and Development & Learning Process.*
2. *Students will practically implement training need analysis which helps in designing effective training programmes,*
3. *Students will learn to use traditional & modern training methods & demonstrate the skills to evaluate the effectiveness of training programme .*
4. *Students will demonstrate their ability in employee development and career management.*
5. *Enable the students to use New Technologies for Learning, arranging Virtual Learning for Business Enhancement.*

RECOMMENDED BOOKS:


1. G. Pandu Naik - HRD Solutions for excellence - T & D, Text Research & Cases, Excel Books
2. Noe A Raymond - Employee Training & Development, Mc. Graw Hill Publication

REFERENCE BOOKS:

1. Dr. B. Janakiraman, Training & Development, Biztantra/Wiley Dreamtech, 2005 Effective training-Systems, strategies and practices, 2nd edition, Blanchard, Pearson education
2. Training for organizational transformation – Rolf Lynton & Udai Pareek, Sage Publications, N Delhi
3. Effective HR Training Development Strategy – Dr. Ratan Reddy, HPH, 2005
4. Training in organizations, Goldstein, 4th edition, Cengage learning

	PO1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
CO1	X											
CO2		X	X			X	X	X			X	
CO3	X	X		X			X	X				
CO4										X	X	X
CO5	X	X	X							X	X	X

COMPENSATION MANAGEMENT

	SubjectCode:18MBA334	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 learn Wages and Compensation Management.
- To study statutory compliance laws related to compensation & Planning & analyzing the income tax requirements.
- To learn the global compensation system.

Unit No.	Syllabus Content	No. of Hours
1	Introduction to Compensation and Benefits: Purpose, Components, Types, Understanding the Terminologies- Compensation, Benefit, Salary, Pay, Basic pay, Wage, Allowance, Incentive, Commission, Reward, Recognition, Perquisite, Fringe Benefit, Subsistence allowance, Reimbursement, Consolidated Pay, Stipend, Service Charges, Pay scales, Severance pay, Terminal benefit, Bonus, Joining bonus, Retention bonus, Relocation pay, Increment, and Stagnation increment. Workers compensation, Managerial compensation and Executive compensation.	9 Hours
2	Economic theories of wages: Importance of economic theories in the understanding of compensation and benefits, subsistence wage theory of Adam Smith and David Ricardo, wage fund theory of John Stuart Mill and Nassau Senior, marginal productivity theory of Alfred Marshal and John Bates Clark, bargaining theory by Arthur Cecil pigou.	10 Hours
3	Principles of Compensation Determination: Meaning of Compensation, Compensation Principles. Equity (Internal and External), Bargaining, Statutory Requirements for Pay, Ability to pay, Worth of the job, Demand-Supply Conditions in Job Market, Job Evaluation and Salary Survey. Cost to Company (CTC) Method: Advantages and Limitations of CTC, Gross Salary and Net Salary. Components of CTC-Monthly, Quarterly, Annual and One time components. Advance Components and Deferred Components. Attendance Linked Components, Seniority Linked Components, and Performance Linked Components. Paid Leave and holidays, Conveyance, Leave Travel Concession, Food Coupons, Housing, Benefits, Perquisites and Statutory Components.	9 Hours
4	Law Relating to compensation: Payment of wages Act 1936, Minimum wages Act 1948, Payment of Bonus Act 1965, and Equal Remuneration Act 1976. Taxation on salary and benefits: Professional tax of state government on salaried people, income tax of central government on salaried people. Components of salary and benefits which are exempted from payment of tax. Approaches to create salary structures to minimize the tax liability. Procedure for deduction and remittance of taxes. Responsibilities of employer and employee in complying with taxation law.	9 Hours
5	Global Compensation: Recognizing Variations, Social Contract, Culture & Pay, Strategic Choices In Global Compensation, Comparing Systems, Expatriate Pay	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 COMPONENTS

1. Students must prepare a comprehensive compensation plan to be offered to a Sales Executive, A General Manager and The CEO of an organization.
2. Students to collect information from an IT organization regarding the Cost To Company of an employee.
3. Students have to prepare questionnaire for conducting wage survey and carry out wage survey for any selected sector and prepare a report for the same.

COURSE OUTCOMES:

1. *Students will be able to recognize how pay decisions help the organization achieve a competitive advantage.*
2. *Students will gain knowledge of the economic theories of wages, which will help in deciding the basis for wage system.*
3. *Students will demonstrate comprehension by constructing a compensation system.*
4. *Students will know the possibilities of compensation mix and its suitability to a particular industry.*
5. *Students will learn the laws relating to compensation system, which will help to consider the legal and global comprehensions while designing the compensation system.*

RECOMMENDED BOOKS:


1. Compensation- Milkovich G. T, Newman J .M, & Venkata Ratnam,C. S., Mc.Grawhill Irwin, 2009.
2. Compensation Management - Deb Tapomoy, Excel Books, 2009.
3. Employee Reward - Michael Armstrong, Universities Press, 2007.

REFERENCE BOOKS:

1. Strategic compensation - Martocchio J. J. Pearson Education, 2004.
2. Compensation - Gerhart B & Rynes S L, Sage Publishers, 2003.
3. Understanding Wages and Compensation Management – Sarma A.M, HPH

	PO1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
CO1	X	X										
CO2	X		X				X	X		X	X	
CO3	X		X	X						X	X	
CO4	X		X				X			X	X	
CO5	X								X	X	X	X

III SEMESTER

	Subject : Industrial Internship	Subject Code : 18MBAI38	No. of Credits: 06
	CIE Marks: 50		

GUIDELINES FOR INDUSTRIAL INTERNSHIP (BETWEEN 2ND AND 3RD SEMESTER MBA)

COURSE OBJECTIVES:

- To familiarize the students on Industry Profile and its Scenario.
- To make the students to understand the organization profile, structure, functional areas, and their inter relationship for better decisions & its importance in achieving the goals.
- To expose the students to understand the different organizational set up, environment and its culture.
- To enable the students to apply the theoretical concepts of Mckinsey's 7's model & Michael Porter's Five Force Model their organization study.

CHAPTER SCHEME:

CHAPTER 1: INDUSTRY PROFILE

- 1.1 History or origin of the Industry
- 1.2 Current Status /Scenario of the Industry
- 1.3 Future prospects

CHAPTER 2: ORGANIZATION PROFILE

- 2.1 Back ground of the organization
- 2.2 Achievements/awards
- 2.3 Nature of business
- 2.4 Vision, Mission, Quality policy
- 2,5 Product/Service Profile
- 2.6 Ownership Pattern
- 2.7 Competitors Information
- 2.8 Infrastructure Details
- 2.9 Future Growth and Prospects

CHAPTER 3: Mckensy's 7S framework and Michael Porter's Five Force Model

- 3.1 Strategy, Structure, System, Style, Staff, Shared Value, Skills
- 3.2 Bargaining Power of Suppliers and Customers, Threat of New Entry and Substitutes, Rivalry among existing competitors

CHAPTER 4: Analysis of financial statement & SWOT Analysis.

- 4.1 Ratio Analysis
- 4.2 SWOT Analysis

CHAPTER 5: Conclusions

- 5.1 Findings

5.2 Suggestions

5.3 Conclusions

5.4 Learning Experience

BIBLIOGRAPHY

ANNEXURE: if any.

COURSE OUTCOMES:

1. Student will gain the knowledge of history & current status of an Industry.
2. Student will understand the background & structure, business environment of the organization.
3. Students will be able to extract and identify Mckinsey's 7S and Porter's Five Force Model information during the organizational study
4. Student will evaluate clearly the financial health through ratios & SWOT analysis.
5. Student will be able to bring out key findings, recommendations and conclusion on their organizational study.

Mapping Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes											
	1	2	3	4	5	6	7	8	9	10	11	12
1	√	√	√							√		
2	√		√		√	√				√		
3	√	√			√			√		√	√	
4				√			√	√			√	
5				√					√			

CONTENTS OF THE INTERNSHIP REPORT

- Cover page
- Certificate from the Organization (scanned copy)
- Certificate from the guide, HOD and Head of the Institution (scanned copy) indicating bonafide performance of internship by the student
- Declaration by the student (scanned copy)
- Acknowledgement
- Table of contents
- List of tables and graphs
- Executive Summary

GENERAL GUIDELINES

- The Internship shall be for a period of 6 weeks.
- No two students of an institute shall work on the same organization.

- 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.
- Student need to identify an external guide (Working in the organization) and seek guidance from him/her. Format of the internship report shall be prepared using the word processor viz., MS Word, Times New Roman Font, Title of the study 16 font size, All headings 14 font size, Main text 12 font size. On a page layout of A4 size with 1” margin all sides and 1.5 line spacing. The internship report shall not exceed 60 pages.

SUBMISSION OF REPORT:

Students shall submit three* hard copy of the report to the college (*Student Copy + Guide Copy + Organization Copy) and a CD containing a soft copy of the report in PDF file (Un-editable Format)

BINDING

Colour of the report: Sky Blue (Hard Bound)


EVALUATION:

Internal evaluation will be carried 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.

IV SEMESTER - MARKETING ELECTIVES
STRATEGIC BRAND MANAGEMENT

	SubjectCode:18MBA411	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 help the students appreciate the relationship between corporate strategy and Brand management.
2. To give a fundamental understanding of how to build, measure, and manage brand equity.
3. To develop familiarity and competence with the strategies and tactics involved in brand management.

Unit No.	Syllabus Content	No. of Hours
1	Brands and Brand Management Identifying and establishing Brand positioning and values 1.Customer –Based brand equity 2. Brand positioning <i>Case Study Discussion</i>	9
2	Planning and Implementing Brand marketing programs 1.Choosing Brand Elements to Build Brand Equity 2.Designing marketing programs to build brand equity 3. Integrating marketing communication to build brand equity. 4. Leveraging secondary brand associations to build brand equity . <i>Case Study Discussion</i>	9
3	Measuring & Interpreting brand performance 1. Developing a Brand equity measurement and management system. 2. Measuring Sources of Brand Equity: Capturing Customer Mind-Set. 3. Measuring outcomes of Brand equity: Capturing market performance. <i>Case Study Discussion</i>	10
4	Growing and Sustaining Brand Equity 1. Designing and implementing branding strategies- Brand Architecture, And Hierarchy. 2. Introducing and naming new products and brand extensions 3. Managing brands overtime. 4. Managing Brands over geographic boundaries and market Segments- Advantages and Disadvantages. <i>Case Study Discussion</i>	10
5	Luxury Brand Management: Luxury definition and relativity, luxury goods and luxury brands, basic psychological phenomena associated with luxury purchase, luxury marketing mix. - International luxury markets: historical leaders and emerging countries. Brand Imitations Meaning of Brand Imitation, Kinds of imitations, Factors affecting Brand Imitation, Imitation Vs Later market entry, First movers advantages, Free	7

	rider effects, Benefits for later entrants, Imitation Strategies. Building and managing online Brands. <i>Case Study Discussion</i>	
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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 from each unit.

Practical Component:

1. Go to a supermarket and find the brand elements in various brands of soaps, mobiles, jeans, and other products.
2. If you would start an MBA College, what would the positioning be with POP's and POD's?
3. Pick up your college, analyse its positioning and how would you reposition it?
4. Pick a multiproduct company and as completely as possible analyze its brand portfolio and brand extensions?
5. Consider some groups like Tata's , Birla's, Infosys etc – what is their branding Strategy.
6. Students can select any two popular brands and identify and examine the criteria for success in the luxury brand industry.

Course outcome

1. Students will be able to understand the concept of brand, functions and the brand management process.
2. Students will gain an insight into brand equity, brand identity, brand positioning & brand value.
3. Students will be able to understand the various brand elements and the secondary brand knowledge.
4. Students will understand the brand value chain, methods of measuring & managing the brand equity. They can gain the knowledge of brand extension, brand hierarchy & repositioning strategies.
5. Students will be able to understand luxury brand management and brand imitation.

RECOMMENDED BOOKS:


1. Strategic Brand Management, Building Measuring & Managing Brand Equity – 2nd Ed Phi / Pearson Education – Kevin Lane Keller
2. Brand Management -The Indian Context – Y L R Moorthi – Vikas Publication.
3. Strategic Brand Management – Jean, Noel, Kapferer – Kogan Page India
4. Brand Imitations – Dr S Kaplan, Dr S Pandey – HPH, 1/e, 2004
5. Brand Management, Tapan Panda, 2/e, Excel Publication

REFERENCE BOOKS:

1. Brand Management- Harish V Verma, 2/e, Excel BOOKS
2. Compendium Brand Management – Chunnawalla – HPH, 1/e, 2003
3. Managing Indian Brands – S Ramesh Kumar – Vikas
4. Strategic Brand Management- Richard Elliott & Larry Perclu, Oxford Press, 1/e
5. Creating powerful brands – Chernatony, Elsevier Publication, 1/e

Course Outcomes	Programme Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	X		X	X	X	X				X	X	
CO2	X	X	X		X	X				X	X	X
CO3	X		X			X			X	X		X
CO4	X		X	X		X				X	X	X
CO5	X		X		X	X				X	X	X

RURAL MARKETING & E -MARKETING

	Subject Code: 18MBA412	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	

Objectives:

1. The objective of the course is to provide conceptual understanding on the Rural Marketing with special reference to Indian context and develop skills required for planning of Rural Products.
2. To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.
3. To understand the important concepts related to e-marketing
4. To introduce to the students the current tools in e-marketing space

Unit No.	Syllabus Content	No. of hours
1	<p>Introduction to Indian Rural Marketing: Definition, scope of rural marketing, concepts, classification of rural markets, rural vs. urban markets. Rural marketing environment: Population, occupation pattern, income generation, location of rural population, expenditure pattern, literacy level, rural credit institutions, , problems in rural marketing.</p> <p>Rural of Consumer behaviour: Consumer buying behaviour models, Factors affecting Consumer Behaviour, Social factors, Technological Factors, Economic Factors, Political Factors, Characteristics of Rural consumer- Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, pre purchase Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty.</p>	9 Hours
2	<p>Rural Marketing of FMCG's: Indian FMCG industry, characteristics of Indian FMCG sector, Challenges in the FMCG industry, Rural Marketing of FMCG's: Challenges in marketing for banking services in rural, opportunities for banking in rural areas, marketing strategies for banking services</p>	8 Hours
3	<p>Distribution Strategy Channels of Distribution, Evolution of Rural Distribution Systems- Wholesaling, Rural Retail System, Vans, Rural Mobile Traders: The last Mile Distribution, Haats/Shandies, Public Distribution System, Co-operative Societies, Prevalent Rural Distribution select case studies. Digitalizing the Indian rural markets-e-rural marketing:</p>	8 Hours
4	<p>Introduction to E-Marketing: Landscape – Past – Today – Future – Internet Marketing Paradigm Strategic Planning – Strategy to Electronic Planning – Strategic Drivers of the Internet Economy – Business Models to E-Business Models – E-Business Models – Performance Metrics — An E-Marketing Plan.</p>	10 Hours

5	<p>The E-Marketing Environment: Overview of Global E-Marketing Issues — Technological Readiness Influences Marketing – Wireless Internet Access – The Digital Divide, Ethical and Legal Issues – Privacy — Online Expression – Cyber Security – Cyber Crime</p> <p>E-Marketing Management: Product – Products on Internet – Creating Customer Value Online – Product Benefits – Internet Advertising – Marketing Public Relations – Sales Promotion Offers – Direct Marketing – Personal Selling</p> <p>Evaluating Performance and Opportunities: Measuring and evaluating web marketing programs – Social and Regulatory Issues – Privacy – Security – Intellectual Property – Mobile Marketing — Fraud – Consumer Loyalty of Website-Services</p>	10 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 from each unit.

Practical Component:

1. Students can form a team and identify Internet Properties & its Marketing Implications
2. Students can choose a Website for analysis based on its content, design, usability, attractiveness and other website properties
3. Visit to the various Micro Finance Institutes, who extend their services in catering rural market.
4. Approaching the FMCG companies which have already catered in Rural and Understand the approach strategy (What is that innovative concept the company has adopted in successfully catering in to rural markets)
5. Students can do a survey on corporate farming and its effect on income of the rural farmer.

RECOMMENDED BOOKS:

1. Rural Marketing - Pradeep Kashyap & Siddhartha Raut, Biztantra
2. Rural Marketing - Gopal Swamy T. P, 3/e, Vikas Publishing House,
3. Rural Marketing - Dogra & Karminder Ghuman, 1/e, TMH.
4. Rural Marketing - Sanal Kumar Velayudhan, 2/e, Response Publication 2007.
5. E-Marketing, Judy Strauss and Raymond Frost, Prentice Hall, 7th Edition, 2013
6. Internet Marketing: Integrating Online and Offline Strategies. M. L. Roberts and Debra Zahay, Cengage Publishing, 3rd edition, 2013


REFERENCE BOOKS:

1. Rural Marketing – Mathur U. C, 1/e, excel BOOKS.
2. Rural Marketing – Krishnamacharyulu C. G & Lalitha Ramakrishnan, Pearson Education.
3. Rural Marketing – Habeeb Ur Rahman, 1/e, HPH, 2004.

4. Agricultural Marketing In India – Acharya , Oxford I B H
5. Advertising & Marketing in Rural India- Tej K. Bhatia, 2/e, Macmillan.
6. Marketing of Agricultural Products - Richard Kohls and Joseph N. Uhl, 9/e, PHI.
7. Rural Marketing – R.V.Badi, N.V.Badi, HPH.
8. The Essential Guide to Online Marketing, Rob Strokes, Quirk, ISBN: 9781936126323

Course Outcomes	Programme Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	X		X							X		X
CO2	X		X			X			X			
CO3	X		X	X	X	X	X			X	X	
CO4	X	X	X	X	X	X			X		X	X
CO5	X		X	X	X	X			X	X	X	X

INTERNATIONAL MARKETING MANAGEMENT

	Subject Code: 18MBA413	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 aware about the fundamental concept of international marketing & research and also on social and cultural factors.
2. To familiarize the essential ingredients of developing international marketing strategy
3. To provide basic knowledge about recent trends in India's foreign trade.

Unit No.	Syllabus Content	No. of Hours
1	<p>Framework of International Marketing – Definition, Scope, difference between international marketing and domestic marketing, transition from domestic to international market, The Self-Reference Criterion and Ethnocentrism, Stages of International marketing involvement.</p> <p>World Trade and India's foreign trade: An overview – Institutional framework for exports in India.</p> <p>Social and Cultural Environment: Basic aspects of society and culture, Approaches to cultural factors, Impact of Social and Cultural environment on Marketing Industrial and Consumer Products.</p> <p><i>Case Study Discussion</i></p>	9 Hours
2	<p>Political, Legal and regulatory Environment: The Political environment, International Law, Regulatory Environment.</p> <p>Modes of entry in to foreign business.</p> <p>Products and services for consumers: Quality, Products and Culture, Analyzing product components for adaptation, Marketing consumer services globally</p> <p>Products and services for businesses Demand in global business to business markets, Quality and Global standards, Business services, Trade shows: crucial part of business to business marketing, Relationship markets in business to business contexts.</p> <p>International Pricing Framework: Pricing Basics, Approaches, Transfer Pricing, Counter trade, Systems Pricing, Pricing and Positioning, Global Pricing Policies.</p> <p><i>Case Study Discussion</i></p>	10 Hours
3	<p>International Distribution Introduction, Distribution as Competitive advantage, Rationalizing Local Channels, Wholesaling, Retailing, Global Logistics, Parallel Distribution, Global Channel Design</p> <p>International Promotion Decisions: Public relations and Publicity, sales promotion, sponsorship promotion, direct marketing, personal selling, trade show & exhibition, E-commerce.</p> <p><i>Case Study Discussion</i></p>	9 Hours
4	<p>India's Export –Import policy – procedure and Documentation -INCO terms - balance of trade and payments.</p> <p>Dynamic environment of international trade – Balance of Payments and</p>	8 Hours

	Instruments of Trade Policy New /Latest issues in WTO important for aspirational India. <i>Case Study Discussion</i>	
5	Developing a global vision through marketing research Identifying foreign markets – classification based on demand – based on the stage of development – other bases for division of world markets. Global e-marketing: Living in an age of technological discontinuities, New technologies change the rules of competition, Components of the Electronic Value Chain The Future of Global Marketing <i>Case Study Discussion</i>	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:

You are required to develop a comprehensive international Marketing plan in this group project. Form groups of 4 members and follow the steps discussed below.

1. Select the best method of entry for doing business in this country and decide on the relevant market segments to target in the selected country and overall marketing approach. Finally, develop a comprehensive international marketing plan and discuss upon decisions related to the 4Ps of marketing.
2. Review detailed guidelines for developing an international marketing plan
3. Analyze international marketing environment to understand opportunities and threats that a company underlying the behaviors of international consumers and business associates.
4. Conduct international marketing research to generate information on consumers, competitors and other aspects of the international marketing environment.
5. Select countries for international expansion and an appropriate method of entry for international markets ranging from indirect export to joint venture to foreign direct investment.

Course Outcomes

1. The students will be able to exhibit their conceptual understanding about international marketing and Social and Cultural environment.
2. The students will be able to analyze the dynamic environment, and will be able to demonstrate their knowledge on products and services for consumers and businesses respectively viz international pricing.
3. The students will be able to reveal their conceptual knowledge on distribution and international promotion decisions.
4. The students will be able to exhibit export documentation and dynamic environment of international trade.
5. The students will be able to construe the concept of global vision through marketing research and about global e-marketing.

RECOMMENDED BOOKS:

1. Varshney and Bhattacharya, International marketing Management– An Indian Perspective, Sultan Chand & Sons, New Delhi.
2. Warren J Keegan, Global Marketing Management, Prentice Hall of India, New Delhi.


3. Philip Cateora, John Graham and Prashant Salwan- International Marketing, Tata Mc Graw Hill Publishing Company Limited, New Delhi.
4. Johny K Johanson- Global Marketing –Foreign Entry, Local Marketing and Global Management, Tata McGraw-Hill Publishing Company Limited, New Delhi

REFERENCE BOOKS:

1. Essentials of International Marketing, Donald L. Brady, Jaico Publishing House, 1stEdition, 2011
2. Para Ram, Export: What, Where, How, Anupam Publishers, Delhi.
3. D.C.Kapoor, Export Management, Vikas Publishing House, New Delhi.

Course Outcomes	Programme Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	X	X	X	X		X				X	X	X
CO2	X	X	X	X	X					X	X	X
CO3	X	X	X		X	X			X			X
CO4	X	X	X			X				X	X	X
CO5	X	X	X			X			X	X	X	X

INTEGRATED MARKETING COMMUNICATIONS

	SubjectCode:18MBA414	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:

1. The general purpose is to build a comprehensive framework that fully integrates the various aspects of managerial decision making related to marketing communications strategy and tactics.
2. This course provides an integrative approach to the study of the promotion mix, including advertising, publicity, personal selling, and sales promotion.
3. This course aims at increasing one's knowledge in emerging trends in advertising in global environment.

Unit No.	Syllabus Content	No. of Hour
1	<p>An Introduction to Integrated Marketing Communication (IMC) – Growth, The promotional mix, IMC planning process Role of IMC in marketing process. Organising for advertising and promotion Advertising- Types and appeals, Advertising Vs Marketing mix. Case Study Discussion</p>	8
2	<p>Advertising Agency: Type of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation. Advertising objectives and Budgeting: Goal setting – DAGMAR approach, various budgeting methods used. Analysing Communication Process: 1. Communication Process 2. Source, Message and Channel factors Case Study Discussion</p>	10
3	<p>Objectives and Budgeting for IMC program Developing the IMC Program 1. Creative Strategy Planning and Development 2. Creative strategy-implementation and evaluation Media planning: Developing Media plan, Problems encountered, Media Evaluation-Print, Broadcast media, Support media in advertising. Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy. Case Study Discussion</p>	10
4	<p>Monitoring, Evaluation and Control: Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing. International Advertising: Global environment in advertising, Decision areas in international advertising Internet advertising: Meaning, Components, Advantages and Limitations, Types of Internet advertising Industrial advertising: B 2 B Communication, Special issues in Industrial selling. Case Study Discussion</p>	8
5	<p>Emerging Concepts and Issues in Marketing Communications: Sales promotion, Public Relations, Publicity and Personal Selling International Advertising and Promotion.</p>	9

	Sponsorship: POP, Supportive Communication, Role of E-Commerce in Marketing Communication, Event Management Internet and Interactive media. Case Study Discussion	
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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 from each unit.

Practical Components:

1. Study the IMC programs adopted by various colleges to students applying for an MBA course? Is the tactic adopted by your college right? If no, what are your suggestions?
2. Study the role of newspapers, radio, television, billboards, internet and other media in the marketing of mobiles. cold drinks, jeans, mobiles etc.
3. Observe a marriage in your family and write about how you would ‘event manage’ it?
4. Take an advertisement introducing a new product like soap, biscuit etc and find the media in which it was advertised. Ask your friends if they can recall this advertisement and the message. Analyze if they would or would not buy the product on the basis of this advertisement? And why?
5. Students can do a survey on effective media communications.

Course Outcomes

1. The students will be able to comprehend their knowledge on IMC and can develop an IMC program.
2. The students will be able to analyze communication process, advertising objectives, budgeting and ad agencies.
3. The students are able to apprehend media planning strategy and evaluate various media tools.
4. The students accustom to media evaluation & IMC tools and construe International advertising.
5. The students will gain familiarity into emerging issues in IMC.

RECOMMENDED BOOKS:


1. Advertising and Promotions IMC Perspectives: Belch and Belch – Tata McGraw Hill, 9/e, 2012.
2. Advertising & Integrated Brand Promotion - O’Guinn, Allen, Semenik, Cengage Learning.
3. Integrated Advertising, Promotion, and Marketing Communications, Clow, Baack, 3/e, Pearson Education, 2007.
4. Integrated Marketing Communications – Niraj Kumar, HPH.

REFERENCE BOOKS:

1. Foundations of Advertising, Chynawalla&Sethia, HPH, 2007
2. Advertising management - Rajeev Batra, John G Myers &Aaker, 5/e, PHI, 2007.
3. Event marketing and management- Sanjaya Singh, Vikas Publication, 2003.
4. Advertising Basics, Vilanilam, Varghese, Response BOOKS, 2007
5. Advertising, Sangeeta Sharma &Raghuvir Singh, PHI, 2006.

Course Outcomes	Programme Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	X		X			X				X		X
CO2	X		X	X	X	X				X	X	
CO3	X		X		X	X				X		X
CO4	X		X	X		X			X		X	X
CO5	X		X		X	X	X			X		X

FINANCE ELECTIVES
MERGERS ACQUISITION AND CORPORATE RESTRUCTURING

	SubjectCode:18MBA421	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 (T60:P40)	

COURSE OBJECTIVES:

- To facilitate an understanding of corporate restructuring as a strategic decision.
- To familiarize the students with the valuation of business enterprises and its influence on mergers and acquisition.
- To provide an understanding of the legal aspects of mergers/amalgamations and acquisitions/takeovers.

Unit No.	Syllabus Content	No. of Hours
1	Mergers- Meaning, Types, Motives, theories, Impact of M & A on stakeholders. Takeovers – Meaning, Regulation and Anti-takeover Defenses Mergers & Acquisition – industry life cycle analysis in M&A decision, Value creation in types of merger, Failures, Procedure for Effecting merger	9 Hours
2	Merger Process: Dynamics of M&A process - Five-stage model – Due diligence - Human Resource Aspects of Mergers and Acquisition Financial evaluation of M & A – Synergies – types of Synergies - cash offer - share exchange ratio (problems)	10 Hours
3	Business Valuation – Introduction, Approaches: Adjusted Book Value, Stock and Debt, Direct Comparison Method, Discounted Cash Flow, Option, Discounted cash flow valuation – relative valuation (Problems)	10 Hours
4	Corporate restructuring – joint ventures –Equity Craveouts - divestitures – leveraged buy outs (LBO) – management buy outs – master limited partnerships – Limited Liability Partnership (LLP) in India, De merger-strategic alliance - ESOP – Other forms of Corporate Restructuring	8 Hours
5	Legal Aspects Of Mergers/Amalgamations And Acquisitions/Takeovers: Combination and Competition Act- Competition Commission of India (CCI)- Scheme of Merger/Amalgamation - Acquisitions/Takeovers - Listing agreement-The SEBI Substantial Acquisition of Shares and Takeover code.	8 Hours

PRACTICAL COMPONENTS:

- Obtain last three years' balance sheet of any firm that has debt and equity and find out the free cash flow to the firm for the last three years.
- Pick up any latest M&A deal and generate the details on Nature of the deal, Synergies, process, integration and legal aspects.

- Gather real world examples of Mergers, takeover, corporate restructuring and present the same.

COURSE OUTCOMES:

1. The students update their knowledge on merger & acquisition, types & strategic implication.
2. The students will be able to apprehend merger integration process and the students will capture practical exposure on methods of financing merger.
3. The students are able to value the business using valuation approaches.
4. The students accustom to restructuring forms and its various decision.
5. The students will gain familiar to legal aspects of Merger, Amalgamations, Acquisitions and Takeovers


RECOMMENDED BOOKS

1. Fred Weston, Kwang S Chung, Susan E Hoag – Mergers, Restructuring And Corporate Control – Pearson Education, 4/e
2. Weston, Mitchell And Mulherin - Takeovers, Restructuring And Corporate Governance – Pearson Education, 4/e, 2003
3. Mergers and Acquisitions, Rajinder S. Aurora, Kavita Shetty and Sharad R. Kale, Oxford University Press,2011
4. Prasanna Chandra, Corporate Valuation and Value Creation, Tata McGraw Hill,2011
5. Aswath Damodaran, Damodaran on Valuation, 2/e, John Wiley and Sons,2006

REFERENCE BOOKS

1. Sudi Sudarsanam, Value Creation From Mergers And Acquisitions, Pearson, 1/e, 2003
2. Merger Acquisitions & Corporate Restructuring – Chandrashekar Krishna Murthy & Vishwanath. S.R – Sage Publication.
3. Ramanujam et al – Mergers – TMH, 2003
4. Nishikant Jha, Mergers, acquisitions and Corporate Restructuring, HPH, 2011

TAX MANAGEMENT

	SubjectCode:18MBA422	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 knowledge of taxation system in India & familiarize students with aspects of tax planning and tax management.
- To understand the different heads of income pertaining to an Individual Assesses & exposure to tax saving exemption.
- To gain knowledge about assessing tax returns of an individual business.
- To expose the students to understand the computation of Capital gain
- To understand the GST structure & its complexities.

<i>Unit No.</i>	<i>Syllabus Content</i>	<i>No. of Hours</i>
1	Basic concepts: Assessee – types, Residential status, Non-resident Indians, connotation of income deemed to accrue or arise in India. () Tax Planning, Tax Evasion and Tax Management. Problems on residential Status of Individual Assessee	09 Hours
2	Income from salary: Different forms of salary – leave salary, gratuity, commutation of pension, provident fund, Profit in lieu of salary, allowances, perquisites. Computation of Salary income with tax liability. Income from House Property (Theory Only) Problems on Salary income.	10 Hours
3	Income under the head profit and gains of business or professions: basis-method of accounting- scheme of business deductions - Depreciation (Both Theory & Problems) special provisions relating to 44AD, 44AE & 44AF.Problems on computation of income from business/ profession. Corporate income tax in India: Constitutional provisions, types of companies, tax incidence, MAT, meaning of book profit. Corporate dividend Tax. Problems on business income of an individual.	09 Hours
4	Income under capital gain: basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, computation & deductions from capital gain. Income from other sources: Setoff and carry forward of losses and clubbing of Incomes. Problems on Capital gain & total income.	10 Hours
5	Permissible deductions under section 80C to 80U. Problems on total income. Indirect Taxes – Meaning, definition, importance. Road Map to GST - Introduction to GST, Levy and exemption, Time and value of supply, Administration of GST. Filing of returns & GSTN No.	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:

- Student can file a return of a salaried individual collecting the imaginary details of income, & present it before the class.
- Student can study the different industry impacts of GST & present the same in the class.
- Student can study the history of tax laws of the country with reference to other country tax laws.

COURSE OUTCOMES:

1. Student will be able to exhibit knowledge of the basic Concepts of tax laws of the country & the structure of the tax system.
2. Student will be able to compute the total income of a salaried Individual.
3. Student will be capable of analyzing & implying the Tax liability of different forms of business with the computational skills.
4. Student is able to exhibit the knowledge of tax provisions of Capital gains.
5. Student is acquainted with the shift in the Indirect tax procedures to GST & to be followed in maintaining of tax records & also able to compute & advice individuals in filing the returns with solutions to tax saving.

RECOMMENDED BOOKS:

1. Direct Taxes – Vinod Singhania and KapilSinghania, Taxman Publications.
2. Direct taxes: law and practice Ahuja, G., & Gupta, R. (2013).. New Delhi: Bharat law House.
3. Income Tax Law & Practice, Mahesh Chandra & Shukla – Pragathi Publications
4. Direct Tax – Lal & Vashisht – Pearson Ed. 28E.
5. Manuptralaw.com & Incometax.gov.in.


REFERENCE BOOKS:

1. Students Guide to Income Tax – VinodSinghania, Taxman Publications.
2. Direct Tax – Mehrotra, SahityaBhavan
3. Students Guide to Income Tax – Manoharan T. N, Snow White.
4. Tax Planning by Reports, Santaram R - (Taxmann, 1978).
5. Income Tax Law & Practice Prasad Bhagwati - (Vishwa Prakashan)

Mapping Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes											
	1	2	3	4	5	6	7	8	9	10	11	12
1	√		√									
2			√					√				
3			√				√					
4	√										√	
5											√	√

RISK MANAGEMENT AND DERIVATIVES

	SubjectCode:18MBA423	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 make the students understand the risk management process in organisations.
2. To acquaint the students with the concept and valuation of financial derivatives.
3. To accustom types and valuation of futures and forwards, various types of options and its valuation.
3. To make the students understand the modus operandi of swaps and also provide insights of commodities market.
4. To familiarize the students with the terminologies associated with interest rate markets credit risk and computation of VAR.

Unit No.	Course Contents	No. of hours
1	Introduction to Risk Management: Risk-Risk and Uncertainty-Types of Risk-Burden of Risk- Sources of Risk-Methods of handling Risk-Degree of Risk- Risk Management - Risk Management Process-Identification Loss exposures- Objectives of Risk Management- Risk Management by Individuals and Corporations- Need for a Rationale for Risk Management in Organizations- Understanding the cost of Risk-Individual Risk Management and the Cost of Risk-Risk Management and Societal Welfare	08
2	Derivatives- Meaning, Types, Participants in derivatives market, Functions of derivatives market. Futures and forwards- differences, valuation of futures, valuation of long and short forward contract. Mechanics of buying & selling futures, Margins, Case study on Futures and Forwards, Arbitrary Profits on Valuation of futures and Forwards	10
3	Options: Types of options, option pricing, factors affecting option pricing – call and put options on dividend and non-dividend paying stocks put-call parity-mechanics of options- stock options- options on stock index- Hedging & Trading strategies involving options, one step binomial model, Black and Scholes analysis- option Greeks. Case study on Stock Options. Option Greeks	10
4	Swaps: Meaning and types, Interest Rate Swaps, Currency swaps and cross-currency swaps- (Simple problems only) Commodity derivatives: commodity futures market-exchanges for commodity futures in India, Benefits of commodity futures, Forward Market Commission and regulation-commodities traded – trading and settlements.	08
5	Interest rate markets- Type of rates, Zero rates, Determining Zero rates, Forward rate agreements (FRA). Credit risk- Bond prices and the probability of default, Historical default experience, Reducing exposure to Credit risk, Credit default swaps, Total	09

	return swaps, Credit spread options, Collateralized debt obligation. Value at Risk (VAR) -Measure, Approaches to VAR, stress testing and back testing (Theory only).	
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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 from each unit.

PRACTICAL COMPONENTS:

1. Students are asked to browse stock market, commodity market, market watch online.
2. Students apply options on hypothetical situation and draw conclusion
3. Students must identify the current market conditions on swaps and Zero rates, and Var, Credit risk.

COURSE OUTCOMES:

1. The students will be able to demonstrate their ability to identify and manage various types of risks in organisations.
2. The student will be come to know the various types of derivatives and also assess the value of futures and forwards.
3. The students will be able to determine the value of options.
4. The students accustom the knowledge of swaps and commodity derivatives.
5. The students will be able to demonstrate their acquaintance on interest rate markets credit risk and approaches to VAR.


RECOMMENDED BOOKS:

1. Options Futures & Other Derivatives - John C. Hull, 6/e, Pearson Education.
2. Options & Futures- Vohra & Bagri, 2/e, TMH
3. Risk Management – Koteswar, HPH.
4. Risk Management- Vaijanath Babshetti, Prakash B. Yaragol, 2/e, Kalyani Publishers.

REFERENCE BOOKS:

1. Risk Management & Derivative – Shulz, Cengage Learning.
2. Principles of Risk Management & Insurance – George E. Rejda, 11/e, Pearson Education, 2011.
3. Introduction to Risk Management & Insurance – Mark S. Dorfman, 9/e, Pearson, 2008
4. Options & Futures –Edwards & Ma, 1/e, MacGraw Hill.
5. Derivatives & Financial Innovations – Bansal, TMH.
6. Financial Derivatives –Kumar S. S. S, PHI, 2007.

INTERNATIONAL FINANCIAL MANAGEMENT

	SubjectCode:18MBA424	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 (T60:P40)	

COURSE OBJECTIVES:

- To provide an understanding the international economic and financial environment.
- To explain the foreign exchange rate determination, including the foreign exchange and derivatives markets.
- To expose the student to different foreign exchange instruments & banking services.
- To give an insight about the parity relationship & exchange exposure.
- To make the student understand the influence of risk factors of foreign exchange on Capital budgeting decisions.

Unit No.	Syllabus Content	No. of hours
1	International financial Environment- Objective of financial management in a multinational corporation, functions of international financial management. - International Business methods –International Monetary system- Evolution. International flow of funds: Balance of Payments (BOP), Fundamentals of BOP, Accounting components of BOP, equilibrium & disequilibrium. Case study: Problems on BOP.	10 Hours
2	Foreign Exchange Market: Function, Structure, Participants, Types of transactions and Settlements Dates, Exchange rate quotations, Nominal, Real and Effective exchange rates, and Determination of Exchange rates in Spot & forward markets. Exchange rate behavior- Cross Rates- Arbitrage profit in foreign exchange markets, Swift Mechanism. Triangular and location arbitrage. Case Study: Problems on Arbitrage	09 Hours
3	International Financial Markets and Instruments- Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, International Money Markets. International Banking services–Forward Rate Agreements.	07 Hours
4	International Parity Relationships & Forecasting Foreign Exchange rate– Factors effecting foreign exchange rate- Theories of Exchange rate-Interest Rate Parity, Purchasing Power Parity & International Fisher effects. Covered Interest Arbitrage. Forecasting of Exchange rates – reasons & techniques. Foreign Exchange exposure. Management of Transaction exposure- Translation exposure-Economic exposure-political Exposure- Interest rate exposure. Case Study: Problems on Arbitrage & Fisher effect	10 Hours
5	Foreign exchange risk Management: Concept of exposure and risk. Hedging Strategies – Tools for Foreign exchange risk management. Country risk analysis. International Capital Budgeting: Concept, Evaluation of a project, Factors affecting, Risk Evaluation, Impact on Value. Adjusted Present Value Method	09 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 can study the Balance of Payment statistics of India for the last five year and present the same in the class.
2. Students can carry out a survey of Exporters and report the foreign exchange risk management practices adopted by them.
3. Students can study the impact of exchange rate movement on the stock Index.
4. Students can predict exchange rates using technical analysis and find arbitrage opportunities using newspaper quotes present the same in the class.
5. Students can visit a bank and study the foreign exchange derivatives offered by them.

COURSE OUTCOMES

- *Student will come to know about the international financial management, international flow of funds and monetary policy.*
- *Students will be able to determine the foreign exchange calculations.*
- *Students will be able to show the knowledge about the international financial markets and instruments.*
- *Students will come to know the international parity relationship.*
- *Students will understand the procedure for preparation of international capital budgeting.*

RECOMMENDED BOOKS:

1. International Financial Management – Vyuphakesh Sharan, 5/e, PHI, 2011.
2. International Financial Management – Madhu Vij, Excel Books, 2010.

REFERENCE BOOKS:


1. International Financial Management – Siddaiah T, 1/e, Pearson, 2011.
2. International Finance – ImadMoosa, 3/e, Tata McGraw Hill, 2011.
3. International Finance – Shailaja G, 2/e, University Press, 2011.
4. International Financial Management – Apte P. G, 6/e, TMH, 2011.
5. International Finance – Maurice Levi, 5/e, Routledge, 2009.
6. International Financial Management – Jain, Peyrard&Yadav, Macmillan 2010
7. International Finance – Thomas O'Brien, Oxford University Press,2010

Mapping Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes											
	1	2	3	4	5	6	7	8	9	10	11	12
1	√		√						√			√
2							√	√				
3								√			√	√
4		√							√			√
5			√				√	√				

ELECTIVES

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

	SubjectCode:18MBA431	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 understand the Global Perspectives of Human Resource Management.
2. To get the knowledge of work force diversity and its effective use in organizational success.
3. To impart the fundamental functions practiced in International Human Resource Management.

Unit No.	Syllabus Content	No. of Hours
1	Introduction to IHRM Definition, reasons for going global, Approaches to IHRM, Difference between IHRM and Domestic HRM, Reasons for emergence of IHRM, Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model, IHRM: Role of culture in International HRM, Culture and employee management issues, Organizational Processes in IHRM, Linking HR to International expansion strategies, The Challenges of International Human Resource Management	9
2	Strategies for International Growth: Exploiting global integration-The logic of global integration, differentiation, Mastering expatriation, limits of global integration Becoming locally responsive: The roots of responsiveness, understanding diversity, responding to diversity, the challenges of localization. Managing alliances and joint ventures- meaning, need, different kinds of alliances, planning and negotiating alliances, implementing alliances, the evolving role of alliances.	9
3	Recruitment, Selection and staffing in International context: International Managers- parent country nationals, third country nationals, host country nationals, advantages and disadvantages of different selection methods, different approaches to multinational staffing decisions, recruitment methods using head-hunters, cross-national advertising, e-recruitment; Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues.	10
4	Performance Management: A conceptual background, Constraints in goal attainment, performance management cycle, models, performance and appraisal in IHRM appraisal of expatriate, third and host country employees, issues and challenges in international performance management, country specific performance management practices. International Compensation: Forms of compensation and factors that influence compensation policy, key components of international compensation, Approaches to international compensation, compensation practices across the countries, social security systems across the countries, global compensation: HRM Practices in different countries.	10
5	Training and development in international context: Context Backdrop of	9

	international training, Current scenario in international training and development, training & development of international staff, types of expatriate training, HCN training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies	
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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 from each unit.

PRACTICAL COMPONENT:

1. Write an essay on the challenges faced by Indian multinational companies in deploying employees from one country to another.
2. Give a MNC recruitment case and ask the students to design and present a recruitment strategy.
3. Debate on the challenges involved in measuring performance of employees in multinational context.

COURSE OUTCOME:

1. *Students will understand the concept of International Human Resource Management*
2. *Students would learn the concept of globalization through the concept of alliance.*
3. *Students will get an idea about the recruitment and selection.*
4. *Students would learn the methods of training, performance management in International Perspective.*
5. *Students will be taught the workforce diversity and HRM practices and global compensation methods.*

RECOMMENDED BOOKS


1. The Global Challenge- framework for international human resource management, Evans, Pucik, Barsoux, Tata McGraw-Hill Irwin.
2. International Human Resource Management-Peter J Dowling, Denice E Welch, Cengage Learning

REFERENCE BOOKS:

1. International Human Resorce Management, K Aswathappa, Sadhna Das, Mc Graw Hill Companies
2. International Human Resource Management, Tony Edwards, Chris Rees, Person Education
3. International Human Resource Management - Monir H Tayeb – Oxford University Press - 2005.
4. International Human resource Management – PL Rao, Excel Books.

	PO1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
CO1	X					X	X		X			
CO2	X		X	X	X					X		X
CO3	X	X		X	X			X		X	X	X
CO4	X			X			X		X			
CO5	X	X	X						X	X	X	X

COMPETENCY MAPPING AND PERFORMANCE MANAGEMENT

	SubjectCode:MBA432	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 understand the importance of Performance Management*
- *To understand the succession planning in Organization*

Unit No.	Syllabus Content	No. of Hours
1	Competency Mapping: Features of competency methods, historical development, case studies in competency mapping. Competency mapping procedures and steps-business strategies, performance criteria, criteria sampling, tools for data collection, data analysis, Mapping future jobs and single incumbent jobs, using competency profiles in HR decisions.	9 Hours
2	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, Students are expected to conduct a study on how talents are acquired and retained – in various industries – and various strategies followed by the respective companies.	9 Hours
3	Performance Management and Employee Development: Performance management contribution, dangers of poorly implemented PM systems, characteristics of an ideal PM systems, performance management process, performance management, performance goal setting, performance coaching and support, performance monitoring, performance appraisal. Performance feedback. Leadership development Programme: Development through self awareness and self discipline, Development through education, experience, and mentoring, succession	9 Hours
4	Performance management & Employee engagement: Personal Development plans, 360 degree feed back as a developmental tool, performance management & reward systems: performance linked remuneration system, performance linked career planning & promotion policy. Constituents of engagement, conceptual framework of engagement, behaviors associated with engaged employees, engaged, not engaged, actively disengaged, parameters to measure employee engagement, Q 12 model of Gallup, employee satisfaction survey.	9 Hours
5	Succession planning and Career planning: Identifying managerial positions which are critical for the business. Identifying second line of leaders and developing their capabilities to occupy the critical positions in the event of the exit of current incumbents. Career planning: Creating career growth opportunity. Mentoring employees for growth. Providing developmental job assignments, vertical promotions and horizontal postings to promote career progression, psychological contract and career anchors.	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 collect the information pertaining to a job and execution of the job successfully.*
3. *Students will get an in depth knowledge of process of performance management.*
4. *Students will recognize the difference between performance management and performance appraisal and the different methods of performance appraisal.*
5. *Students will be able to plan their career and learn how succession planning will help them to be shrewd.*

RECOMMENDED BOOKS:

1. Competence at work -Lyle M. Spencer, Signe M. Spencer. John Wiley 1993
2. Competency mapping, Assessment and Growth -Naik G.P, IIHRM, 2010.
3. Performance Management -Herman Aguinis, Pearson Education, 2007.
4. The Talent Management Hand Book -Lance A. Berger & Dorothy R. Berger, Tata McGraw Hill. 2009
5. Appraising & Developing Managerial Performance-Rao T. V, Excel Books

REFERENCE BOOKS:

1. Performance Management -Dixit Varsha, 1/e, Vrinda Publications Ltd
2. A Handbook of Competency Mapping – Seema Sangi, Response Books, 2004
3. The Talent Management Hand Book -Lance A. Berger & Dorothy R. Berger, Tata McGraw Hill.

	PO1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
CO1	X	X	X									
CO2	X		X				X					
CO3	X		X							X	X	
CO4	X	X	X			X	X	X				
CO5	X		X							X	X	

18MBAP45 PROJECT WORK

Guidelines for Project work

OBJECTIVE

To expose the students to understand the working of the organization/ company / industry and take up an in-depth study of an issue / problem in the area of specialization.

GENERAL GUIDELINES

1. The project work shall be commenced immediately after the completion of 3rd Semester Examinations and completed during the 4th semester.
2. The Subject code of the project work report shall be 18MBAP45 and shall be compulsory for all the students opting for all specializations.
3. The final submission date for the project report shall be intimated by the department (preferably first week of May).
4. The Institute shall receive 3 copies of project reports prior to the commencement of the 4th semester examination.
5. No two students of an institute shall work on the same problem in the same organization.
6. 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.
7. On completion of the project work, student shall prepare a report with the following format.
 - a. The Project report shall be prepared using MS Word with Times New Roman, 16/14/12 font size (Title/Subheadings/Paragraphs)
 - b. All the reports shall be printed in the A4 size 1” margin on all the 3 sides, left side margin 1.5 inches, the report shall not exceed 80 pages.
 - c. The report shall be hard bound in pink color (refer the previous report) facing sheet indicating the name of the college, month & year of submission (spiral binding not permitted)
 - d. A certificate by the Guide, HOD and Head of the institution indicating the **bonafide** performance of the project by the student to be enclosed.
 - e. An undertaking by the student to the effect that the work is independently carried out by him.
 - f. The certificate from the organization (if applicable).
 - g. Acknowledgement
 - h. Executive Summary

Schedule to be followed during Internship

Activity		Date	Remarks
Company	Freelance		
Understanding Structure, functioning of the	Understand and collect the latest information of the study (Background		Student should delivery first portion of the organizational

organization	of the study)		information/background of the study (First Presentation)
Preparation of questionnaire and data collection	Review of Literature and Data collection		Data collection to be edited and analyzed. (Second Presentation)
Analysis and Findings, suggestions and conclusions & preparation of complete report	Analysis and Findings, suggestions and conclusions & preparation of complete report		Apply latest tools and techniques for the analysis and prepare final report
Plagiarism check	Plagiarism check		Submit the report after Plagiarism (Plagiarism result must be <24%).
Last date for Final submission of the project report Including hard bound binding		.	

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1.4	NEED FOR THE STUDY	
1.5	SCOPE OF THE STUDY	
1.6	OBJECTIVES OF THE STUDY	
1.7	REVIEW OF LITERATURE	
1.8	RESEARCH METHODOLOGY	
1.9	HYPOTHESIS	
1.10	LIMITATIONS OF THE STUDY	
CHAPTER 2	INDUSTRY AND COMPANY PROFILE	
2.1	INDUSTRY PROFILE	
2.2	COMPANY PROFILE	
	2.2.1 HISTORY OF THE COMPANY	
	2.2.2 VISION	
	2.2.3 MISSION	
	2.2.4 QUALITY POLICY	
	2.2.5 ACHIEVEMENTS	
	2.2.6 AREA OF OPERATION	
	2.2.7 PRODUCT AND SERVICE PROFILE	

	2.2.8 ORGANIZATIONAL STRUCTURE	
	2.2.9 DEPARTMENTS	
	2.2.10 INFRASTRUCTURE FACILITITES	
	2.2.11 COMPETITIORS	
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	BIBILOGRAPHY- BOOKS, JOURNALS, ARTICLES, WEB LINKS-WEBSITES	
	ANNEXTURES	

Evaluation:

- Internal evaluation will be done by the internal guide.
- External evaluation shall be done by a faculty member of other institute.
- Viva-voce/Presentation: A viva-voce examination shall be conducted at the respective institution where the student is expected to give a presentation of his/her work.
- The project work carries 100 marks including internal & external valuation. The internal guide evaluation for 50 marks and viva-voce examination by external's for 100 marks. Finally, the internal evaluation shall be reduced to 30 marks and external evaluation shall be reduced to 70 marks.
- Publication of Research Findings: Students are expected to present their research findings in Seminars/Conferences to publish their research work in Journals in association with their internal guide. Appropriate Weightage will be given in the internal evaluation of the project report.
- **Submission of Report:** Students should submit the complete report in PDF file only to the institute. Students should submit 3 files. Two files in MS format i.e. certificate in file-1 and chapter 1-5 in file -2. One file in PDF format which must include all the chapters of the report.
- **Similarity index must be included in preliminary part.**
- **Plagiarism must be less than 25%.**

- **Hard bound:** Binding color should be in pink color (refer previous year's report).
- Preliminary Part: Title page, Declaration, Certificate, Acknowledgement, Executive summary and Similarity index.
- Main Part: Table of content, All the chapters, Findings, Conclusion, Suggestion, Bibliography.
- End Part: Annexures, and Student publication details.

Dr. AMBEDKAR INSTITUTE OF TECHNOLOGY, BANGALORE.

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION (MBA)

BREAK UP OF CREDITS FOR THE MBA DEGREE CURRICULUM – 2016-2018

CORE COURSE	ELECTIVE COURSE	PROJECT	TOTAL CREDITS
60	32	08	100

SCHEME FOR THE AUTONOMOUS MBA PROGRAMME – 2016-2017

SL. NO.	NO. OF SUBJECTS	NO. OF CREDITS PER SUBJECT	CREDITS
1	I SEMESTER		24
	6 SUBJECTS	4 CREDITS EACH	
	<i>1 SUBJECT</i>	<i>NON-CREDIT</i>	
2	II SEMESTER		24
	6 SUBJECTS	4 CREDITS EACH	
	<i>1 SUBJECT</i>	<i>NON-CREDIT</i>	
3	III SEMESTER		24
	6 SUBJECTS	4 CREDITS EACH	
	<i>1 SUBJECT</i>	<i>NON-CREDIT</i>	
4	IV SEMESTER		28
	5 SUBJECTS	4 CREDITS EACH	
	<i>1 SUBJECT</i>	<i>NON-CREDIT</i>	
	PROJECT WORK	8 CREDITS	
TOTAL NO. OF CREDITS TO BE EARNED BY A CANDITATE IN TWO YEARS			100

I SEMESTER MBA

Sl No	Subject		Teaching hours/week		Total Credits	Exam Duration (Hrs.)	Marks for		Total Marks
	Name	Code	Lect.	Practical Component			CIE	SEE	
1	Management and Behavioral Process	MBA11	4	1	4	3	30	70	100
2	Managerial Economics	MBA12	4	1	4	3	30	70	100
3	Quantitative Methods and Techniques	MBA13	4	2	4	3	30	70	100
4	Accounting for Managers	MBA14	4	2	4	3	30	70	100
5	Marketing Management	MBA15	4	1	4	3	30	70	100
6	Managerial Communication	MBA16	4	1	4	3	30	70	100
7	Computer Applications in Business	MNC 01	4	2	-	-	50	-	50
	TOTAL		28	10	24	-	230	420	650

II SEMESTER MBA

SI No	Subject		Teaching hours/week		Total Credits	Exam Duration (Hrs.)	Marks for		Total Marks
	Name	Code	Lect.	Practical Component			CIE	SEE	
1	Business Law & Policy	MBA21	4	1	4	3	30	70	100
2	Entrepreneurship Development	MBA22	4	1	4	3	30	70	100
3	Financial Management	MBA23	4	1	4	3	30	70	100
4	Human Resource Management	MBA24	4	1	4	3	30	70	100
5	Operations Management	MBA25	4	1	4	3	30	70	100
6	Business Research Methods	MBA26	4	1	4	3	30	70	100
7	Business Communication	MNC 02	4	1	-	-	50	-	50
	TOTAL		28	7	24	-	230	420	650

III SEMESTER MBA

Sl No	Subject		Teaching hours/week		Total Credits	Exam Duration (Hrs.)	Marks for		Total Marks
	Name	Code	Lect.	Practical Component			CIE	SEE	
1	Strategic Management	MBA31	4	1	4	3	30	70	100
2	Banking and Insurance	MBA32	4	1	4	3	30	70	100
3	ELECTIVE 1		4	1	4	3	30	70	100
4	ELECTIVE 2		4	1	4	3	30	70	100
5	ELECTIVE 3		4	1	4	3	30	70	100
6	ELECTIVE 4		4	1	4	3	30	70	100
7	Business Software Applications	MNC 03	4	1	-	-	50	-	50
	TOTAL		28	7	24	-	230	420	650

Sl No	Subject		Teaching hours/week		Total Credits	Exam Duration (Hrs.)	Marks for		Total Marks
	Name	Code	Lect.	Practical Component			CIE	SEE	
1	Strategic Management	MBA 31	4	1	4	3	30	70	100
2	Banking and Insurance	MBA 32	4	1	4	3	30	70	100
	ELECTIVES – MARKETING				MBA – MM				
3	Consumer Behavior	MBA 311	4	1	4	3	30	70	100
4	Services Marketing	MBA 312	4	1	4	3	30	70	100
5	Business Marketing	MBA 313	4	1	4	3	30	70	100
6	Sales and Retail Management	MBA 314	4	1	4	3	30	70	100
	ELECTIVES – FINANCE				MBA – FM				
3	Portfolio Management	MBA 321	4	1	4	3	30	70	100
4	Investment Banking & Financial Services	MBA 322	4	1	4	3	30	70	100
5	Advanced Financial Management	MBA 323	4	1	4	3	30	70	100
6	Strategic Cost Management	MBA 324	4	1	4	3	30	70	100
	ELECTIVES – HRM				MBA – HR				
3	Recruitment and Selection	MBA 331	4	1	4	3	30	70	100
4	Industrial Relations and Legislation	MBA 332	4	1	4	3	30	70	100
5	Learning and Development	MBA 333	4	1	4	3	30	70	100
6	Compensation Management	MBA 334	4	1	4	3	30	70	100
7	<i>Business Software Applications</i>	<i>MNC 03</i>	4	1	-	-	50	-	50
	TOTAL		28	7	24	-	230	420	650

Marketing Specialization		Finance Specialization		Human Resource Specialization	
Subject code	Title of the Subject	Subject code	Title of the Subject	Subject code	Title of the Subject
MBA 311	Consumer Behavior	MBA 321	Portfolio Management	MBA 331	Recruitment and Selection
MBA 312	Services Marketing	MBA 322	Investment Banking & Financial Services	MBA 332	Industrial Relations and Legislation
MBA 313	Business Marketing	MBA 323	Advanced Financial Management	MBA 333	Learning and Development
MBA 314	Sales and Retail Management	MBA 324	Strategic Cost Management	MBA 334	Compensation Management

Dual Specialization

Marketing & Finance		Marketing & Human Resource		Finance & Human Resource	
Subject code	Title of the Subject	Subject code	Title of the Subject	Subject code	Title of the Subject
MBA 311	Consumer Behavior	MBA 311	Consumer Behavior	MBA 321	Portfolio Management
MBA 312	Services Marketing	MBA 312	Services Marketing	MBA 322	Investment Banking & Financial Services
MBA 321	Portfolio Management	MBA 331	Recruitment and Selection	MBA 331	Recruitment and Selection
MBA 322	Investment Banking & Financial Services	MBA 332	Industrial Relations and Legislation	MBA 332	Industrial Relations and Legislation

IV SEMESTER MBA

SI No	Subject		Teaching hours/week	Total Credits	Exam Duration (Hrs.)	Marks for		Total Marks
	Name	Code	Lect.			CIE	SEE	
1	International Business Management	MBA41	4	4	3	30	70	100
2	ELECTIVE 5		4	4	3	30	70	100
3	ELECTIVE 6		4	4	3	30	70	100
4	ELECTIVE 7		4	4	3	30	70	100
5	ELECTIVE 8		4	4	3	30	70	100
6	Project Work	MBA 42	-	8	-	30	70	100
7	Personality Development	MNC 04	4	-	-	50	-	50
	TOTAL		24	28	-	230	420	650

Marketing Specialization		Finance Specialization		Human Resource Specialization	
Subject code	Title of the Subject	Subject code	Title of the Subject	Subject code	Title of the Subject
MBA 415	Strategic Brand Management	MBA 425	Mergers Acquisition Corporate Restructuring	MBA 435	International Human Resource Management
MBA 416	Rural Marketing & e-marketing	MBA 426	Tax Management	MBA 436	Competency Mapping and Performance Management
MBA 417	Integrated Marketing Communications	MBA 427	Risk Management & Derivatives	MBA 437	Personal Growth & Interpersonal Effectiveness
MBA 418	International Marketing Management	MBA 428	International Financial Management	MBA 438	Organizational Change and Development

Dual Specialization


Marketing & Finance		Marketing & Human Resource		Finance & Human Resource	
Subject code	Title of the Subject	Subject code	Title of the Subject	Subject code	Title of the Subject
MBA 415	Strategic Brand Management	MBA 415	Strategic Brand Management	MBA 425	Mergers Acquisition Corporate Restructuring
MBA 416	Rural Marketing & e-marketing	MBA 416	Rural Marketing & e-marketing	MBA 426	Tax Management
MBA 425	Mergers Acquisition Corporate Restructuring	MBA 435	International Human Resource Management	MBA 435	International Human Resource Management
MBA 426	Tax Management	MBA 436	Competency Mapping and Performance Management	MBA 436	Competency Mapping and Performance Management

Department of MBA

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I SEMESTER

QUANTITATIVE METHODS AND TECHNIQUES

	Subject Code: MBA13	No. of Credits: 04	Total no. of lecture hrs: 52
	No. of lecture hrs per week: 04		No. of Practical hrs per week: 01
	CIE Marks: 30	Exam Duration hrs: 03	SEE Marks: 70 (T20:P80)

Note to Students: Use of non-programmable scientific calculators and Statistical tables are allowed.

COURSE OBJECTIVES:

- To make the student proficient in the use of visual tools of presenting the data.
- To orient the students with basic statistical tools including index numbers.
- To develop students' skills in the use of techniques of correlation, regression and index numbers.
- To make the student gain the knowledge of computing probabilities associated with various decisions
- To provide basic understanding of Linear Programming Problem and its application in management and also familiarize the use of project management and evaluation techniques.

Unit No.	Syllabus Content	No. of Hours
1	Introduction to Statistics: Definition, Importance and Scope, functions, limitations of Statistics and Distrust of Statistics. Statistical Investigation, types of Classification of Data - Frequency Distribution. Diagrammatic and Graphical Representation: Line Diagram, Bar Diagram, Rectangle Diagram, and Pie Diagram -Choice of a Suitable Diagram – Graphs: Histograms, Frequency Polygon, Cumulative Frequency Curves or Ogives – Advantages and Limitations of Diagrams and Graphs.	8 Hours
2	Measures of Central Tendency: Arithmetic Mean, Geometric Mean, Harmonic Mean, Median, Mode (<i>No grouping table method</i>). - Partition Values: Quartiles, Deciles and Percentiles - Comparison of the Various Measures of Central Tendencies. Measures of Dispersion: Range – Quartile Deviation – Mean Deviation - Standard Deviation – Variance – Coefficient of Variance - Comparison of various measures of Dispersion.	12 Hours

3	<p>Correlation and Regression: Scatter Diagram, Karl Pearson's coefficient of Correlation (One way table only), Rank Correlation, and Concurrent Deviation - Regression: Method of Least Squares.</p> <p>Index Numbers: Definition; uses; problems in construction of index numbers, types; Simple Aggregate Method and Weighted Aggregate Method – Laspeyre's, Paasche's, Fisher's, and Marshall Edgeworth's Index no. (Price index nos. only)</p>	10 Hours
4	<p>Probability: Concept and Definition - Relevance to Management Decisions - Sample Space and Events - Relevance of Permutations and Combinations to Probability - Rules of Probability, Random Variables and Concept of Probability Distribution. Theoretical Probability Distributions: Binomial, Poisson and Normal and problems on it. Baye's Theorem (No derivation)</p>	12 Hours
5	<p>Linear Programming Problem: Linear programming, Structure of linear program model, Assumption, Advantages, Limitations, General mathematical model, Solution to LPP- Graphical method only.</p> <p>Project management: PERT and CPM, Probability in PERT analysis.</p>	10 Hours

Note: Internal choice questions may appear from Module 4 and Module 5 which might appear as a case- study question as well.

COURSE OUTCOMES:

1. The student will be able to present the data using charts and graphs.
2. The student will be able to demonstrate the use of basic statistical tools and index numbers.
3. The student will be able to demonstrate the use of correlation, regression and index numbers.
4. The student will be able to determine the probabilities associated with business decisions.
5. The student will be able to demonstrate the ability to use LPP and build a project network.


RECOMMENDED BOOKS:

1. Fundamentals of Statistics, S. C. Gupta, Himalaya Publishing House, 6/e, 2004.
2. Statistical Methods, S. P. Gupta, Sultan Chand & Sons, 2002.
3. Operations Research: Theory, Methods and Applications - Sharma S. D, Kedar Nath Ram Nath & Co.
4. Research Methodology- C. R. Kothari- Vishwa Prakashan, 2002.
5. Operations Research: Theory and Applications - Sharma J. K, 4/e , Macmilan, 2010.
6. Operations Research - Vohra N. D, 4/e, TMH, 2010.

REFERENCE BOOKS:

1. Complete Business Statistics 6/e, Aczel and Sounderpandian, Tata-McGraw Hill, 2006.
2. Statistics, Levin and Rubin, Perason, 7e.
3. Business Research Methods–Donald R. Cooper & Pamela S Schindler, TMH,/9e/2007
4. Operations Research – Anand Sharma, HPH.

MANAGERIAL COMMUNICATION

	Subject Code: MBA16	No. of Credits: 04	Total no. of lecture hrs: 52
	No. of lecture hrs per week: 04		No. of Practical hrs per week: 01
	CIE Marks: 30	Exam Duration hrs: 03	SEE Marks: 70

COURSE OBJECTIVES:

1. Understand the fundamental principles of effective Business communication;
2. Organize and express ideas in writing and speaking to produce messages suitably tailored for the topic, objective and the audience.
3. To impart the effective communication through proper social medium

Note: Each unit will carry the weightage of 20 marks. Questions from Unit 2 and 4 will have internal choice.

Unit No.	Syllabus Content	No. of Hours
1	Introduction: Role of communication – process of communication – characteristics of successful communication – importance of communication in management – communication structure in organization – communication in crisis.	10 Hours
2	Written Communication: Purpose of writing – Clarity in writing – Principles of effective writing – Approaching the writing process systematically: The 3X3 writing process for business communication: Pre writing – Writing – Revising – Specific writing features – Coherence – Electronic writing process. Communication networks – Intranet – Internet – e mails – SMS – teleconferencing – videoconferencing, business letters: introduction, memos and reports. (Students must be given the assignments of writing all forms of business letters).	12 Hours
3	Oral Communication: Principles of successful oral communication, two sides of effective oral communication. Modes of Oral Communication. Listening as a Communication Skill, Nonverbal communication Case method of learning: Understanding the case method of learning – reading a case properly – analyzing the case — dos and don'ts for case preparation.	10 Hours
4	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.	10 Hours
5	Personal communication- Mails, messages, situation based – accepting/declining invitations, congratulating, and consoling, conveying information. (Practical assignments and self study), Social Communication: Blogs, Reviews (films, books), posting comments, tweets, cross cultural communication, gender sensitivity in communication.	10 Hours

COURSE OUTCOMES:


1. *Students will apply the critical and creative thinking abilities necessary for effective communication in today's business world.*
2. *Students will practice writing of business letters and reports.*
3. *Students would learn the effective presentation skills*
4. *Students will demonstrate the usage of communication networks and adopt employment communication for career growth.*
5. *Students will learn the effective use of social communication.*

RECOMMENDED BOOKS:

1. Business Communication : Concepts, Cases And Applications – P D Chaturvedi, Mukesh Chaturvedi 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.

REFERENCE BOOKS:

1. Effective Technical Communication By M Ashraf Rizvi .- TMH, 2005
2. Business Communication Today by Bovee Thill Schatzman – 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

	Subject Code:MNC 01	No. of Credits: -	Total no. of lecture hrs: 52
	No. of lecture hrs per week: 04	No. of Practical hrs per week:01	
	CIE Marks: 30	Exam Duration hrs: -	SEE Marks: -

COURSE OBJECTIVES:

1. To familiarize the student with basic concepts of computer.
2. To furnish the practical knowledge on MS word, excel, and power point.
3. To provide knowledge on Internet and Telecommunication networks and to update students on various ethical and security issues in Technology.

Unit No.	Syllabus Content	No. of Hours
1	Fundamentals of Computer: History of development of computers, Generations of computers. Basic components of a computer system, memory Storage Devices : Storage fundamentals – Primary Vs Secondary, Various Storage Devices Computer Software: – System software, Application software	10 Hours
2	Word Processing: MS Word Introduction to MS Word: features, Creating, Saving and Opening documents in Word, Toolbars, Ruler, Margin, Menus, Keyboard Shortcut. Editing a Document, Editing Text, Previewing documents, Printing documents, Formatting Documents, Graphs and charts	10 Hours
3	Worksheet: MS Excel Worksheet basics, Toolbars and Menus, keyboard shortcuts, Working with single and multiple work book, Working with formulas & cell referencing, Absolute & Relative addressing, Working with ranges, Formatting of worksheet, Previewing & Printing worksheet, Graphs and charts	12 Hours
4	Presentation Graphics: MS Power Point Features and various versions, Working with different views and menus of power point, Working with slides, Editing and formatting text, Printing presentation, Inserting Objects, Custom Animation, Presenting the show	10 Hours
5	WWW and Web Browsers: Web Browsing software, Surfing the Internet, Application of Internet, Email Ethical and Security Issues in Technology Telecommunication networks, Need for security, security techniques – firewalls, encrypting, cyber terrorism and other measures preventing misuse of IT.	10 Hours

PRACTICAL COMPONENTS:

- Practice on Microsoft Office Word, Excel, Power point
- Demo on Online Database and surfing on Internet, downloading, searching, keywords.
- Prepare presentation slides using MS office Power Point.

REFERENCE BOOKS


- Sinha, P.K.(2007). Computer Fundamentals. New Delhi: BPB Publications
- Rajaraman, V. (2014). Fundamental of Computer. New Delhi: Prentice Hall India Pvt. Limited.
- Mansoor, A. I.T. Tools and Applications. Matura : Pragya Publications.
- Computers, Concepts and Uses 2nd ed., Summer M., Englewood Cliffs, Prentice Hall Inc
- Online Business computer Applications 2nd Ed, Eliason A. L.,. Chicago Science Research Associates

COURSE OUTCOMES:

1. The student will be improved their knowledge on basic concepts of computer.
2. The students will be able to increase their capacity to handle MS Office Word.
3. The students can be proficient to work in MS office Excel.
4. The students can be capable to create presentation slides using MS office power point.
5. The students can able to understand Internet, web browsers, Application of Internet for emails, IT networks, ethical and security issues in technology.

II SEMESTER

ENTREPRENEURSHIP DEVELOPMENT

	Subject Code: MBA22	No. of Credits: 04	Total no. of lecture hrs: 52
	No. of lecture hrs per week: 04		No. of Practical hrs per week: 01
	CIE Marks: 30	Exam Duration hrs: 03	SEE Marks: 70

Course objectives:

1. To develop and strengthen entrepreneurial quality and motivation in students.
2. To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.
3. To provide insights to students on entrepreneurship opportunities.

Note: Each unit will carry the weightage of 20 marks. Questions from Unit 1 and 2 will have internal choice.

Unit No.	Syllabus Content	No. of Hours
1	<p>Entrepreneur: Meaning of entrepreneur: Evolution of the concept: Functions of an Entrepreneur, Types of Entrepreneur, Intrapreneur- an emerging class, Concept of Entrepreneurship- Development of Entrepreneurship; The Entrepreneurial Culture; Stages in entrepreneurial process.</p> <p>Creativity and Innovation: Creativity, Exercises on Creativity, Source of New Idea, Ideas into Opportunities. Creative Problem Solving: Heuristics, Brainstorming, Synectics, Value Analysis Innovation and Entrepreneurship:</p>	12 Hours
2	<p>Business Planning Process: Meaning of business plan, Business plan process, Advantages of business planning, Marketing plan.</p> <p>Institutions Supporting entrepreneurs: Small industry financing developing countries, A brief overview of financial institutions in India, Central level and state level institutions, SIDBI, NABARD, IDBI, SIDCO, Indian Institute of Entrepreneurship, DIC, Single Window, Latest Industrial Policy of Government of India</p>	12 Hours
3	<p>Family Business: Importance of family business, Types, History, Responsibilities and rights of shareholders of a family business, Succession in family business, Pitfalls of the family business, strategies for improving the capability of family business, improving family business performance.</p>	10 Hours
4	<p>International Entrepreneurship Opportunities: The nature of international entrepreneurship, Importance of international business to the firm, International versus domestic entrepreneurship, Entrepreneurship entry into international business, exporting, Direct foreign investment, barriers to international trade.</p>	10 Hours

5	Informal risk capital and venture capital: Informal risk capital market, venture capital, nature and overview, venture capital process, locating venture capitalists, Rural entrepreneurship-need and problems of rural entrepreneurship, challenges and opportunities-Role of government. Case studies in Entrepreneurship Development.	8 Hours
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PRACTICAL COMPONENT:

1. Make a business plan for your intended business, talk to bankers to find out what they look for in a business plan , modify accordingly and present it in the class
2. Analyze the performance of listed family firms. How is their performance compared to the performance of other firms? Does a family firm successfully manage to create wealth for non-family investors?
3. Interview a local entrepreneur to find out his/her major motivations to start a business, which of the skills and characteristics do you find in the entrepreneur?
4. Study a local for-profit business and try to list out the positive social impacts of the business. Visit a trade show and try to compare the marketing activities of various stalls in that show, make a list of good practices you come across in the show.
5. Research on innovation that has been done in the Indian setting that has alleviated the life in rural India. Find out extent of its commercial success and analyze the reasons behind the same. Present your thoughts in the class.
6. Choose an NGO in your locality. Interview the founder and present the case in class on the motivations, challenges, ecosystem support and their impacts, arrive at possible solutions and convey back to NGO.

COURSE OUTCOMES

1. The student will understand the different types of entrepreneurs
2. The student will be able to make business proposals and Student will come to know the facilities from official institutions for entrepreneurship
3. The student will understand the family businesses
4. Student will come to know the entrepreneurial opportunities at global level
5. The student will study the informal risk capital and venture capital


RECOMMENDED BOOKS:

1. Poornima Charantimath, Entrepreneurship Development-Small Business Enterprise-Pearson Education, 2007
2. Rober D Hisrich, Michael P Peters, Dean A Shepherd, Entrepreneurship, 6/e, The McGraw-Hill companies, 2007

REFERENCE BOOKS:

1. Dr.Mathe J Manimala, Entrepreneurship Theory at crossroads, Biztantra, 2007
2. Vasant Desai, Entrepreneurship Development and Management, Himalaya Publishing House, 2007
3. Raj Shankar, Entrepreneurship-Theory and Practice, Vijay Nicole Imprints Pvt. Ltd, 2006
4. Rajiv Roy, Entrepreneurship, Oxford University Press, 2/e, 2011
5. Kurakto, Entrepreneurship-Principles and Practices, 7/e, 2007, Thomson Publication

BUSINESS RESEARCH METHODS

	Subject Code: MBA26	No. of Credits: 04	Total no. of lecture hrs: 52
	No. of lecture hrs per week: 04		No. of Practical hrs per week: 01
	CIE Marks: 30	Exam Duration hrs: 03	SEE Marks: 70

COURSE OBJECTIVES:

1. To understand basic concepts of research, types and research design.
2. To render the students on sampling techniques and designing questionnaire that support for data collection.
3. To develop students on practical application in research on hypothesis, analyzing data and prepare report.

Note: Each unit will carry the weightage of 20 marks. Questions from Unit 2 and 4 will have internal choice.

Unit No.	Syllabus Content	No. of Hours
1	Business Research – Meaning, scope, purpose, objectives, criteria of good research, research process, scientific approach to research, marketing research, setting objectives for the study, Research Application in business decisions, Ethics in Research.	6 Hours
2	Business Research Design: Exploratory & Descriptive research. The nature of research designs, Formulation of the research design: Process, Classification of research designs. Experimental Research Design – Meaning and classification of experimental designs	12 Hours
3	Sampling: Meaning, Sampling design, Types of Sampling, Errors in sampling. Data Collection: Primary, Secondary, Methods, process of designing questionnaire Measurement and Scaling Techniques: Basic measurement scale, Attitude measurement scale	12 Hours
4	Hypothesis – Meaning, characteristics, source, types, formulation of hypotheses, errors in hypotheses. Parametric and Non-Parametric Tests (problems) Statistical analysis - Bivariate and Multivariate Analysis- (problems on Chi-square test only). ANOVA-one-way and two-way classification (theory only)	12 Hours
5	Preparing the Data for Analysis: Editing, Coding, Classification, Tabulation, Validation Analysis and Interpretation Report writing and presentation of results: Importance of report writing, types of research report, report structure, guidelines for effective documentation.	10 Hours

PRACTICAL COMPONENTS:

- Students are expected to write the research design on an identified research problem.
- Students are asked to conduct Market survey using structured questionnaire on customer awareness, consumer perception, investor preference etc.
- Students are expected to analyze the data collected using statistical tool & interpret the results.

COURSE OUTCOMES:

1. *The student will be able understand research concepts, define a research problem and review literature review and its application at Business.*
2. *The students are proficient to identify the research design for a research problem.*
3. *The student will be capable to device a suitable sampling techniques for data collection and the students are able to clearly understand scaling techniques and its applications.*
4. *The students will be gain knowledge on Defining hypothesis, selection of tools and analysis.*
5. *The student will be able analysis the data 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. Research Methodology – concepts and cases – Deepak Chawla and Neena Sondhi - Vikas Publication – 2014
5. Business Research Methods, S N Murthy, U Bhojanna, Third edition, Excel Books, 2010

REFERENCE BOOKS

1. Operations Research – Theory & Applications, J K Sharma, 5th edition, Macmillan publishers, 2013, ISBN 978-9350-59336-3
2. Fundamentals of Statistics, S.C Gupta, 6th edition, Himalaya Publishing House, 2007, ISBN 978-81-8318-755-8
3. Quantitative Methods for Business, Anderson, Sweeney and Williams, Thomson, 2005, ISBN 981-240-641-7
4. Analyzing Multivariate Data, James Lattin, Douglas Carroll and Paul Green, Thomson Learning, 2003, ISBN 0-534-34974-9.

BUSINESS COMMUNICATION

	Subject Code: MNC02	No. of Credits: -	Total no. of lecture hrs: 52
	No. of lecture hrs per week: 04		No. of Practical hrs per week: 01
	CIE Marks: 30	Exam Duration hrs: -	SEE Marks: -

COURSE OBJECTIVES:

1. To understand the Business etiquettes.
2. To organize and express ideas in writing and speaking to produce messages suitably tailored for the topic, objective, audience, communication medium and context.
3. To understand the personal communication and media management.

Unit No.	Syllabus Content	No. of Hours
1.	Basics on Etiquettes: Meaning, definition, Principles of Etiquettes, Advantages and Disadvantages. Dinning Etiquette, Cell phone Etiquette, Email Etiquette, Office Gossip Etiquette, Business Dress Etiquette, International /Global Etiquette	10 Hours
2.	Employment communication: Introduction on employment communication, writing Biodata/Resume/CVs – Group discussions – Steps - Do's & Don'ts – Interview skills – Face-to-Face - Telephonic	12 Hours
3.	Business Etiquette: Professional Image, Building a Professional Image, How to Network, Networking Etiquette	8 Hours
4.	Business Letter Writing: congratulation, letter of Inquiry, letter of Application, Post Interview Thank You Letter, Job Offer Acceptance letter, Job Offer Clarification and Acknowledgement, Networking or Informational Interview letter	12 Hours
5.	Media management – press release, media interviews / press conference Planning Meetings – Seminars – Workshop-Conferences Meeting Documentation: Notice, Agenda, and Resolution & Minutes.	10 Hours

COURSE OUTCOMES:

1. Students will understand various types of etiquettes in detail.
2. Students would get in-depth knowledge of employment communication, writing their Bio-data /Resume /CVs.
3. Students would be familiar on business etiquette, professional image, networking
4. Students will learn the details of business letters and made familiar with variety of business letters
5. Students would be familiar on the Media Management, Meeting Documentation

RECOMMENDED BOOKS:


1. Business Communication : Concepts, Cases And Applications – P D Chaturvedi, Mukesh Chaturvedi Pearson Education, 1/e, 2004
2. Business Communication, Process And Product – Mary Ellen Guffey – Thomson Learning , 3/E, 2002
3. Advanced Business Communication – Penrose, Rasberry, Myers Thomson Learning, 4/e, 2002
4. Business Communication, M.K. Sehgal & V. Khetrapal, Excel Books.

REFERENCE BOOKS:

1. Effective Technical Communication By M Ashraf Rizvi .- TMH, 2005
2. Business Communication Today by Bovee Thill Schatzman – Pearson & Education, 7th Ed, 2003
3. Contemporary Business Communication - Scot Ober-Biztantra, 5/e

III SEMESTER

BANKING AND INSURANCE

	Subject Code: MBA32	No. of Credits: 04	Total no. of lecture hrs: 52
	No. of lecture hrs per week: 04		No. of Practical hrs per week: 01
	CIE Marks: 30	Exam Duration hrs: 03	SEE Marks: 70

Objectives:

1. To discuss the banking system and structure in India
2. To understand the nature of banker- customer relationship.
3. To comprehend the technological up-gradation and application in banking
4. To provide an understanding of asset liability management in banks

Note: One question from each Unit of 20 marks each. Questions from Unit 3 and 5 will have internal choice.

Unit No.	Syllabus Content	No. of Hours
1	<p>Banking system and structure in India: Commercial banking: Structure, Functions - Role of commercial banks in socio economic development, Services rendered. Credit creation and Deployment of Funds.-Role of Reserve Bank and GOI as regulator of banking system – Provisions of Banking Regulation Act & Reserve Bank of India Act.</p> <p>Banker and customer – Types of relationship between banker and customer – Bankers obligations to customers – Right of lien, setoff, appropriation – KYC norms and operation.</p>	10 Hours
2	<p>Banking Technology - Concept of Universal Banking-Home banking – ATMs- Internet banking – Mobile banking- Core banking solutions – Debit, Credit, and Smart cards – Electronic Payment systems-MICR-Cheque Truncation-ECS- EFT – NEFT-RTGS.</p> <p>Asset Liability Management(ALM) in banks - Assets and Liabilities Committee (ALCO)- Activities of ALCO.</p>	10 Hours
3	<p>NPA management – Introduction- Identification of NPAs- Asset classification- Tools to manage NPAs – Compromise scheme, Lok Adalats, Debt Recovery Tribunals, Corporate Debt Restructuring, Willful defaulters, SARFAESI Act, Asset Reconstruction Companies- CIBIL.</p> <p>International banking – International Banking: Exchange rates and Forex Business, Correspondent banking and NRI Accounts, Letters of Credit, Foreign currency Loans, Facilities for Exporters and Importers, Role of ECGC, RBI and EXIM Bank</p>	10 Hours

4	Indian Insurance Industry -Historical Framework of Insurance, Insurance sector Reforms in India-Liberalization of Insurance Markets-Major players of Insurance. Regulation of Insurance - Insurance Act 1938- eligibility-Registration and Capital requirement-Investment of assets-Approved investments-Licensing of insurance agents. IRDA-Duties and powers of IRDA- Regulations for general insurance-reinsurance, life insurance, micro insurance, licensing of insurance agents, registration of insurance companies and protection of policyholders interest.	10 Hours
5	Life Insurance: Basics of Life Insurance -Growth of Actuarial Science-Features of Life Insurance-Life Insurance Contract-Life Insurance Documents-Insurance Premium Calculations. Life Insurance Classification - Annuities -Need of Annuity Contracts, Annuity V/s Life Insurance, Classification of Annuities. General Insurance -Laws Related to General Insurance-General Insurance Contract-General Insurance Corporation(GIC)-Performance Private and Public General insurance companies. Health Insurance - Personal Accident Policy – Child Welfare Policy-Employee Group Insurance – Features of Group Health Insurance –Fire Insurance - Marine Insurance- Motor Vehicles Insurance-Need for Motor Insurance, Types of Motor Insurance, Factors to be considered for Premium Fixing.	12 Hours

PRACTICAL COMPONENTS:

- Students can Understand Universal Banking & Cross Selling concepts adopted by banks
- Students can Understand Customer Profiling aspects adopted by banks
- Students can Understand Advertisement & Publicity efforts done by banks using ATMs (making a checklist of the publicity material found in an ATM – preferably in a private bank ATM).

COURSE OUTCOMES:

1. Students will understand banking structure and banker – customer relationship.
2. Students will understand the development of banking technology and Assets Liability Management committee.
3. Students will understand the Non-Performing Assets of Banks and International Banking services.
4. Student will understand the Indian Insurance Sector activities.
5. Students will come to know the various types of life and general insurance products.

RECOMMENDED BOOKS:


1. Principles and practices of Banking - IIBF, 2/e, Macmillan, New Delhi.
2. Elements of Banking & Insurance – Jyothsna Sethi & Nishwan Bhatia, PHI, 2009.
3. Bank Management - Koch W, Timothy, & S. Scott, Cengage Learning, New Delhi.
4. Management of Banking and Financial Services, Padmalatha Suresh and Justin Paul, Second edition, Pearson, 2011
5. Banking Theory and Practice, K.C. Shekhar and Lekshmy Shekhar, Vikas Publishing House,2011
6. Modern Banking: Theory and Practice, Muraleedharan D, PHI,2013

REFERENCE BOOKS:

1. Banking Theory, Law and practice - Sunderaram and Varshney, Sultan Chand & Sons, New Delhi.
2. Banking and Financial System - Prasad K, Nirmala, Chandradas J. Himalaya Publishing House, Mumbai.
3. Management of Banking and Insurance – Sondhi N. K, Vrinda Publications.

ELECTIVES – MARKETING

CONSUMER BEHAVIOR

	SubjectCode:MBA311	No. of Credits: 04	Total no. of lecture hrs: 52
	No. of lecture hrs per week: 04	No. of Practical hrs per week:01	
	CIE Marks: 30	Exam Duration hrs: 03	SEE Marks: 70

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.

Note: One question from each Unit of 20 marks each. Questions from Unit 2 and 4 will have internal choice.

Unit No.	Syllabus Content	No. of Hours
1	<p>Introduction to the study of Consumer Behaviour: 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>Role of Research in understanding consumer behaviour: Consumer Research: Consumer Research Paradigms (Qualitative & Quantitative Research Methods) Developing research objectives, collecting secondary data, designing primary research, data analysis and reporting research findings.</p> <p>Models of Consumer Behaviour: Input-Process-Output Model, Nicosia Model, Howard Sheth Model, Engel-Kollat-Blackwell Models of Consumer Behaviour.</p> <p>Levels of Consumer Decision Making – Consumer Buying Decision Process, Complex Decision Making or Extensive Problem Solving Model, Low Involvement Decision Making or Limited Problem Solving Model, Routinised Response Behaviour</p> <p>Four views of consumer decision making.</p>	10 Hours

2	<p>Individual Influences on Consumer Behaviour: Part-1</p> <p>A) Motivation: Basics of Motivation, Needs, Goals, Positive & Negative Motivation, Rational Vs Emotional motives, Motivation Theories and Marketing Strategy - Maslow's Hierarchy of Needs McGuire's Psychological Motives (Cognitive Preservation Motives, Cognitive Growth Motives, Affective Preservation Motives, Affective Growth Motives). Frustration & Strategies to overcome frustration</p> <p>B) Personality: Basics of Personality, Theories of Personality and Marketing Strategy (Freudian Theory, Neo-Freudian Theory, Trait Theory), Applications of Personality concepts in Marketing, Personality and understanding consumer diversity (Consumer Innovativeness and related personality traits, Cognitive personality factors, Consumer Materialism, Consumer Ethnocentrism), Brand Personality (Brand Personification, Gender, Geography, Colour), Self and Self-Image (One or Multiple selves, The extended self, Altering the self).</p> <p>C) Perception: Basics of Perception & Marketing implications, Elements of Perception (Sensation, Absolute Threshold, Differential Threshold, Subliminal Perception), Dynamics of Perception (Perceptual Selection, Perceptual Interpretation, Perceptual Organization, perceived price, perceived quality, price/quality relationship, Perceived Risk, Types of risk, How consumers' handle risk..</p> <p>Individual Influences on Consumer Behaviour: Part 2</p> <p>A) Learning: Elements of Consumer Learning, Motivation, Cues, Response, Reinforcement, Marketing Applications of Behavioural Learning Theories, Classical Conditioning Pavlovian Model, Neo-Pavlovian Model), Instrumental Conditioning, Elaboration Likelihood Model.</p> <p>B) Attitude: Basics of attitude, the nature of attitude, Models of Attitude and Marketing Implication, (Tri-component Model of attitude, Multi attribute attitude models.</p> <p>C) Persuasive Communication: Communications strategy, Target Audience, Media Strategy, Message strategies, Message structure and presentation.</p>	12Hours
3	<p>External Influences on Consumer Behaviour: Part 1</p> <p>A) Social Class: Social Class Basics, What is Social Class? (Social class & Social status, the dynamics of status consumption, Features of Social Class, Five Social-Class Categories in India. The measurement of social class (Subjective Measures, Reputations Measures, Objective Measures),</p> <p>B) Culture and Subculture - Major Focus on Indian Perspective</p> <p>Culture: Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values and beliefs in Consumer Behaviour.</p> <p>Subculture: Meaning, Subculture division and consumption pattern in India, Types of subcultures (Nationality subcultures, Religious subcultures, Geographic and regional subcultures, racial subcultures, age subcultures, sex as a subculture)</p> <p>Cross-cultural marketing problems in India, Strategies to overcome cross-cultural problems.</p>	10 Hours
4	<p>External Influences on Consumer Behaviour: Part 2</p> <p>Groups: Meaning and Nature of Groups, Types</p> <p>Family: The changing structure of family, Family decision making and</p>	12 Hours

	<p>consumption related roles, Key family consumption roles, Dynamics of husband-wife decision making, The expanding role of children in family decision making,</p> <p>Reference Groups: Understanding the power & benefits of reference groups, A broadened perspective on reference groups, Factors that affect reference group influence, Types of reference groups, Friendship groups, Shopping groups, Work groups, Virtual groups, Consumer-action groups, reference group appeals, Celebrities.</p> <p>Opinion Leadership: Dynamics of opinion leadership process, Measurement of opinion leadership, Market Mavens, Opinion Leadership & Marketing Strategy, Creation of Opinion Leaders.</p>	
5	<p>Consumer Influence and Diffusion of Innovations</p> <p>Diffusion of Innovations: Diffusion Process (Innovation, Communication channels, Social System, Time)</p> <p>Adoption Process: Stages, categories of adopters</p> <p>Post Purchase Processes: Post Purchase Processes, Customer Satisfaction, and customer commitment: Post purchase dissonance, Product use and non use, Disposition, Product disposition.</p>	08Hours

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 exhibit the concept of consumer behavior, decision making by consumers and also able to use quantitative and qualitative research methods on consumer behavior.
2. The students will gain knowledge on Individual Influences on Consumer Behaviour viz., motivation, personality and perception and will be able to interpret the role of learning, attitudes and persuasive communication
3. The students will be able to analyze social, cultural and sub-cultural factors that effect consumer behavior.
4. The students will be able to reveal External Influences on Consumer Behaviour viz., groups, family and reference groups.
5. The students will be able to construe the concept of opinion leadership, diffusion of innovation, adoption process and Post Purchase Processes.


RECOMMENDED BOOKS:

1. Consumer Behavior - Leon Schiff man, Lesslie Kanuk, 10/e, Pearson, 2010.
2. Consumer Behavior: Building Marketing Strategy – Del I. Hawkins, & Others, 11/e TMH.
3. Consumer behavior - Jay D. Lindquist, Joseph Sirgy, 1/e, Cengage Learning.
4. Consumer behavior – David L. Loudon, Della Bitta, 4/e, McGraw Hill.
5. Consumer Behavior – Raju M. S & Dominique Xardel, Vikas Publishing House.

REFERENCE BOOKS:

1. Consumer Behavior - Henry Asseal, Cenage Learning.
2. Consumer Behavior in Indian Perspective – Suja Nair, Himalaya Publications
3. Customer Behavior: A Managerial Perspective – Sheth, Mittal, Cengage Learning.
4. Consumer Behavior- Satish K. Batra& S H HKazmi, Excel BOOKS.
5. CRM – Alok Kumar, Chhabi Sinha, 7/e, Biztantra.
6. Customer Relationship Management - Peru Ahamed&Sagadevan, Vikas Publishing.
7. Consumer Behavior – Kumar Rajeev, Himalaya Publisher.

SERVICES MARKETING

	SubjectCode:MBA312	No. of Credits: 04	Total no. of lecture hrs: 52
	No. of lecture hrs per week: 04		No. of Practical hrs per week:01
	CIE Marks: 30	Exam Duration hrs: 03	SEE Marks: 70

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.

Note: Each module carry one set of questions of 20 marks. Questions from Unit 1 and 5 will have internal choice.

Unit No.	Syllabus Content	No. of Hours
1	<p>Introduction to services: Concepts, What are services, Why service marketing, contribution and reasons for the growth of services sector, difference in goods and service in marketing, myths about services, characteristics of services, concept of service marketing triangle, service marketing mix, GAP models of Service quality. Marketing challenges in service industry.</p> <p>Consumer behavior in services: Search, Experience and Credence property, 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>	12 Hours
2	<p>Understanding customer expectation through market research: Key reasons for GAP 1, using marketing research to understand customer expectation, Types of service research.</p> <p>Building customer relationship through retention strategies –Relationship marketing.</p> <p>Evaluation of customer relationships, Benefits of customer relationship, levels of retention Strategies, Market segmentation-Basis & targeting in services.</p>	8 Hours
3	<p>Customer defined service standards: “Hard” & “Soft” standards, process for developing customer defined standards, Leadership & Measurement system for market driven service performance-key reasons for GAP-2 service leadership- Creation of service vision and implementation, Service quality as profit strategy, Role of service quality In offensive and defensive marketing.</p> <p>Service design and positioning-Challenges of service design, new service development-types, stages. Service blue printing-Using & reading blue prints. Service positioning-positioning on the five dimensions of service</p>	12 Hours

	quality, Service Recovery.	
4	Employee role in service designing: importance of service employee, Boundary spanning roles, Emotional labour, Source of conflict, Quality-productivity trade off, Strategies for closing GAP 3. Customer's role in service delivery-Importance of customer, Strategies for enhancing-Customer participation, Delivery through intermediaries- Key intermediaries for service delivery, Intermediary control strategies.	8 Hours
5	Role of marketing communication- Key reasons for GAP 4 involving communication, four categories of strategies to match service promises with delivery, Methodology to exceed customer expectation. 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. Physical evidence in services: Types of service scapes- Role of service scapes, Frame work for understanding service scapes & its effect on behaviour-Guidance for physical evidence strategies.	12 Hours

Self Study :

1. Ask students to choose a service industry of their choice at the beginning of the semester.
2. Ask them 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 understand the concept of service, GAP model of service quality and consumer behavior in services.
2. Students will gain an insight into types of service research and also the customer retention strategies.
3. Students can gain knowledge regarding hard & soft standards, service designing and positioning.
4. Students will be able to understand the employee and customer's role in service delivery, key intermediaries for service delivery.
5. Students will be able to understand the key reasons for GAP 4 and the various approaches to pricing services, types of service scapes and the guidelines for physical evidence strategies.

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 & David L. Kurtz, 2/e, Biztantra, 2007
4. Services Marketing: The Indian Perspective-Ravi Shankar, Excel BOOKS, 2006

REFERENCE BOOKS:

1. Services Marketing - Rajendra Nargundkar, 3/e, TMH, 2010
2. Services Marketing - Govind Apte, 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.

ELECTIVES – FINANCE
PORTFOLIO MANAGEMENT

	SubjectCode:MBA321	No. of Credits: 04	Total no. of lecture hrs: 52
	No. of lecture hrs per week: 04		No. of Practical hrs per week:01
	CIE Marks: 30	Exam Duration hrs: 03	SEE Marks: 70 (T40:P60)

COURSE OBJECTIVES:

- To inculcate in students the knowledge about investment process and financial markets
- To make the students proficient in valuation of securities
- To make the students familiar with the computation of risk and return.
- To familiarize the students the concepts of fundamental and technical analysis and behavioural finance.
- To acquaint the students with the knowledge about portfolio theories, portfolio construction & evaluation.

Note: Internal choice questions may appear from Module 2 and Module 3 which might appear as a case-study question as well.

Unit No.	Syllabus Content	No. of hours
1	Investment: Attributes, Economic vs. Financial Investment, Investment and speculation, Features of a good investment, Investment Process. Financial Instruments: Money Market Instruments and Capital Market Instruments, Exchange Traded Funds and Hedge Funds. Securities Market: Primary Market - Factors to be considered to enter the primary market, Modes of raising funds, Secondary Market- Major Players in the secondary market, Listing of securities, Grouping of shares, Functioning of Stock Exchanges- NSE, BSE and OTCEI, Major Indices and its Computation.	12 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, Features, Yields. Equity shares- Concept, Valuation, Dividend Valuation models.	8 Hours
3	Risk and Return: Concept of Risk, Types of Risk- Systematic risk,	8 Hours

	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.	
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. (Problems on Technical analysis) Market Efficiency and Behavioral Finance: (Theory only) Random walk and Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency.	12 Hours
5	Modern Portfolio Theory: Markowitz Model -Portfolio Selection, Opportunity set, Efficient Frontier. Capital Asset pricing model: Basic Assumptions, CAPM Equation, Security Market line, Extension of Capital Asset pricing. Portfolio Management: Diversification- Investment objectives, Risk Assessment, Selection of asset mix, Risk, Return and benefits from diversification. Portfolio Management Strategies: Types, Portfolio Revision: Portfolio Revision Strategies – Objectives, Performance plans (Theory only). Portfolio Evaluation (Problems).	12 Hours

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 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 evaluate the securities.
3. The students will be able to understand the various types of risks and returns associated with securities.
4. The students will be able to advice on the issues of investment based on fundamental and technical analysis and behavioral finance.
5. 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, Bailley, 3/e, PHI, 2001.
2. Security Analysis & Portfolio Management – Sayesh N. Bhat, 1/e, Biztantra, 2011.
3. Security Analysis & Portfolio Management– DhaneshKhatri, Macmillan, 1/e, 2010.

4. Security Analysis & Portfolio Management – Avadhani V. A, HPH.
5. Investments – ZviBodie, Kane, Marcus & Mohanty, 8/e, TMH, 2010.

INVESTMENT BANKING & FINANCIAL SERVICES

	SubjectCode:MBA322	No. of Credits: 04	Total no. of lecture hrs: 52
	No. of lecture hrs per week: 04		No. of Practical hrs per week:01
	CIE Marks: 30	Exam Duration hrs: 03	SEE Marks: 70 (T80:P20)

COURSE OBJECTIVES:

- To learn about the functions & procedure for raising capital by an Investment Banker.
- To have an insight & understand the financial services.
- To learn & Practical exposure to leasing and hire purchase agreements.

Note: One question from each Unit of 20 marks each. Questions from Unit 3 and 4 will have internal choice. Case study is from 4th Unit.

Unit No.	Syllabus Content	No. of hours
1	Investment Banking- Introduction-Functions of Investment Banks- Types of Investment Banks-Investment Banking Services- Issue Management-Pre issue and Post issue obligations, SEBI regulations for Investment bankers, brokers and sub brokers, intermediaries and portfolio managers- SEBI issue and Listing of Debt securities Regulation 2008.	10 Hours
2	Depository System: Objectives, role of depositories and their services, Advantages of depository system -NSDL and CDSL. The process of clearing and settlement through Depositories, Depository Participants -SEBI (Depositories and Participants) Registration, Rights and Obligations of depositories and participants- Custodial services- The Stock Holding Corporation of India Limited Raising of capital from international markets: Loan syndication, ADRs, GDRs, EDRs, ECB.	08 Hours
3	Housing Finance: Role, Types of housing loans, Institutions and banks offering Housing Finance, Procedure and Interest rates. Income Tax Implication. Reverse mortgage loan. Non-Banking Finance Companies: Types, Growth, Functions Factoring: Origin, Types, Factoring mechanism, advantages, factoring charges Forfeiting: Origin, characteristics, benefits, difference between factoring and forfeiting.	12 Hours
4	Leasing: Concept, Types of Lease, Legal frameworks, Advantages and disadvantages of Leasing, Contents of a Lease Agreement, Problems in leasing, Factors influencing Buy or Borrow or Lease Decision. Hire Purchasing: Concepts and features, Hire Purchase Agreement, Comparison of Hire Purchase with Credit sale, Installment sale and Leasing. Problems related to Hire purchase and Leasing	12 Hours

5	<p>Credit rating: Definition and meaning, Process of credit rating of financial instruments, Rating methodology, Rating agencies.</p> <p>Securitization of debt: Meaning, Features, Special Purpose Vehicle, Types of securitisable assets, Benefits of Securitization, Issues in Securitization.</p> <p>Underwriting: Concept-Underwriting in fixed price offers and book built offers.</p> <p>Venture Capital: Concept, features, Origin and the current Indian Scenario. Private equity- Investment banking perspectives in private equity</p> <p>Microfinance-Concept & structure of Microfinance.</p>	10 Hours
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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 will be capable of handling the Investment banking services with clarity of issue management procedure.
2. Student is able to carry on the activities of depository systems & assist the company in raising of capital from the capital market.
3. Students will be showing the knowledge about the various kinds of financial services of funding agencies outside the capital market.
4. Student will understand clearly the implications of the decision of Leasing & Hire purchase agreement.
5. Student will be exposed to understand the importance of Credit rating Agencies. Students will have clarity about the specialized financial services of raising capital to the corporate.

RECOMMENDED BOOKS:

1. Financial Markets and Services – Gordon & Natarajan, 7/e, Himalaya publishing, 2011.
2. Financial services- Khan M.Y, 6/e, McGraw Hill, 2011.
3. Indian Financial System – Machiraju, 4/e, Vikas, 2010.

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. Dynamics of Financial Markets and Institutions in India – SrivastavaR. M, Excel Books, 2010.

	SubjectCode:MBA323	No. of Credits: 04	Total no. of lecture hrs: 52
	No. of lecture hrs per week: 04		No. of Practical hrs per week:01
	CIE Marks: 30	Exam Duration hrs: 03	SEE Marks: 70 (T30:P70)

COURSE OBJECTIVES:

- To make the student understand the importance of inventory management in 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 the basic understanding of capital structure decisions.
- To familiarize the students with the importance of divided decisions in firms and conceptual knowledge of EVA and MVA.

Note: Internal choice questions may appear from Unit 2 and 4 which might appear as a case-study question as well.

Unit No.	Syllabus Content	No. of Hours
1	Inventory Management: Determining inventory control levels: ordering, reordering, danger levels. EOQ model. Pricing of raw materials, Monitoring and control of inventories, ABC Analysis.	8 Hours
2	Cash Management – Forecasting cash flows – Cash budgets, long-term cash forecasting, monitoring collections and receivables, optimal cash balances – Baumol model, Miller- Orr model, Strategies for managing surplus fund.	12 Hours
3	Receivables Management – Credit management through credit policy variables, marginal analysis, Credit evaluation: Numerical credit scoring and Discriminate analysis. Control of accounts receivables, Problems on credit granting decision (marginal analysis).	10 Hours
4	Capital structure decisions – capital structure & market value of a firm. Theories of capital structure – NI approach, NOI approach, Modigliani Miller approach, traditional approach. Arbitrage process in capital structure. Planning the capital structure: EBIT and EPS analysis. ROI & ROE analysis. Capital structure policy.	12 Hours
5	Dividend policy – Theories of dividend policy: relevance and irrelevance dividend decision. Walter’s & Gordon’s model, Modigliani & Miller approach. Dividend policies – stable dividend, stable payout and growth. Legal and procedural aspects of dividends, Corporate Dividend Tax. Approaches to value measurement: Economic Value Added (EVA) – concept, components of EVA, Market Value Added (MVA).	10 Hours

PRACTICAL COMPONENTS:

1. Students have to gather information pertaining to different inventory control techniques used by 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.

COURSE OUTCOMES:

1. The student will be able to demonstrate the conceptual application of categorizing the inventory in an organization.
2. The students will be able to demonstrate 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 understand the application of capital structure theories.
5. The students' will be able to demonstrate the pros and cons of dividend decisions and the conceptual application of EVA and MVA.


RECOMMENDED BOOKS:

1. Financial Management - Prasanna Chandra, 8/e, TMH, 2011.
2. Financial Management - M.Y. Khan & P.K. Jain, 6/e, TMH, 2011.
3. 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.

STRATEGIC COST MANAGEMENT

	SubjectCode:MBA324	No. of Credits: 04	Total no. of lecture hrs: 52
	No. of lecture hrs per week: 04		No. of Practical hrs per week:01
	CIE Marks: 30	Exam Duration hrs: 03	SEE Marks: 70 (T40:P60)

COURSE OBJECTIVES:

1. To study the application of cost concept & learn decision making skills using the cost & management accounting concepts
2. To analyse the Financial Statements from the management perspective.
3. To make the student understand the importance of reporting the cost information.

Note: One question from each Unit of 20 marks each. Questions from Unit 1 and 3 will have internal choice & will appear as Case study.

Unit No.	Syllabus Content	No. of hours
1	Management Control & Cost Concepts: Meaning, nature and purpose. Profit, growth and control. Cost terms, cost drivers, cost pools & cost objects. Classification of costs. Problems on Cost sheet – Job & Process Cost(Excluding By products)	10 Hours
2	Overheads- Classification and Collection, Difference between Cost Allocation and Cost Apportionment, (Full fledged Problems on Primary and secondary distribution, Simultaneous equations) Absorption of Overhead, Theory on Under and Over absorption of Overhead.	10 Hours
3	Marginal costing – Nature and Scope- Applications-Break-even charts and Point, Decision Making (all types with full problems) Differential Cost Analysis, Advantages and Disadvantages of Marginal Costing. Activity Based Costing, Cost Drivers, Cost Analysis Under ABC (Unit level, Batch Level and Product Sustaining Activities), Benefits and weaknesses of ABC, Simple Problems under ABC. Demerits of Traditional Costing,	12 Hours
4	Budgetary Control: Objectives of Budgetary control, Functional Budgets, Master Budgets, Key Factor Problems on Production Budgets and Flexible Budgets. Standard Costing Comparison with Budgetary control, analysis of Variances, Simple Problems on Material and Labour variances only.	10 Hours
5	Cost Audit ,-objectives, Advantages, Areas and Scope of Cost Audit, Cost Audit in India. Management Audit - Aims and the objectives, Scope of Management Audit. Reporting to Management – Purpose of reporting-Requisites of a good report, Users of Segment reporting. Cost Reduction, and Cost Control, Target Costing – its Principles, Balanced Scorecard as a performance measure-Features- Purpose, Reasons for use of balanced scorecard.	10 Hours

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 report of cost records & present the same.

COURSE OUTCOMES:

- 1. The student will be capable of applying the cost concepts for the Management Decisions.*
- 2. The students will be capable identifying the different overheads and its distribution.*
- 3. 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 & adopting the advanced costing method for managing corporate affairs.*
- 4. The student will be able to apply the cost & Management control systems in performing the activity in the organization.*
- 5. The student will be able to understand the complexities of reporting to Management and will effectively the cost & Management audit related activities of a company.*

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.

ELECTIVES – HRM

RECRUITMENT AND SELECTION

	SubjectCode:MBA331	No. of Credits: 04	Total no. of lecture hrs: 52
	No. of lecture hrs per week: 04	No. of Practical hrs per week:01	
	CIE Marks: 30	Exam Duration hrs: 03	SEE Marks: 70

COURSE OBJECTIVES:

1. *To develop the awareness on how they can be the best recruiters & develop best selection criteria.*
2. *To get to know the legal aspects pertaining to the recruitment and selection process.*
3. *To understand the selection procedures in detail.*

Note: One question from each Unit of 20 marks each. Questions from Unit 2 and 5 will have internal choice.

Unit No.	Syllabus Content	No. of Hours
1	<p>Job Analysis: Approaches in Job Analysis, Methods of Data Collection. 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>	10 Hours
2	<p>Legal Aspects and Organization Policy: Nationality, gender, age, job reservation for weaker sections of the society, equal opportunity employment, employment of foreign workers and visa restrictions, agreement with employee unions, organizational policy on hiring.</p> <p>Interviews- Methods, Advantages and Limitations. Interviewers and their preparedness. Interview Content and Process. Personality and Physical Features, Emotional Maturity, Oral Communication, Job Knowledge, Person-Job Fitness, physical fitness Expectation-Offer compatibility and Salary Negotiation</p>	10 Hours
3	<p>Recruitment and Selection: Principles of Recruitment, Outsourcing, Contracting and Recruiting. Targeting right source, internal recruitment-meaning and significance, advantages and disadvantages. External recruitment-,</p>	10 Hours

	advantages and disadvantages. Centralized & Decentralized Recruitment-Meaning, advantages & Disadvantages.	
4	Assessing candidates for selection: Tests and Interviews : Aptitude and skills, assessing approaches application blanks, skill tests, aptitude tests etc, reliability and validity of tests, testing methods, testing conditions and procedure, evaluating test scores, short listing ratio, short listing criteria- benchmark approach and descending order approach.	10 Hours
5	Background Check and Appointment order: Verification of Education, Age, Qualification, Experience, Good Behavior at Work, Performance at Work, and Verification for Criminal Antecedents. Appointment - Offer of Appointment and Acceptance, Appointment Order, Contents of Appointment Order and its acceptance. Bond for minimum service, Bond for good conduct, Caution Deposit against possible losses. Induction and Deployment. Induction and deployment: Meaning, significance, methods, and contents introducing new employee to the existing employees in person or through communication, Basic rules to be followed at work to deal with people issues, Processes and task issues. Deployment of right person to right position.	12 Hours

PRACTICAL COMPONENTS:

1. Students need to identify two jobs in the college 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. In Teams, 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.

COURSE OUTCOMES:

1. *Students will Understand the necessity of studying recruitment and selection from a critical perspective exploring, in particular and in ethical dimensions*
2. *Students will get the knowledge of different sources of recruitment.*
3. *Students will get a clear picture of different stages of recruitment process.*
4. *Students will understand the process of conduction of interview, and critical success factors for interview process.*
5. *Students will be able to recognize the basis through which the candidates can be evaluated through background check for the selection.*


RECOMMENDED BOOKS:

1. Human Resource Selection - Gatewood R. D, Field H. S, Barrick R. Cengage Learning, 2008.
2. Recruiting, Interviewing, Selecting, and Orienting New Employees - Arthur D, PHI, 2011.
3. Strategic Staffing - Phillips J. M and Gully S.M., Pearson Education, 2009.
4. High performance hiring by Robert w. Wendover, Crisp Publication, California, 1991

REFERENCE BOOKS:

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

INDUSTRIAL RELATION & LEGISLATIONS

	SubjectCode:MBA322	No. of Credits: 04	Total no. of lecture hrs: 52
	No. of lecture hrs per week: 04		No. of Practical hrs per week:01
	CIE Marks: 30	Exam Duration hrs: 03	SEE Marks: 70

COURSE OBJECTIVES:

1. This course orients the students with the concepts of employer-employee relations and industrial relations through CB and impact of ILO on Indian labour law.
2. To enable the students to gain the knowledge on grievance and indiscipline handling in real time and prevention of women harassment at workplace.
3. To make students aware about the important provisions of employment related Acts such as Factories Act, PF Act, Gratuity Act, maternity benefit act, ESI Act and other acts and stimulate thinking on rationale behind the laws and their enforcement.

Note:: Each unit will carry the weightage of 20 marks. Questions from Unit 3 and 5 will have internal choice. Case study will be from Unit 3/Unit 5.

Unit No.	Syllabus Content	No. of Hours
1	Background of Industrial Relations – Definition, scope, objectives, factors affecting IR, participants of IR, importance of IR, system of IR in India – Historical perspective & post independence period, Code of Discipline and historical initiatives for harmonious IR, Government policies relating to labor, ILO, its objectives and functions ILO and its influence on Legal enactments in India.	8 Hours
2	Collective Bargaining in India: Definition, Essential conditions for the success of collective bargaining, functions of collective bargaining collective bargaining process, prerequisites for collective bargaining. Negotiations -Types of Negotiations, Techniques of negotiation, negotiation process, essential skills for negotiation.	8 Hours
3	Grievance procedure and Discipline management: Grievance, meaning and forms, Grievance procedures, model grievance procedure. Discipline Management - Meaning and significance of employee discipline, Causes of Indiscipline, Domestic enquiries, Disciplinary procedures, Misconduct, suspension, show cause notice, investigation,	12 Hours

	enquiry and charge sheet. Principles of Hot stove rule. Prevention of Sexual harassment at workplace: Meaning and significance, Supreme Court verdict in Vishaka Versus State of Rajasthan case, employer responsibility to create harassment free work place, training employees for good behavior, modifying service rules to include sexual harassment as misconduct. Punishing the perpetrator and protecting the Victim.	
4	INDUSTRIAL LEGISLATIONS Industrial Legislations- I An overview of the following labour enactments covering the definitions, applicability, provisions, registers and returns; penalties. <ul style="list-style-type: none"> • Factories Act 1948 • The Maternity Benefit Act 1961 • Trade Union Act, 1926 	12 Hours
5	Industrial Legislations- II <ul style="list-style-type: none"> • Employees' State Insurance (ESI) Act, 1948 • Employees' Provident Fund and Miscellaneous Provisions Act 1952 • Payment of Gratuity Act 1972 • Payment of Bonus Act, 1965 • Payment of Wages Act, 1936 	12 Hours

PRACTICAL COMPONENT:

1. Arrange a debate on constitutional provisions of labour law.
2. Arrange a debate in the classroom about rights and duties of trade union of workers.
3. Ask the students to prepare a policy document to prevent sexual harassment at workplace.

COURSE OUTCOMES:

1. *The Student will be able to demonstrate a conceptual understanding of the dynamics of Industrial Relations system in real time.*
2. *Students will equip themselves to apply the knowledge of bargaining process and negotiation techniques.*
3. *Students will apply the learnt knowledge in maintaining the discipline by handling grievance and indiscipline in real time & also to prevent women harassment at workplace.*
4. *To apply the various legislations to resolve labour issues related to Factories act, & other acts in an organization with fair understanding of the labour enactments of India.*
5. *To apply the various legislations like payment of wages act, Payment of Gratuity act, ESI act, EPF Act, Bonus act in their job.*

RECOMMENDED BOOKS:


1. Industrial Relations – Emerging Paradigms – B D Singh, Excel Books
2. Arun Monappa - Industrial Relations, Tata McGraw Hill Publishing Company Ltd.le, 2002.

3. Labour Laws for Managers, BD Singh, Excel Books
4. Industrial Relations and Labour laws, 5th Edition, SC Srivatava, Vikas Publications
5. Bare Acts

REFERENCE BOOKS:

1. P R N Sinha et al Industrial Relations, Trade Unions & Labour Legislation, Pearson Education
2. R S Davar - Personnel Management and Industrial Relations, Vikas Publishing House, Mumbai, 1e, 2005
3. Myers, A Charles and Karnnappan S - Industrial Relations in India, Asia Publication House, Mumbai
4. Industrial Relations-Venkata Ratnam, Oxford University Press.

BUSINESS SOFTWARE APPLICATIONS

	Subject Code: MNC03	No. of Credits: -	Total no. of lecture hrs: 52
	No. of lecture hrs per week: 04	No. of Practical hrs per week:01	
	CIE Marks: 30	Exam Duration hrs: -	SEE Marks: -

COURSE OBJECTIVES:

1. To provide hands on experience on advanced applications of MS office Excel
2. To assist the students to get familiar with Statistical Package for Social Science (SPSS)
3. To develop the skill of applying the accounting concepts using computer software to generate various accounting reports.

Unit No.	Syllabus Content	No. of Hours
1	Microsoft Office Excel: Formatting, Formulas, VLOOKUP, Pivot Table, Data Analysis: Descriptive Statistics, Chi-square, ANOVA, Paired 't' test	8 Hours
2	Introduction to IBM SPSS Statistics 20: Data Entry, Data View Spreadsheet, Variable View Spreadsheet, Storing and Retrieving Data Files, Statistics Menus, Data File Handling, Entering and modifying data, Generating New Variables, Running Statistical Procedures, Constructing Graphical Displays, Output Viewer, Charting	10 Hours
3	Installing & Activating Tally.ERP 9 Fundamentals of Accounting & Tally. ERP 9, Creating Masters, Voucher Entry & Generation of Reports, Tally Vault & Security Controls, Export Import & Splitting of data & Printing of Reports.	10 Hours
4	Analysis of Data and Interpretation Using SPSS 20: Frequency distribution, Comparing Means: Means, Independent't' test, Paired-Samples t-test, ANOVA Models: Univariate and Bivariate. Correlating Variable: Bivariate, Regression Analysis: Linear Regression, Non-parametric Tests: Chi-Square, Kruskal Wallis test	12 Hours

5	Pay roll Accounting & Compliance in Tally.ERP 9 – Creating Payroll Masters, Process, Accounting for employer PF & ESI contributions, Accounting for Income Tax & Professional Tax, Generating Payroll Reports.	12 Hours
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COURSE OUTCOMES:


- 1. Students will understand the different areas where MS Excel has been used in the Businesses.*
- 2. Students would increase their knowledge on SPSS 20 to carry out their research projects.*
- 3. Students will be able install & run the Tally ERP-9 & to create a company & generate the accounting reports*
- 4. Students would be mastering their analytical skills and Interpret results of the tests using SPSS 20.*
- 5. Student is able to run the operations of Payroll & calculate the contributions of Employer to PF & ESI. The student has learnt to generate reports*

RECOMMENDED NOTES:

1. Study Material on Excel, SPSS 20 and Tally ERP-9
2. Tally ERP-9 Lab Manual, Dr AIT 2017

ELECTIVES – MARKETING

STRATEGIC BRAND MANAGEMENT

	SubjectCode:MBA415	No. of Credits: 04	Total no. of lecture hrs: 52
	No. of lecture hrs per week: 04	No. of Practical hrs per week:01	
	CIE Marks: 30	Exam Duration hrs: 03	SEE Marks: 70

COURSE OBJECTIVES:

1. To help the students appreciate the relationship between corporate strategy and Brand management.
2. To give a fundamental understanding of how to build, measure, and manage brand equity.
3. To develop familiarity and competence with the strategies and tactics involved in brand management.

Note: Each module carry one set of questions of 20 marks. Questions from Unit 3 and 4 will have internal choice.

Unit No.	Syllabus Content	No. of Hours
1	<p>Introduction to the concept of Brand Management: Brand - Evolution of Brands, Functions of Brand to consumer, Advantages of Brand, Product Vs Brand. Branding- Meaning, Creation of Brands through goods, services, people, Organization, Retail stores, places, online, entertainment, ideas, challenges to Brand builders. Strategic Brand Management Process-Meaning, Steps in Brand Management Process.</p>	10 Hours
2	<p>Customer Based Brand Equity: Customer Based Brand Equity-Meaning, Model of CBBE - Brand Equity: Sources, Steps in Building Brands, Brand building blocks-Resonance, Judgments, Feelings, performance, imagery, salience- Brand Building Implications. - Brand Identity & Positioning: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism. - Brand positioning – Point of parity & Point of difference, Positioning guidelines. - Brand Value: Core Brand values, Brand mantras, Internal branding.</p>	12 Hours
3	<p>Choosing Brand Elements to Build Brand Equity: Criteria for choosing brand elements, options & tactics for brand elements-Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & Benefits, Packaging. Luxury Brand Management: Luxury definition and relativity, luxury goods and luxury brands, basic psychological phenomena associated with luxury purchase, luxury marketing mix. - International luxury markets: historical leaders and emerging countries. Leveraging Brand Knowledge: Meaning, Dimensions of Brand Knowledge, Conceptualizing the leveraging process.</p>	12 Hours

4	<p>Measuring & Interpreting brand performance: Brand Value chain- Designing Brand Tracking studies, Establishing brand Equity Management Systems. Measuring Brand Equity: - Methods for measuring Brand Equity- Quantitative Techniques & Quantitative Techniques, Comparative methods-Brand based comparisons, Marketing based comparisons-Conjoint Analysis, Holistic methods. Managing Brand Equity: Brand Reinforcement, Brand Revitalization, Brand Crisis. Brand Strategies: Brand Extension-Types, Need, Advantages & Disadvantages of Brand Extension, Brand-Product matrix, Brand Hierarchy-Kapferer's Branding Systems, Building Brand Equity at different hierarchical levels, Brand hierarchy decision-Consumer's Evaluation of Brand Extensions & Opportunities. Brand Architecture and brand consolidation.- Brand Repositioning:Types of repositioning strategies in Indian marketing</p>	12 Hours
5	<p>Brand Imitations: Meaning of Brand Imitation, Kinds of imitations, Factors affecting Brand Imitation, Imitation Vs Later market entry, First movers advantages, Free rider effects, Benefits for later entrants, Imitation Strategies.</p>	6 Hours

Self Study:

1. Go to a supermarket and find the brand elements in various brands of soaps, mobiles, jeans, and other products.
2. If you would start an MBA College, what would the positioning be with POP's and POD's?
3. Pick up your college, analyse its positioning and how would you reposition it?
4. Pick a multiproduct company and as completely as possible analyze its brand portfolio and brand extensions?
5. Consider some groups like Tata's , Birla's, Infosys etc – what is their branding Strategy.
6. Students can select any two popular brands and identify and examine the criteria for success in the luxury brand industry.

Course outcome

1. Students will be able to understand the concept of brand, functions and the brand management process.
2. Students will gain an insight into brand equity, brand identity, brand positioning & brand value.
3. Students will be able to understand the various brand elements and the secondary brand knowledge.
4. Students will understand the brand value chain, methods of measuring & managing the brand equity. They can gain the knowledge of brand extension, brand hierarchy & repositioning strategies.
5. Students will be able to understand brand imitation, first mover advantages & free rider effects.

RECOMMENDED BOOKS:


1. Strategic Brand Management, Building Measuring & Managing Brand Equity – 2nd Ed Phi / Pearson Education – Kevin Lane Keller
2. Brand Management -The Indian Context – Y L R Moorthi – Vikas Publication.
3. Strategic Brand Management – Jean, Noel, Kapferer – Kogan Page India

4. Brand Imitations – Dr S Kaplan, Dr S Pandey – HPH, 1/e, 2004
5. Brand Management, Tapan Panda, 2/e, Excel Publication

REFERENCE BOOKS:

1. Brand Management- Harish V Verma, 2/e, Excel BOOKS
2. Compendium Brand Management – Chunnawalla – HPH, 1/e, 2003
3. Managing Indian Brands – S Ramesh Kumar – Vikas
4. Strategic Brand Management- Richard Elliott & Larry Perclu, Oxford Press, 1/e
5. Creating powerful brands – Chernatony, Elsevier Publication, 1/e

RURAL MARKETING & E- MARKETING

	SubjectCode:MBA416	No. of Credits: 04	Total no. of lecture hrs: 52
	No. of lecture hrs per week: 04		No. of Practical hrs per week:01
	CIE Marks: 30	Exam Duration hrs: 03	SEE Marks: 70

Objectives:

1. The objective of the course is to provide conceptual understanding on the Rural Marketing with special reference to Indian context and develop skills required for planning of Rural Products.
2. To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.
3. To understand the important concepts related to e-marketing
4. To introduce to the students the current tools in e-marketing space

Note: Each unit carry one set of questions of 20 marks. Questions from Unit 1 and 5 will have internal choice.

Unit No.	Syllabus Content	No. of hours
1	<p>Introduction to Indian Rural Marketing: Definition, scope of rural marketing, concepts, classification of rural markets, rural vs. urban markets. Rural marketing environment: Population, occupation pattern, income generation, location of rural population, expenditure pattern, literacy level, rural credit institutions, , problems in rural marketing.</p> <p>Rural Consumer behaviour: Consumer buying behaviour models, Factors affecting Consumer Behaviour, Social factors, Technological Factors, Economic Factors, Political Factors, Characteristics of Rural consumer- Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, pre purchase Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty.</p>	12 Hours
2	<p>Rural Marketing of FMCG's: Indian FMCG industry, characteristics of Indian FMCG sector, Challenges in the FMCG industry, Rural Marketing of FMCG's: Challenges in marketing for banking services in rural, opportunities for banking in rural areas, marketing strategies for banking services</p>	10 Hours
3	<p>Distribution Strategy Channels of Distribution, Evolution of Rural Distribution Systems- Wholesaling, Rural Retail System, Vans, Rural Mobile Traders: The last Mile Distribution, Haats/Shandies, Public Distribution System, Co-operative Societies, Prevalent Rural Distribution select case studies. Digitalizing the Indian rural markets-e-rural marketing:</p>	10 Hours
4	<p>Introduction to E-Marketing: Landscape – Past – Today – Future – Internet Marketing Paradigm Strategic Planning – Strategy to Electronic Planning – Strategic Drivers of the Internet Economy – Business Models to E-Business Models – E-Business Models – Performance Metrics — An E-Marketing Plan.</p>	10 Hours

5	<p>The E-Marketing Environment: Overview of Global E-Marketing Issues — Technological Readiness Influences Marketing – Wireless Internet Access – The Digital Divide, Ethical and Legal Issues – Privacy — Online Expression – Cyber Security – Cyber Crime</p> <p>E-Marketing Management: Product – Products on Internet – Creating Customer Value Online – Product Benefits –Internet Advertising – Marketing Public Relations – Sales Promotion Offers – Direct Marketing – Personal Selling –</p> <p>Evaluating Performance and Opportunities: Measuring and evaluating web marketing programs – Social and Regulatory Issues – Privacy – Security – Intellectual Property – Mobile Marketing — Fraud – Consumer Loyalty of Website-Services</p>	10 Hours
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Practical Component:

1. Students can form a team and identify Internet Properties & its Marketing Implications
2. Students can choose a Website for analysis based on its content, design, usability, attractiveness and other website properties
3. Visit to the various Micro Finance Institutes, who extend their services in catering rural market.
4. Approaching the FMCG companies which have already catered in Rural and Understand the approach strategy (What is that innovative concept the company has adopted in successfully catering in to rural markets)
5. Students can do a survey on corporate farming and its effect on income of the rural farmer.

RECOMMENDED BOOKS:


1. Rural Marketing - Pradeep Kashyap & Siddhartha Raut, Biztantra
2. Rural Marketing - Gopal Swamy T. P, 3/e, Vikas Publishing House,
3. Rural Marketing - Dogra & Karminder Ghuman, 1/e, TMH.
4. Rural Marketing - Sanal Kumar Velayudhan, 2/e, Response Publication 2007.
5. E-Marketing, Judy Strauss and Raymond Frost, Prentice Hall, 7th Edition, 2013
6. Internet Marketing: Integrating Online and Offline Strategies. M. L. Roberts and Debra Zahay, Cengage Publishing, 3rd edition, 2013

REFERENCE BOOKS:

1. Rural Marketing – Mathur U. C, 1/e, excel BOOKS.
2. Rural Marketing – Krishnamacharyulu C. G & Lalitha Ramakrishnan, Pearson Education.
3. Rural Marketing – Habeeb Ur Rahman,1/e, HPH, 2004.
4. Agricultural Marketing In India – Acharya , Oxford I B H
5. Advertising & Marketing in Rural India- Tej K. Bhatia, 2/e, Macmillan.
6. Marketing of Agricultural Products - Richard Kohls and Joseph N. Uhl, 9/e, PHI.
7. Rural Marketing – R.V.Badi, N.V.Badi, HPH.
8. The Essential Guide to Online Marketing, Rob Strokes, Quirk, ISBN: 9781936126323

ELECTIVES – FINANCE

MERGERS ACQUISITION CORPORATE RESTRUCTURING

	SubjectCode:MBA425	No. of Credits: 04	Total no. of lecture hrs: 52
	No. of lecture hrs per week: 04		No. of Practical hrs per week:01
	CIE Marks: 30	Exam Duration hrs: 03	SEE Marks: 70

COURSE OBJECTIVES:

- To facilitate an understanding of corporate restructuring as a strategic decision.
- To familiarize the students with the valuation of business enterprises and its influence on mergers and acquisition.
- To provide an understanding of the legal aspects of mergers/amalgamations and acquisitions/takeovers.

Note: One question from each Unit of 20 marks each. Questions from Unit 2 and 5 will have internal choice.

Unit No.	Syllabus Content	No. of Hours
1	Mergers- types– theories, Impact of M & A on stakeholders. Mergers & Acquisition – A strategic perspective - industry life cycle and product life cycle analysis in M&A decision - strategic approaches to M&A	8 Hours
2	Merger Process: Dynamics of M&A process - identification of targets – negotiation - closing the deal. Five-stage model – Due diligence Process of merger integration – organizational and human aspects – managerial challenges of M & A Methods of financing mergers – cash offer, share exchange ratio – mergers as a capital budgeting decision, Synergies from M&A: Operating and Financial synergy	12 Hours
3	Basics Of Business Valuation -Introduction, Purpose of valuation-. Role of valuation in Business acquisition and Corporate finance, – valuation approaches – discounted cash flow valuation – relative valuation	10 Hours
4	Corporate restructuring – forms of restructuring – joint ventures – divestitures – leveraged buy outs (LBO) – management buy outs – master limited partnerships – Limited Liability Partnership (LLP) in India, De merger- strategic alliance- buyback of shares-ESOP	10 Hours
5	Legal Aspects Of Mergers/Amalgamations And Acquisitions/Takeovers: Combination and Competition Act- Competition Commission of India (CCI)-Scheme of Merger/Amalgamation - Acquisitions/Takeovers - Listing agreement-The SEBI Substantial Acquisition of Shares and Takeover code.	12 Hours

PRACTICAL COMPONENTS:

- Obtain last three years' balance sheet of any firm that has debt and equity and find out the free cash flow to the firm for the last three years.
- Pick up any latest M&A deal and generate the details on Nature of the deal, Synergies, process, integration and legal aspects.
- Gather real world examples of Corporate restructuring and present the same.

COURSE OUTCOMES:

1. The students update their knowledge on merger & acquisition, types & strategic implication.
2. The students will be able to apprehend merger integration process and the students will capture practical exposure on methods of financing merger.
3. The students are able to value the business using valuation approaches.
4. The students accustom to restructuring forms and its various decision.
5. The students will gain familiar to legal aspects of Merger, Amalgamations, Acquisitions and Takeovers


RECOMMENDED BOOKS

1. Fred Weston, Kwang S Chung, Susan E Hoag – Mergers, Restructuring And Corporate Control – Pearson Education, 4/e
2. Weston, Mitchell And Mulherin - Takeovers, Restructuring And Corporate Governance – Pearson Education, 4/e, 2003
3. Mergers and Acquisitions, Rajinder S. Aurora, Kavita Shetty and Sharad R. Kale, Oxford University Press,2011
4. Prasanna Chandra, Corporate Valuation and Value Creation, Tata McGraw Hill,2011
5. Aswath Damodaran, Damodaran on Valuation, 2/e, John Wiley and Sons,2006

REFERENCE BOOKS

1. Sudi Sudarsanam, Value Creation From Mergers And Acquisitions, Pearson, 1/e, 2003
2. Merger Acquisitions & Corporate Restructuring – Chandrashekar Krishna Murthy & Vishwanath. S.R – Sage Publication.
3. Ramanujam et al – Mergers – TMH, 2003
4. Nishikant Jha, Mergers, acquisitions and Corporate Restructuring, HPH, 2011

TAX MANAGEMENT

	SubjectCode:MBA426	No. of Credits: 04	Total no. of lecture hrs: 52
	No. of lecture hrs per week: 04	No. of Practical hrs per week:01	
	CIE Marks: 30	Exam Duration hrs: 03	SEE Marks: 70

COURSE OBJECTIVES:

- To provide knowledge of taxation system in India & familiarize students with aspects of tax planning and tax management.
- To gain knowledge about assessing tax returns of an individual and Corporations.
- To understand the Indirect Tax structure & its complexities.

Note: One question from each Unit of 20 marks each. Questions from Unit 1 and 2 will have internal choice and will appear as a Case study.

Unit No.	Syllabus Content	No. of Hours
1	Basic concepts: Income tax provisions of 1961 & respective amendments in brief. Tax Planning, Tax Evasion and Tax Management. Problems on residential Status of Individual assesses. Explanation under various heads of income. Income from salary (Theory and Simple Problems) Income from House Property (Theory Only)	12 Hours
2	Income under the head profit and gains of business or professions - Problems on computation of income from business/ profession of Individual assesses and Depreciation. Computation of taxable income of a company with special reference to MAT. Corporate dividend Tax.	12 Hours
3	Income under capital gain, basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, computation of capital gain, deductions from capital gains.	12 Hours
4	Income from Other Sources (Theory Only). Setoff and carry forward of losses and clubbing of Incomes. Permissible deductions under section 80C to 80U. Computation of Total income with tax liability.	12 Hours
5	Indirect Taxes – Meaning, definition, importance. GST & its implications.	04 Hours

PRACTICAL COMPONENTS:

- Student can file a return of a salaried individual collecting the imaginary details of income, & present it before the class.
- Student can study the different industry impacts of GST & present the same in the class.
- Student can study the history of tax laws of the country with reference to other country tax laws.

COURSE OUTCOMES:

1. *Student will be able to exhibit knowledge of the basic Concepts of tax laws of the country & the structure of the tax system.*
2. *Student will be capable of analyzing & implying the Tax liability of different forms of business with the computational skills.*
3. *Student is able to exhibit the knowledge of tax provisions of Capital gains.*
4. *Student is able to compute & advice individuals in filing the returns with solutions to tax saving.*
5. *Student is acquainted with the shift in the Indirect tax procedures to be followed in maintaining of tax records.*


RECOMMENDED BOOKS:

1. Direct Taxes – Vinod Singhanian and KapilSinghanian, Taxman Publications
2. Indirect Taxes – V S Datey, Taxman Publications.

REFERENCE BOOKS:

1. Students Guide to Income Tax – VinodSinghanian, Taxman Publications.
2. Direct Tax – Mehrotra, SahityaBhavan
3. Students Guide to Income Tax – Manoharan T. N, Snow White.

RISK MANAGEMENT & DERIVATIVES

	SubjectCode:MBA427	No. of Credits: 04	Total no. of lecture hrs: 52
	No. of lecture hrs per week: 04		No. of Practical hrs per week:01
	CIE Marks: 30	Exam Duration hrs: 03	SEE Marks: 70

COURSE OBJECTIVES:

- To make the students understand the risk management process
- To make the students familiarize with derivative types and valuation of futures and forwards.
- To make the students proficient with the various types of options and its valuation.
- To make the students understand the modus operandi of swaps and also provide insights of commodities market.
- To familiarize the students with the terminologies associated with interest rate market credit risk and computation of VAR.

Note: One question from each Unit of 20 marks each. Questions from Unit 2 and 3 will have internal choice.

Unit No.	Syllabus Content	No. of hours
1	<p>Introduction to Risk Management: Risk-Risk and Uncertainty-Types of Risk-Burden of Risk- Sources of Risk-Methods of handling Risk-Degree of Risk-Management of Risk</p> <p>Risk Management - Risk Management Process-Identification Loss exposures-Analyzing Loss exposures-Objectives of Risk Management-Select the Appropriate Risk Management Technique- Implement and Monitor the Risk Management Program-Risk Management by Individuals and Corporations-Risk Management objectives-Need for a Rationale for Risk Management in Organizations- Understanding the cost of Risk-Individual Risk Management and the Cost of Risk-Risk Management and Societal Welfare.</p>	10 Hours
2	<p>Derivatives- Meaning, Types, Participants in derivatives market, Functions of derivatives market, Regulatory Framework.</p> <p>Futures and forwards- differences, valuation of futures, valuation of long and short forward contract. Mechanics of buying & selling futures, Margins, Hedging using futures –specification of futures -Commodity futures, Index futures interest rate futures arbitrage opportunities.</p>	12 Hours
3	<p>Options: Types of options, option pricing, factors affecting option pricing – call and put options on dividend and non-dividend paying stocks put-call parity-mechanics of options- stock options- options on stock index- options on futures – interest rate options. Hedging & Trading strategies involving options, valuation of option: basic model, one step binomial model, Black and Scholes analysis, option Greeks. Arbitrage profits in options.</p>	10 Hours
4	<p>Swaps: Meaning and types, Interest Rate Swaps, Currency swaps and cross-currency swaps- problems on two- way and three- way swaps.</p> <p>Commodity derivatives: commodity futures market-exchanges for commodity futures in India, Benefits of commodity futures, Forward Market Commission and regulation-commodities traded – trading and settlements.</p>	10 Hours

5	<p>Interest rate markets-Type of rates, Zero rates, Bond pricing, Determining Zero rates, Forward rules, Forward rate agreements (FRA).</p> <p>Credit risk-Bond prices and the probability of default, Historical default experience, Reducing exposure to Credit risk, Credit default swaps, Total return swaps, Credit spread options, Collateralized debt obligation.</p> <p>Value at Risk (VAR)-Measure, Approaches to VAR, stress testing and back testing (Problems on VAR).</p>	12 Hours
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COURSE OUTCOMES:

1. The students will be able to demonstrate their ability to identify and manage various types of risks.
2. The student will be come to know the various types of derivatives and also assess the value of futures and forwards.
3. The students will be able to determine the value of options.
4. The students accustom the knowledge of swaps and commodity derivatives.
5. The students will be able to demonstrate their acquaintance on interest rate markets credit risk and approaches to VAR.


RECOMMENDED BOOKS:

1. Options Futures & Other Derivatives - John C. Hull, 6/e, Pearson Education.
2. Options & Futures- Vohra & Bagri, 2/e, TMH
3. Risk Management – Koteswar, HPH.
4. Risk Management- Vaijanath Babshetti, Prakash B. Yaragol, 2/e, Kalyani Publishers.

REFERENCE BOOKS:

1. Risk Management & Derivative – Shulz, Cengage Learning.
2. Principles of Risk Management & Insurance – George E. Rejda, 11/e, Pearson Education, 2011.
3. Introduction to Risk Management & Insurance – Mark S. Dorfman, 9/e, Pearson, 2008
4. Options & Futures –Edwards & Ma, 1/e, MacGraw Hill.
5. Derivatives & Financial Innovations – Bansal, TMH.
6. Financial Derivatives –Kumar S. S. S, PHI, 2007.

INTERNATIONAL FINANCIAL MANAGEMENT

	SubjectCode:MBA428	No. of Credits: 04	Total no. of lecture hrs: 52
	No. of lecture hrs per week: 04	No. of Practical hrs per week:01	
	CIE Marks: 30	Exam Duration hrs: 03	SEE Marks: 70

COURSE OBJECTIVES:

- To provide an understanding the international economic and financial environment.
- To explain the foreign exchange rate determination, including the foreign exchange and derivatives markets.

Note: One question from each Unit of 20 marks each. Questions from Unit 1 and 3 will have internal choice.

Unit No.	Syllabus Content	No. of hours
1	<p>International financial Environment- The Importance, rewards & risk of international finance- Goals of MNC- International Business methods – Exposure to international risk- International Monetary system- Multilateral financial institution.</p> <p>International flow of funds and International Monetary system. International Flow of Funds: Balance of Payments (BOP), Fundamentals of BOP, Accounting components of BOP, BOP, equilibrium & disequilibrium. Trade deficits. Capital account convertibility. (Problems on BOP)</p>	12 Hours
2	<p>Foreign Exchange Market: Function and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Nominal, Real and Effective exchange rates, and Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behaviour- Cross Rates- Arbitrage profit in foreign exchange markets, Swift Mechanism. Triangular and locational arbitrage.</p>	10 Hours
3	<p>International Financial Markets and Instruments- Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, Cross listing of shares Global registered shares. International Financial Instruments: Foreign Bonds & Euro bonds, Global Bonds. Floating rate Notes, Zero coupon Bonds International Money Markets</p> <p>International Banking services –Correspondent Bank, Representative offices, Foreign Branches. Forward Rate Agreements, International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).</p>	10 Hours
4	<p>International Parity Relationships & Forecasting Foreign Exchange rate- Measuring exchange rate movements-Exchange rate equilibrium –Factors effecting foreign exchange rate- Forecasting foreign exchange rates. Interest Rate Parity, Purchasing Power Parity & International Fisher effects. Covered Interest Arbitrage. Foreign Exchange exposure. Management of Transaction exposure-Management of Translation exposure- Management of Economic exposure-Management of political Exposure- Management of Interest rate</p>	10 Hours

	exposure.	
5	Foreign exchange risk Management: Hedging against foreign exchange exposure --Hedging through currency of invoicing- Hedging through mixed currency invoicing --Country risk analysis. International Capital Budgeting: Concept, Evaluation of a project, Factors affecting, Risk Evaluation, Impact on Value. Adjusted Present Value Method	10 Hours

Practical Component:

1. Students can study the Balance of Payment statistics of India for the last five year and present the same in the class.
2. Students can carry out a survey of Exporters and report the foreign exchange risk management practices adopted by them.
3. Students can study the impact of exchange rate movement on the stock Index.
4. Students can predict exchange rates using technical analysis and find arbitrage opportunities using newspaper quotes present the same in the class.
5. Students can visit a bank and study the foreign exchange derivatives offered by them.

COURSE OUTCOMES

4. Student will come to know the international financial management, international flow of funds and monetary policy.
5. Students will be able to determine the foreign exchange calculations.
6. Students will come to know the international financial markets and instruments.
7. Students will come to know the international parity relationship.
8. Students will understand the procedure for preparation of international capital budgeting.

RECOMMENDED BOOKS:


1. International Financial Management – Vyuphakesh Sharan, 5/e, PHI, 2011.
2. International Financial Management – Madhu Vij, Excel Books, 2010.

REFERENCE BOOKS:

1. International Financial Management – Siddaiah T, 1/e, Pearson, 2011.
2. International Finance – ImadMoosa, 3/e, Tata McGraw Hill, 2011.
3. International Finance – Shailaja G, 2/e, University Press, 2011.
4. International Financial Management – Apte P. G, 6/e, TMH, 2011.
5. International Finance – Maurice Levi, 5/e, Routledge, 2009.
6. International Financial Management – Jain, Peyrard&Yadav, Macmillan 2010
7. International Finance – Thomas O'Brien, Oxford University Press,2010

ELECTIVES – HRM

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

	SubjectCode:MBA435	No. of Credits: 04	Total no. of lecture hrs: 52
	No. of lecture hrs per week: 04		No. of Practical hrs per week:01
	CIE Marks: 30	Exam Duration hrs: 03	SEE Marks: 70

COURSE OBJECTIVES:

1. To understand the Global Perspectives of Human Resource Management.
2. To get the knowledge of work force diversity and its effective use in organizational success.
3. To impart the fundamental functions practiced in International Human Resource Management.

Note: Each unit will carry the weightage of 20 marks. Questions from Unit 2 and 4 will have internal choice. Case study will be from Unit 2/Unit 4.

Unit No.	Syllabus Content	No. of Hours
1	Introduction to IHRM Definition, reasons for going global, Approaches to IHRM, Difference between IHRM and Domestic HRM, Reasons for emergence of IHRM, Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model, Models of SHRM in Multinational Companies, Internationalization of HRM: Socio-cultural context, Organizational dynamics and IHRM: Role of culture in International HRM, Culture and employee management issues, Organizational Processes in IHRM, Linking HR to International expansion strategies, The Challenges of International Human Resource Management	10 Hours
2	Strategies for International Growth: Exploiting global integration-The logic of global integration, differentiation, Mastering expatriation, beyond the traditional expatriate model, the limits of global integration Becoming locally responsive: The roots of responsiveness, understanding diversity, responding to diversity, the challenges of localization. Managing alliances and joint ventures- meaning, need, different kinds of alliances, planning and negotiating alliances, implementing alliances, supporting alliance learning, the evolving role of alliances	10 Hours
3	Recruitment, Selection and staffing in International context: International Managers- parent country nationals, third country nationals, host country nationals, advantages and disadvantages of different selection methods, different approaches to multinational staffing decisions, recruitment methods using head-hunters, cross-national advertising, e-recruitment; Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues.	10 Hours
4	Performance Management: A conceptual background, Constraints in goal attainment, performance management cycle, models, performance and appraisal in IHRM appraisal of expatriate, third and host country employees,	12 Hours

	issues and challenges in international performance management, country specific performance management practices. International Compensation: Forms of compensation and factors that influence compensation policy, key components of international compensation, Approaches to international compensation, compensation practices across the countries, social security systems across the countries, global compensation: emerging issues international labour relation, HRM Practices in different countries.	
5	Training and development in international context: Context Backdrop of international training, Current scenario in international training and development, training & development of international staff, types of expatriate training, HCN training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies	10 Hours

PRACTICAL COMPONENT:

1. Write an essay on the challenges faced by Indian multinational companies in deploying employees from one country to another.
2. Give a MNC recruitment case and ask the students to design and present a recruitment strategy.
3. Debate on the challenges involved in measuring performance of employees in multinational context.

COURSE OUTCOME:

1. *Students will understand the concept of International Human Resource Management*
2. *Students would learn the concept of globalization through the concept of alliance.*
3. *Students will get an idea about the recruitment and selection.*
4. *Students would learn the methods of training, performance management in International Perspective.*
5. *Students will be taught the workforce diversity and HRM practices global compensation methods.*


RECOMMENDED BOOKS

1. The Global Challenge- framework for international human resource management, Evans, Pucik, Barsoux, Tata McGraw-Hill Irwin.
2. International Human Resource Management-Peter J Dowling, Denice E Welch, Cengage Learning

REFERENCE BOOKS:

1. International Human Resorce Management, K Aswathappa, Sadhna Das, Mc Graw Hill Companies
2. International Human Resource Management, Tony Edwards, Chris Rees, Person Education
3. International Human Resource Management - Monir H Tayeb – Oxford University Press - 2005.
4. International Human resource Management – PL Rao, Excel Books.

COMPETENCY MAPPING AND PERFORMANCE MANAGEMENT

	SubjectCode:MBA436	No. of Credits: 04	Total no. of lecture hrs: 52
	No. of lecture hrs per week: 04		No. of Practical hrs per week:01
	CIE Marks: 30	Exam Duration hrs: 03	SEE Marks: 70

COURSE OBJECTIVES:

- *Recognize the scope for competency mapping*
- *To understand the importance of Performance Management*
- *To understand the succession planning in Organization*

Note: One question from each Unit of 20 marks each. Questions from Unit 3 and 5 will have internal choice.

Unit No.	Syllabus Content	No. of Hours
1	Competency Mapping: Features of competency methods, historical development, approaches to mapping and case studies in competency mapping. Competency mapping procedures and steps-business strategies, performance criteria, criteria sampling, tools for data collection, data analysis, validating the competency models, short cut method, Mapping future jobs and single incumbent jobs, using competency profiles in HR decisions.	10 Hours
2	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, validating the competency models. Students are expected to conduct a study on how talents are acquired and retained – in various industries – and various strategies followed by the respective companies.	10 Hours
3	Performance Management and Employee Development: Performance management contribution, dangers of poorly implemented PM systems, aims and role of PM Systems, characteristics of an ideal PM systems, performance management process, performance management and strategic planning. Performance goal setting, performance coaching and support, performance monitoring, performance appraisal. Performance feedback. Leadership development Programme: Development through self awareness and self discipline, Development through education, experience, and mentoring, succession	10 Hours
4	Performance management & Employee engagement: Personal Development plans, 360 degree feed back as a developmental tool, performance management & reward systems: performance linked remuneration system, performance linked career planning & promotion policy. Constituents of engagement, conceptual framework of engagement, behaviors associated with engaged employees, engaged, not engaged, actively disengaged, parameters to measure employee engagement, Q 12 model of Gallup, employee satisfaction survey.	10 Hours

5	Succession planning and Career planning: Identifying managerial positions which are critical for the business. Identifying second line of leaders and developing their capabilities to occupy the critical positions in the event of the exit of current incumbents. Taking up lateral hiring when there is discontinuity in the succession plans Career planning: Creating career growth opportunity. Mentoring employees for growth. Providing developmental job assignments, providing resources of learning and development opportunities, vertical promotions and horizontal postings to promote career progression, psychological contract and career anchors.	12 Hours
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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 collect the information pertaining to a job and execution of the job successfully.*
3. *Students will get an in depth knowledge of process of performance management.*
4. *Students will recognize the difference between performance management and performance appraisal and the different methods of performance appraisal.*
5. *Students will be able to plan their career and learn how succession planning will help them to be shrewd.*


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. Performance Management -Herman Aguinis, Pearson Education, 2007.
4. The Talent Management Hand Book -Lance A. Berger & Dorothy R. Berger, Tata McGraw Hill. 2009
5. Appraising & Developing Managerial Performance-Rao T. V, Excel Books

REFERENCE BOOKS:

1. Performance Management -Dixit Varsha, 1/e, Vrinda Publications Ltd
2. A Handbook of Competency Mapping – Seema Sangi, Response Books, 2004
3. The Talent Management Hand Book -Lance A. Berger & Dorothy R. Berger, Tata McGraw Hill.

PERSONALITY DEVELOPMENT

	Subject Code: MNC04	No. of Credits: -	Total no. of lecture hrs: 52
	No. of lecture hrs per week: 04		No. of Practical hrs per week: 01
	CIE Marks: 30	Exam Duration hrs: -	SEE Marks: -

Course Objectives

1. To imbibe the fundamental of Personality and its stage of developments
2. To impart the effective communication skills and qualities of leadership
3. To learn to handle time, stress, and conflict at Business

Unit No.	Syllabus Content	No. of Hours
1	Introduction to Personality and working towards developing it <ul style="list-style-type: none"> • Definition & Basics of personality • Analyzing strength & weaknesses • Corporate theories on personality Development • Increasing Vocabulary • Body Language • Preparation of Self Introduction 	12 Hours
2	Techniques in Personality development Stage I <ul style="list-style-type: none"> • Communication Skills • Listening • Communication Barriers • Overcoming these Barriers • Building Self Esteem and Self Confidence • Working on attitudes .i.e. aggressive, assertive, and submissive 	10 Hours
3	Techniques in Personality development Stage II <ul style="list-style-type: none"> • Introduction to Leadership • Leadership Styles • Group Dynamics • Team Building • Personality Test 	10 Hours
4	Techniques in Personality development Stage III <ul style="list-style-type: none"> • Interpersonal Relationships • Analysis of Ego States, transactions, & Life positions • Stress Management • Causes, Impact & Managing Stress 	10 Hours
5	Techniques in Personality development Stage IV <ul style="list-style-type: none"> • Introduction to conflict management • Levels of conflict • Managing conflict • Time Management • Concept of time management • Steps towards better time management 	10 Hours

Course Outcomes:

1. Students would learn strengths and weaknesses of their personalities
2. Students can acquire good communication skills, attitudes and self confidence.
3. Students would practically apply various leadership styles
4. Students are able to demonstrate interpersonal skills and learn to handle stress at workplace
5. Students receive the direction to overcome conflict and learn time management.

GUIDELINES FOR INTERNSHIP / PROJECT WORK (MBA42)

4TH SEMESTER MBA

OBJECTIVE

To expose the students to understand the working of the organization/ company / industry and take up an in-depth study of an issue / problem in the area of specialization.

STRUCTURE

The project work shall consist of two parts

Part - A - Corporate Exposure – Approximately 4 weeks 40% of the marks is allocated

Part - B - Study of an Issue / Problem - Approximately 6 weeks 60% of the marks is allocated

GENERAL GUIDELINES

- The Subject code of the project work report shall be MBA42 and shall be compulsory for all the students opting for all specializations.
- The institute shall receive 3 copies of project reports prior to the commencement of the 4th semester end examination.
- No two students of an institute shall work on the same problem in the same organization.
- 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.
- On completion of the project work, student shall prepare a report with the following format.
 1. The Project report shall be prepared using word processor viz. MS Word with New Times Roman, 12 font size.
 2. All the reports shall be printed in the A4 size 1” margin on all the sides.
 3. The report shall be hard bound facing sheet indicating the title of college and month & year of admission (spiral binding not permitted)

4. A certificate by the guide, HOD and Head of the institution indicating the **bona fide** performance of the project by the student to be enclosed.
5. An undertaking by the student to the effect that the work is independently carried out by him.
6. The certificate from the organization.
7. Acknowledgement
8. Executive Summary

Evaluation:

- Internal evaluation will be done by the internal guide.
- External valuation shall be done by a faculty member of other institute with minimum of 10 years of experience.
- Viva-Voce / Presentation: A viva-voce examination shall be conducted at the institute where a student is expected to give a presentation of his/ her work. The viva – voce examination will be conducted by the respective HOD / Senior Professor of the department and an expert with minimum of 10 years of experience.
- Internship (project) work carries 100 marks consisting of 30 marks for internal valuation by the internal guide, 70 marks for external evaluation and viva-voce examination.

Format of the internship 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 internship report shall not exceed 100 pages.

Submission of Report: Students should submit the Internship Report in electronic data form, in **PDF** file (Un-editable Format) to the Institute. The Institute in turn shall submit all the CDs of their students along with a consolidated master list as per specialization containing USN, Name of the student, and Title of the Report.

Publication of Research Findings: Students are expected to present their research findings in Seminars/Conferences/Technical/Management Fests or publish their research work in Journals in association with their Internal Guide. Appropriate Weightage should be given to this in the internal evaluation of the project report.

Contents of the Internship (Project) Report

- Cover page
- Certificate from the Organization (scanned copy)

- Certificate from the guide, HOD and Head of the Institution(scanned copy)
indicating bona fide performance of internship by the student
- Declaration by the student (scanned copy)
- Acknowledgement
- Table of contents
- List of tables and graphs
- Executive summary
- **Chapter 1:** Introduction about the internship, Topic chosen for the study, Need for the study, Objectives of the study, Scope of the study, Methodology adopted. Literature review(latest), Limitations of the study
- **Chapter 2:** Industry profile and company profile: Promoters, vision, Mission & Quality Policy. Products / services profile areas of operation, infrastructure facilities, competitors' information, SWOT Analysis, Future growth and prospects and Financial Statement
- **Chapter 3:** Theoretical background of the study : Elaborative information on the subject chosen for better understanding and usage in the analysis
- **Chapter 4:** Analysis and interpretation of the data- collected with relevant tables and graphs. Results obtained by the using statistical tools must be included.
- **Chapter 5:** Summary of findings, Conclusion and Suggestions / Recommendations
- Bibliography
- Annexure relevant to the project such as figures, graphs, photographs etc.,