



B M S College of Engineering

Department of Management Studies and Research Centre

Introduction to BMSCE MBA:

Department of Management Studies & Research Centre was started in the year 1992 with an objective of imparting quality Management Education. With an initial intake of 60, the Department increased its intake to 120 in the year 2011. It was approved as a Research Centre in the year 2005 by VTU, Belgaum. The Department has been striving to offer quality Management Education with a team of qualified and experienced faculty members. It also offers various value added programmes such as guest lectures, seminars, workshops, case based learning, course assignments, meet the CEO series, industrial visits etc., to prepare the students to face the challenges in the corporate world. The Department has an exclusive placement cell to handle training needs of the students, project and final placements.

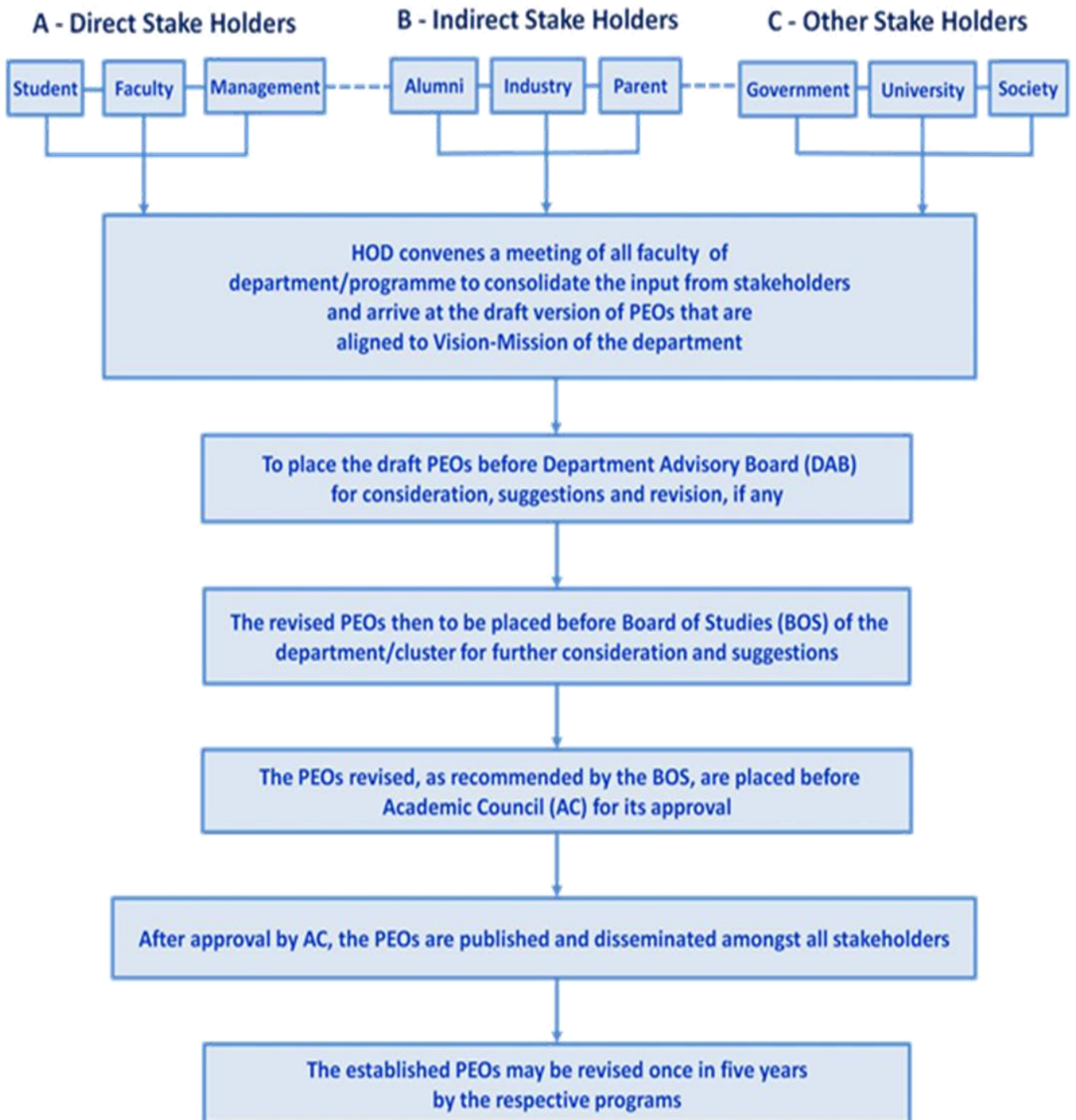
VISION

**Develop Leaders through Quality Management Education, Research and Entrepreneurship
Contributing to the Society**

MISSION

- **To Enhance the Knowledge and Capabilities to Meet the Global Challenges through suitable Curriculum**
- **To be Concerned and Connected with the Societal Issues.**
- **To Foster Collaborative Contribution through Training.**
- **To Inculcate Sense of Professional Ethics, Commitment And Integrity**

Process for establishment of PEOs



Program Educational Objectives

- Graduating students will have a holistic knowledge, required skills and attitudes that demonstrate ability to perform as management professionals
- Graduates will exhibit the ability to solve problems in the real world that need cross functional team work
- Graduates will be effective management leaders of time, to deliver desired results.

Program Outcomes

- PO1. Apply knowledge of management theories and practices to solve business problems
- PO2. Foster Analytical and critical thinking abilities for data based decision making
- PO3. Ability to develop Value based Leadership ability
- PO4. Ability to understand, analyse, communicate global, economic, legal, and ethical aspects of business
- PO5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to the team environment
- PO6. Ability to develop entrepreneurial thinking and business acumen
- PO7. Ability to foster research skills and their applications in the respective domain

Program Structure

Total credits: 100

Credits per semester: 25

Total number of core courses: 16

Total credits for core courses: 60

Total number of electives: 8

Total credits for electives: 24

Number of Seminars: 2

Total credits for seminars: 2

Number of projects: 2

Total credits for projects: 14

Mandatory Zero credit courses: 1

MBA program consists of 4 semesters. First and second semesters will have only core courses and one seminar each. The core courses are designed to address the basic concepts in the functional and cross functional areas of management. Seminar topics are identified in such ways that they will make the students learn and understand the contemporary issues in the field of management as well as socially relevant issues.

Third and fourth semesters along with the core courses will introduce the students to their choice of specialization. Students can choose either a functional discipline or a combination of functional and cross functional disciplines as their specialization. The courses will be offered in 4 areas of specialization viz., Financial Management, Marketing Management, Human Resources Management and General Management. In each specialization there are 6 courses offered as functional and 2 courses offered as cross functional disciplines. The cross functional discipline will help students to learn and acquire inter disciplinary knowledge. Apart from this, the student will have an opportunity to do an internship for 4 weeks between second and third semester in an organization which gives them corporate exposure and a learning experience. During the fourth semester, the student will take up a final project for 6 weeks in their area of specialization. Here the student can affiliate with an organization or do an independent research in any area of interest and submit a report.

Scheme & Structure for 2016-2018

Masters of Business Administration Programme

I Semester	II Semester	III Semester	IV Semester	Total
25 Credits	25 Credits	25 Credits	25 Credits	100 credits

I (25 Credits) & II (25 Credits) Semesters				
Semester	Core Courses	No. of credits/course	Total credits/Sem	No. of contact hours/course
I	6	4	24+ 1 (Seminar) = 25	52 hours – 6 Modules
II	6	4	24+1 (Seminar) = 25	52 hours – 6 Modules
III (25 credits) & IV (25 credits) Semesters				
	No. of courses	No. of credits/course	Total Credits/Sem	No. of contact hours/course
No. of Core Courses	3 rd Sem = 3 & 4th Sem = 1	3	09 (III Sem) 03 (IV Sem)	39 hours – 6 modules
No. of Functional Electives in each specialization	3 to be chosen out of 6	3	9	39 hours – 6 modules
No. of Cross Functional Electives in each specialization	1 to be chosen out of 2	3	3	39 hours – 6 modules
Internship (III sem)	1	4	4	The student will be associated with the Company for 4 weeks after completion of II semester and should present a report pertaining to organizational functions in the III semester.
Final Project (IV sem)	1	10	10	The student may carry out problem oriented research project for 6 weeks either in a company or independently during the IV semester.

Specializations offered: Finance, HR, Marketing and General Management

Functional Electives (FE): 6 courses will be offered in each specialization out of which the student is required to choose 3 courses.

Cross Functional Electives (CFE): Bouquet of courses are offered across specialization, in which students are free to choose 1 course per semester.

Note: The student is also free to choose FE & CFE from the same specialization.

I SEMESTER Total credits: 25

Sl. No	Course code	Course title	L	T	P	S	Hours/ week	Credits	IA	Exam	Total Marks
1	16MBA1CMOB	Management Process and Organizational Behavior	4	0	0	0	4	4	50	50	100
2	16MBA1CMEC	Managerial Economics	4	0	0	0	4	4	50	50	100
3	16MBA1CAFM	Accounting for Managers	4	0	0	0	4	4	50	50	100
4	16MBA1CMMG	Marketing Management	4	0	0	0	4	4	50	50	100
5	16MBA1CBCO	Business communication	3	0	0	1	3	4	50	50	100
6	16MBA1CBAS	Business Analytics	4	0	0	0	4	4	50	50	100
7	16MBA1SCIM	Seminar I	0	0	2	0	2	1	50	50	100
		Total					25	25			700

Seminar I: Topics on Contemporary Issues in Management will be given to students on timely basis. It may involve extensive reading on the topic, data collection and presentation. The presentation will be evaluated both by an internal faculty and an external expert in the relevant area from industry. A student has to earn a minimum of 85% attendance and 50% marks in the seminar like any other theory course.

Course Outcomes: (Seminar I)

CO1: Ability to understand the concepts of contemporary issues in management by drawing upon theoretical and practical knowledge acquired in other courses in the Management program.

CO2: Ability to illustrate various issues related to management.

CO3: Ability to analyse the changing scenario of contemporary issues in management.

CO4: Ability to critically evaluate the process affecting contemporary issues in management

CO5: Ability to demonstrate knowledge sharing by using IT tools

CO6: Ability to engage students to deliver seminar topics by analysing real case studies in the area of Contemporary Issues in Management

English – Zero credit mandatory course (16MBA1MENG): This course will have 2 lecture hours per week and will help the students to improve their English reading, writing, listening and speaking skills. Initially the entire batch of students will undergo an English screening test and the students below the cut-off score would be identified. The course is compulsory for these students. The evaluation will be based only on CIE. A minimum mark of 50% is required to pass and it is compulsory to pass in order to complete the course requirements for the award of Degree. 85% attendance is mandatory like any other theory course.

II SEMESTER
Total credits: 25

Sl. No	Course code	Course title	L	T	P	S	Hours/ week	Credits	IA	Exam	Total Marks
1	16MBA2COPR	Operations Research	4	0	0	0	4	4	50	50	100
2	16MBA2CFMT	Financial Management	4	0	0	0	4	4	50	50	100
3	16MBA2CHRM	Human Resource Management	4	0	0	0	4	4	50	50	100
4	16MBA2CBRM	Business Research Methods	3	0	0	1	3	4	50	50	100
5	16MBA2CBGS	Business Government & Society	4	0	0	0	4	4	50	50	100
6	16MBA2CMIS	Management Information System	4	0	0	0	4	4	50	50	100
7	16MBA2SSOC	Seminar II	0	0	2	0	2	1	50	50	100
		Total					25	25			700

Seminar II: Topics on social issues will be given to students periodically. It may involve extensive reading on the topic, data collection and presentation. The presentation will be evaluated both by an internal faculty and an external expert in the relevant area from industry. A student has to earn a minimum of 85% attendance and 50% marks in the subject like any other theory courses.

Course Outcomes: (Seminar II)

CO1: Ability to understand the real situation related to social issues

CO2: Ability to illustrate various issues related social issues.

CO3: Ability to analyse the changing scenario of socially relevant topics which make a real difference in people's life.

CO4: Ability to critically evaluate student's aptitude towards issues in social related areas.

CO5: Ability to demonstrate knowledge sharing by using IT tools

CO6: Ability to engage students to deliver seminar topics by analysing real case studies in the area of socially relevant projects.

III SEMESTER

Total credits: 25

Sl. No	Course code	Course title	L	T	P	S	Hours/ week	Credits	IA	Exam	Total Marks
1	16MBA3COPM	Operations Management	3	0	0	0	3	3	50	50	100
2	16MBA3CMBE	Macro Business Environment	3	0	0	0	3	3	50	50	100
3	16MBA3CBEG	Business Ethics and Corporate Governance	3	0	0	0	3	3	50	50	100
4		Functional Elective 1	3	0	0	0	3	3	50	50	100
5		Functional Elective 2	3	0	0	0	3	3	50	50	100
6		Functional Elective 3	3	0	0	0	3	3	50	50	100
7		Cross Functional Elective 1	3	0	0	0	3	3	50	50	100
8	16MBA3PINT	Internship	0	0	8	0	8	4	50	50	100
		Total					28	25			800

Internship: The student will undergo an internship for 4 weeks after the completion of second semester and before the commencement of third semester in an organization, under the supervision of an internal guide and an external guide. The student will be able to apply the theoretical aspects learnt during the first and second semesters to the functioning of an organization. This will expose them to the real world corporate practices and give them a learning experience. The evaluation will be done by the Internal Guide during the course of the work and also a viva-voce examination will be conducted by the panel of Internal and External examiners with equal weightage of marks.

Course Outcomes: (Internship)

CO1: Ability to understand the functional departments of an organization

CO2: Ability to analyse the complexities of each department in an organization

CO3: Ability to present the report in a written form

CO4: Ability to engage students to deliver the findings of the internship through presentations.

SPECIALISATION: HUMAN RESOURCE MANAGEMENT ELECTIVES

Course Code	Course Title
Functional Electives	
16MBA3FHRS	Recruitment & Selection
16MBA3FHCM	Compensation Management
16MBA3FHLI	Legal Environment & Industrial Legislations
16MBA3FHOS	Organization Structure , Process & Design
16MBA3FHKM	Knowledge Management
16MBA3FHER	Employee Retention Management
Cross Functional Electives	
16MBA3XHOL	Organizational Leadership & Team Building
16MBA3XHPR	Public Relations

SPECIALISATION: MARKETING MANAGEMENT ELECTIVES

Course Code	Course Title
Functional Electives	
16MBA3FMCB	Consumer Behaviour
16MBA3FMBM	Business Marketing
16MBA3FMRR	Marketing Research
16MBA3FMSS	Services Marketing
16MBA3FMMS	Marketing Metrics
16MBA3FMPS	Product Management
Cross Functional Electives	
16MBA3XMSM	Sales Management
16MBA3XMEM	Event Marketing & Management

SPECIALISATION: FINANCIAL MANAGEMENT ELECTIVES

Course Code	Course title
Functional Electives	
16MBA3FFAF	Advanced Financial Management
16MBA3FFIM	Investment Management
16MBA3FFCT	Corporate Taxation
16MBA3FFRI	Risk Management & Insurance
16MBA3FFMF	Micro Finance
16MBA3FFMB	Merchant Banking & Financial Services
Cross Functional Electives	
16MBA3XFVC	Venture Capital Financing
16MBA3XFPB	Principles & Practice of Banking

SPECIALISATION: GENERAL MANAGEMENT ELECTIVES

Course code	Course Name
Functional Electives	
16MBA3FGIM	Innovation Management
16MBA3FGPM	Project Management
16MBA3FGSC	Supply Chain Management
16MBA3FGFB	Managing Family Businesses
16MBA3FGCR	Customer Relationship Management
16MBA3FGCN	Conflict Management & Negotiation
Cross Functional Electives	
16MBA3XGED	Entrepreneurial Development
16MBA3XGIP	Intellectual Property Rights

IV SEMESTER

Total credits: 25

Sl. No	Course code	Course title	L	T	P	S	Hours/ week	Credits	IA	Exam	Total Marks
1	16MBA4CSTM	Strategic Management	2	0	0	1	2	3	50	50	100
2		Functional Elective 4	3	0	0	0	3	3	50	50	100
3		Functional Elective 5	3	0	0	0	3	3	50	50	100
4		Functional Elective 6	3	0	0	0	3	3	50	50	100
5		Cross Functional Elective 2	3	0	0	0	3	3	50	50	100
6	16MBA4PFPT	Final Project	0	0	20	0	20	10	75	75	150
		Total					34	25			650

Final Project: The student will undergo a final project for 6 weeks after completing the course requirements of the fourth semester in their area of specialization. Student is free to affiliate with an organization, do a research and submit a report or do a research independently in the area of interest and submit a report. The project will be done under the supervision of an internal guide and an external guide. The student will be able to apply the knowledge gained from the specialization courses to the problem area given by the organization or problem identified independently. This will enhance their functional knowledge and develop their problem solving skills to become industry ready. This will also act as a platform for the students for career opportunities. The evaluation of the report will be done by both internal guide and external examiner. Also a viva-voce examination will be conducted by a panel of internal and external examiners with equal weightage of marks.

Course Outcomes: (Final Project)

CO1: Ability to address specific management needs at the individual, team and organizational level

CO2: Ability to formulate a real world problem and develop the requirements for the study

CO3: Ability to test and validate the study through data collection

CO4: Ability to express ideas, strategies and methodologies in a written form

CO5: Ability to investigate business problems and propose solutions/suggestions

SPECIALISATION: HUMAN RESOURCE MANAGEMENT ELECTIVES

Course Code	Course Title
Functional Electives	
16MBA4FHLD	Learning & Development
16MBA4FHST	Strategic Talent Management
16MBA4FHOD	Organizational Development
16MBA4FHIH	International Human Resource Management
16MBA4FHMC	Managerial Counseling
16MBA4FHHA	HR Analytics
Cross Functional Electives	
16MBA4XHPG	Personal Growth & Interpersonal Effectiveness
16MBA4XHWE	Work Ethics

SPECIALISATION: MARKETING MANAGEMENT ELECTIVES

Course Code	Course Title
Functional Electives	
16MBA4FMRM	Rural Marketing
16MBA4FMCM	Marketing Channel Management
16MBA4FMIM	Integrated Marketing Communications
16MBA4FMRE	Retail Management
16MBA4FMIM	International Marketing
16MBA4FMSM	Strategic Marketing
Cross Functional Electives	
16MBA4XMBM	Strategic Brand Management
16MBA4XMEM	E-Marketing

SPECIALISATION: FINANCIAL MANAGEMENT ELECTIVES

Course Code	Course Title
Functional Electives	
16MBA4FFMA	Mergers, Acquisitions and Corporate Restructuring
16MBA4FFDR	Derivatives
16MBA4FFSC	Strategic Credit Management
16MBA4FFIF	International Financial Management
16MBA4FFFR	Financial Reporting
16MBA4FFPA	Project Appraisal, Planning & Control
Cross Functional Electives	
16MBA4XFPF	Personal Finance
16MBA4XFCM	Cost Management

SPECIALISATION: GENERAL MANAGEMENT ELECTIVES

Course Code	Course Title
Functional Electives	
16MBA4FGMT	Management of Technology
16MBA4FGIB	International Business Management
16MBA4FGBL	Business Law
16MBA4FGMS	Management of Start-ups
16MBA4FGPM	Performance Management & Competitive Advantage
16MBA4FGTQ	Total Quality Management
Cross Functional Electives	
16MBA4XGSE	Social Entrepreneurship
16MBA4XGCK	Change and Knowledge Management

COURSE GUIDELINES

1. Credited Theory Courses with Lecture Component only

- 1 Lecture Hour per week will be equal to 1 Credit
- 1 credit will have a course content of 13 hours
- 4 credit courses in first and second semester
- 3 credit courses in the third and fourth semester
- 85 % Attendance is mandated to qualify to appear for SEE
- Case Based Teaching Learning Process will be adopted based on the course contents as required
- Course Assignments will be given for all courses

2. Credited Theory Courses with Lecture and Self Learning Components

- 1 Lecture Hour per week will be equal to 1 Credit
- 1 credit will have a course content of 13 hours
- Self-Study component consisting of 4 hours of homework per week will be equal to 1 credit
- Self-study topics will be part of the course contents
- The work done by the students will be monitored by the course instructor and discussed during the course interaction schedule which will be for 1hour/week
- 85 % Attendance is mandated to qualify to appear for SEE
- Case Based Teaching Learning Process will be adopted based on the course contents as required
- Course Assignments will be given related to self-study components

3. Zero Credit Mandatory Courses

- Compulsory Course
- 2 Lecture hours / week
- No Credit
- 85 % Attendance is mandated

4. Zero Credit Audit Courses

- Optional Course
- 3 Lecture hours / week
- No Credit
- 85 % Attendance is mandated

5. Seminar

- 2 Hours / week
- Topics on contemporary issues in the field of Management and Social issues
- Students will work individually, make a presentation and submit a report.
- 85% Attendance is mandated

6. Projects

a). Internship

- Student will work independently in a Company.
- 4 Weeks Internship between second and third semester
- 2 hours of practical work / week will be equal to 1 credit
- The students will understand the functions of the organization and will submit a report during the 3rd semester.

b). Final Project

- Individual student will work in a Company / Independently
- 6 Weeks Internship during the 4th Semester
- 2 hours of practical work / week will be equal to 1 credit
- The students will affiliate with an organization to do a research and submit a report or do a research in the area of interest and submit a thesis.
- The student will be able to apply the knowledge gained from the specialization courses to the problem area given by the organization or problem identified independently.

COURSE ASSESSMENT AND EVALUATION

- **Minimum 50% Marks in CIE is mandated for Qualifying for SEE**
- **Minimum 40 % Marks in SEE is mandated for qualifying but an overall aggregate (CIE+SEE) of 50% is mandated for Pass/Grading**
- **Only Credited Courses will be considered for Grading**

1. Credited Theory Courses with Lecture Component only

Theory		AAT		Total CIE	Total SEE	Total Marks Grading
Test	Quiz	Case Discussion	Course Assignments			
20 Marks	10 Marks	10 Marks	10 Marks	50 Marks	50 Marks	100 Marks

- **CIE**
 - 2 out of 3 tests. Each test will be conducted for 50 marks and will be converted to 10 marks
 - 2 Quiz – 5 marks Each
 - Case Discussion -10 marks
 - Course Assignments -10 marks
- **SEE**
 - Conducted for 100 marks and converted to 50 marks

2. Credited Theory Courses with Lecture and Self-Study Component

Theory		AAT		Total CIE	Total SEE	Total Marks Grading
Test	Quiz	Case Discussion	Course Assignments			
20 Marks	10 Marks	10 Marks	10 Marks	50 Marks	50 Marks	100 Marks

- Evaluation of self-study component will be done by the course instructor every week and the student will be graded as good, average or poor. The instructor will also guide the average or poor students to improve through continuous monitoring
- All the other evaluation criteria are same as other credited theory courses with lecture component only.

3. Zero Credit Mandatory Courses:

Theory		Total CIE
Test	Quiz	
40 Marks	10 Marks	50 Marks

- Assessment and Evaluation based only on CIE
- CIE
 - 2 out of 3 tests. Each test will be conducted for 50 marks and will be converted to 20 marks
 - 2 Quiz – 5 marks Each
 - TOTAL – 50 marks
- A Pass is required for award of degree

4. Zero Credit Audit Courses:

Theory		Total CIE
Test	Quiz	
40 Marks	10 Marks	50 Marks

- Assessment and Evaluation based only on CIE
- CIE
 - 2 out of 3 tests. Each test will be conducted for 50 marks and will be converted to 20 marks
 - 2 Quiz – 5 marks Each
 - TOTAL – 50 marks

5. Seminars:

Every Monday, two topics from the exhaustive list will be made available for a batch of 5 students from each section for the topic selection. The students for the presentation will be selected through lottery system. The presentations would be conducted on Saturday. An external subject expert preferably from Industry will be invited for each section to give their views and feedback on the topic discussed by the students. The student needs to submit a report in the prescribed format for internal evaluation. At the end of the semester there will be a viva-voce examination conducted and evaluation of the students work will be done by the course instructor along with an external examiner.

SEMINAR EVALUATION

Internal Evaluation - CIE	Viva Voce Examination - SEE			Total Marks
	Internal	External	Average	
50 Marks	50 Marks	50 Marks	50 Marks	100 Marks

EVALUATION RUBRIC

Student Presenter: _____

Evaluator: _____

Date _____

Contemporary Issues in Management/Socially relevant project rubrics					
	Inadequate	Average	Admirable	Outstanding	Score
Knowledge and Content (Report)	1-3	4-6	7-9	10	
Organization of presentation					10
Background content					10
Contribution of work					10
Knowledge of subject					10
Timelines					10
Presentation Skills (viva-voce)					
Graphics (use of PowerPoint)					10
Mechanics					10
Elocution/Language					10
Length and Pace					10
Overall impression (Q&A)					10
TOTAL SCORE					100

6. Projects

INTERNSHIP EVALUATION

Internal Evaluation - CIE	Viva Voce Examination - SEE			Total Marks
	Internal	External	Average	
50 Marks	50 Marks	50 Marks	50 Marks	100 Marks

RUBRIC

Student Presenter: _____

Evaluator: _____

Date _____

Corporate Exposure and Learning rubrics					
	Inadequate	Average	Admirable	Outstanding	Score
Knowledge and Content (Report)	1-3	4-6	7-9	10	
Content					10
Subject Knowledge					10
Coherence and Organization					10
Supporting Material					10
Timelines					10
Presentation Skills (viva-voce)					
Graphics (use of PowerPoint)					10
Mechanics/ Structure					10
Elocution/Language					10
Length and Pace					10
Overall impression (Q&A)					10
TOTAL SCORE					100

FINAL PROJECT EVALUATION

Average of Internal & External Report Evaluation	Viva Voce Examination - SEE			Total Marks
	Internal	External	Average	
100 Marks	50 Marks	50 Marks	50 Marks	150 Marks

FINAL PROJECT EVALUATION RUBRIC

Student Presenter: _____

Evaluator: _____

Date _____

Final Project rubrics					
	Inadequate	Average	Admirable	Outstanding	Score
Knowledge and Content (Report)	1-3	4-6	7-9	10	
Content					10
Subject Knowledge					10
Coherence and Organization					10
Creativity					10
Supporting Material/ Data					10
Results & Findings					10
Lessons Learned					10
Contributions					10
Timelines (Weekly reports)					10
Overall quality and completeness of the report					10
Presentation Skills (viva-voce)					
Graphics (use of PowerPoint)					10
Mechanics					10
Elocution/Language					10
Length and Pace					10
Overall impression (Q&A)					10
TOTAL SCORE					150



**Department of Management Studies and Research Centre
BMS COLLEGE OF ENGINEERING, BANGALORE – 19**
(Autonomous College under VTU)

SEE - Question Paper Pattern:

Semester End Examination - MBA Degree Examination.

Course Code:	Course Name:	Max Marks - 100
Credits:	L-T-P-S	Exam duration – 3 Hours

GENERAL:

- The students will have to answer 4 full questions out of 6 questions in **PART - A**
- PART - B** will be compulsory
- All questions carry equal marks (20 marks)
- Questions to be framed from all the Modules.

PART - A

- Every question will have 3 sub questions for 3 marks, 7 marks and 10 marks respectively.
- Among the three sub questions, 3 marks should be a direct question, whereas 7 **OR** 10 marks question must be an application oriented question.
- The three sub questions should be a **mix of all** modules with due weightage given to modules which is covered for **more number of hours**.

PART - B

- Case Study must be relevant to the subject and can be addressed to a problem from any module of the respective subject/from the module specified in the syllabus
- It can have 3 to 4 sub questions depending on the complexity of the case.

I SEMESTER

Course	MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR	Course Code	16MBA1CMOB	SEE Duration	3 Hours	Total No. of Lecture Hours 52
Credits	04	L-T-P-S hours	4-0-0-0	CIE+ SEE	50 + 50	

PRINCIPLES OF MANAGEMENT

MODULE I: (06 hours)

Management – Introduction: Definition of management, nature, purpose and functions, management as a field of study (as science, art, craft and profession), various approaches to management, the functions of managers, factors responsible for increasing significance of management, scientific management, Principles of management, managerial roles, Evolution and various schools to management thoughts, Emergence of Human relations movement in management from the Hawthorne studies conducted, social responsibility of managers. New Practices in Management: Value Chain Management, Innovative Management, Knowledge Management, Cross Border Management.

MODULE II: (14 hours)

Planning: Meaning, nature of planning, types of plans, steps in planning process; Objectives: meaning, setting and managing objectives – MBO method: concept and process of managing by objectives; Strategies: definition, levels of strategies, its importance in an Organization; Policies: meaning, formulation of policies; Programs: meaning, nature; Planning premises: concept, developing effective planning premises; Decision making, steps in decision making, approaches to decision making, types of decisions and various techniques used for decision making.

Organising: – Meaning, nature of organizing and entrepreneuring, difference between organization and organizing, types of Organization: formal and informal organizations, its importance; Organizational structure and design: meaning, thorough understanding of components, determinants, types of structure; Processes to be considered for organizing effectively.

Case Study 1: “MGM Grand: A Structure for Success”

Source: Management-A.F. Stoner, R. Edward Freeman, Daniel R Gilbert. J.R-Pearson Education, 6th Edition, pg.366-367

MODULE III: (08 hours)

Staffing: Definition, the systems approach to HRM, overview of staffing function.

Directing: Meaning, concept, Leader, types of Leader, Leadership, Leadership styles, theories of leadership; Motivation: meaning, model, theories, motivators; Organizational Communication: Goals, Communication networks, Directions and problems in communication.

Controlling: - Meaning, the basic control process, various control mechanisms, requirements of effective control.

Case Study 2: “Bloomberg: Wanted Dead or Alive.”

Source: Management-A.F. Stoner, R. Edward Freeman, Daniel R Gilbert. J.R-Pearson Education, 6th Edition, pg.520-521

ORGANIZATIONAL BEHAVIOUR

MODULE IV: **(04 hours)**

Organizational Behavior – Introduction, definition, goals, elements, historical development of Organizational behaviour, fundamental concepts, contributing disciplines to OB, Models of OB, social systems and organizational culture, international dimensions of organizational behaviour, limitations of Organizational behaviour, The future of OB.

MODULE V: **(10 hours)**

Individual Behaviour: Introduction, foundations of individual behavior:

Personality: Definition, determinants, personality traits, types, from concepts to skills, theories, instruments to measure personality, personality attributes influencing OB

Perception: Meaning, factors influencing perception, theories, perceptual errors, the link between perception and individual decision making: creativity and innovative behavior, decision making in organizations

Emotions: meaning, types of emotions, determinants, emotional labour, emotional intelligence

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

Values: definition, importance of values, sources of our value systems, types of values, loyalty and ethical behavior.

Learning: definition - theories of learning - some specific organizational applications-Shaping, Behaviour modification.

MODULE VI: **(10 hours)**

Behaviour in the Organization: Introduction, Issues between organizations and individuals: conformity issue, rights of privacy, discipline, individuals’ responsibilities to the organization.

Interpersonal behaviour: Conflict in Organizations: nature of conflict, levels of conflict, assertive behaviour, transactional analysis, power and politics, negotiation-strategies, process, types.

Group dynamics: types of groups, meetings, group decision making, techniques of group decision making, building effective teams.

Informal Organizations: nature, benefits and problems.

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

Managing Diversity in Behaviour: The Nature of Diversity, Reasons for the Emergence of Diversity, Characteristics of Diversity, Work force Diversity, Managing Diversity, Developing the Multicultural Organization, Individual Approaches to Managing Diversity, Organizational Approaches to Managing Diversity.

Case Study 3: “Managing Diversity: Strides at Levi Strauss”

Source: Management-A.F. Stoner, R. Edward Freeman, Daniel R Gilbert. J.R-Pearson Education, 6th Edition, pg.229-230

Course Outcomes: Students will have the ability to

CO1	Understand the concepts in General Management and Organization Behaviour
CO2	Apply management and behavioural techniques to business situations.
CO3	Analyse problems in the corporate world and develop value based leadership.
CO4	Gain critical thinking skills to evaluate business situations through oral presentations and assignments.

RECOMMENDED BOOKS:

1. Management - A Global Perspective - Harold Koontz, Heinz Weihrich - TMH 6th edition, 2004.
2. Management-A.F. Stoner, R. Edward Freeman, Daniel R Gilbert. J.R-Pearson Education, 6th Edition
3. Organizational Behaviour - Stephen Robbins Et Al - Pearson Education, 12th Edition

REFERENCE BOOKS:

1. Management – Hellierigel Slocum Woodman - Cengage Learning, 10 e, 2004
2. Management - Ricky W. Griffin Eighth Edition, 2005, Biztantra
3. Fundamentals of Management – Stephen P. Robbins et all, Pearson Publications, Third Edition

MOOCs:

Fundamentals of Management; <https://www.class-central.com/mooc/2720/coursera-fundamentals-of-management>

Indicative Course Assignments:

1. Select any five Companies (Indian & MNCs), identify the Departmentation patterns adopted. Draw Organization Charts for these firms. Why do you think these companies selected this type of Departmentation? Justify.
2. Great Business Leaders of the 21st Century: Identify and give account of the lives of any five men or women of 21st Century whose leadership helped improve revenues, shaped the lives of employees at work place and ensured better standard of living for the community

at large. Also throw light on how contextual influences deeply affected the opportunities available for the business.

3. Develop control mechanisms to help management of an Organization to improve production of various components or R&D projects of varying duration, value, and technical complexity.

Course	MANAGERIAL ECONOMICS	Course Code	16MBA1CMEC	Duration SEE	3 Hours	Total No. Of Lecture Hours
Credits	04	L-T-P-S hours	4-0-0-0	CIE+ SEE	50+ 50	52

MODULE I: Introduction to Economics (08 Hours)

Managerial Economics: Meaning, Nature, Scope, & Significance, Uses of Managerial Economics, Role and Responsibilities of Managerial Economist, Relationship of Managerial Economics with Statistics, Accounting and Operations Research, The Basic process of decision making.

MODULE II: Fundamental Concepts of Managerial Economics (08 Hours)

Opportunity Costs, Incremental Principle, Time perspective, Discounting and Equi-Marginal principles, Theory of the Firm: Firm and Industry, Forms of Ownership, Objectives of the firm, alternate objectives of firm. Managerial theories: Baumol's Model, Marris's Hypothesis, Williamson's Model. Behavioral theories: Simon's Satisficing Model, Cyert and March Model, Agency theory.

Case Study 1: Dabur India Limited: Growing Big and Global.

Source: Managerial Economics – Geethika, Ghosh & Choudhury, 2/e, McGraw Hill. 2011. Pp 64-65.

MODULE III: Demand analysis (10 Hours)

Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand –Classification of Price, Income & Cross elasticity, Advertising and promotional elasticity of demand. Uses of elasticity of demand for Managerial decision making, Measurement of elasticity of demand. Law of supply, Elasticity of supply, Demand forecasting: Meaning & Significance, Methods of demand forecasting. (No problems)

MODULE IV: Cost Analysis & Production analysis (10 Hours)

Concepts, Types of cost, Cost curves, Cost – Output Relationship in the short run and in the long run, LAC curve. Concepts, production function with one variable input - Law of Variable Proportions. Production function with 2 variable inputs and Laws of returns to scale, Indifference Curves, ISO-Quants & ISO-Cost line, Economies of scale, Diseconomies of scale.

Case Study 2: Automobile Industry in India: New Production paradigm.

Source: Managerial Economics – Geethika, Ghosh & Choudhury, 2/e, McGraw Hill. 2011. Pp 234-236.

MODULE V: Market structure and pricing practices (10 Hours)

Perfect Competition, Features, Determination of price under perfect competition, Monopoly: Features, Pricing under monopoly, Price Discrimination. Monopolistic Competition: Features,

Pricing Under monopolistic competition, Product differentiation. Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership.

Descriptive Pricing Approaches: Full cost pricing, Product line pricing, Product life cycle pricing, Pricing Strategies: Price Skimming, Penetration Pricing, Loss leader pricing, Peak Load pricing.

Case Study 3: David Fights Goliath: The Nirma Story.

Source: Managerial Economics – Geethika, Ghosh & Choudhury, 2/e, McGraw Hill. 2011. Pp 349-351.

MODULE VI: Profits

(6 Hours)

Break Even Analysis – Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions.

Course Outcomes: The student will be able to

CO1	Understand the principles and practices of microeconomics to solve business problems.
CO2	Apply concepts of demand, cost, production, pricing, profit and capital management for research, forward planning and decision making in business.
CO3	Analyse, assess, summarise and present (oral and written) using data and case analysis.
CO4	Design competitive strategies to bring in entrepreneurial thinking and business acumen.

RECOMMENDED BOOKS:

1. Managerial Economics – Geethika, Ghosh&Choudhury, 2/e, McGraw Hill. 2011
2. Managerial Economics – Dominick Salvatore, 7/e, Oxford Publishers, 2010.
3. Managerial Economics - Craig H Petersen, W. Chris Lewis & Sudhir K Jain, 4/e, Pearson Education, 2006.

REFERENCE BOOKS:

1. Managerial Economics – Samuelson & Marks, 5/e, Wiley, 2009.
2. Managerial Economics – Hirschey, 2/e, Cengage Learning, 2010.
3. Managerial Economics: Case Study solutions – Kaushal H, 1/e, Macmillan, 2011.

MOOCs:

Introduction to Managerial Economics – www.edx.org/course/introduction-ManagerialEconomics-IIMBX.

Indicative Course Assignments:

1. Assessment of Demand Elasticity – Price, Income, Cross, Advertising.
2. Demand Forecasting

Course	ACCOUNTING FOR MANAGERS	Course Code	16MBA1CAFM	Duration SEE	3 Hours	Total No. of Lecture Hours
Credits	04	L-T-P-S Hours	4-0-0-0	CIE+ SEE	50 + 50	52

MODULE I: Principle of double entry book keeping and Books of original entries, (Theory and Problems) (12 Hours)

Importance & scope of accounting, Accounting concepts, conventions, GAAP& accounting standards. Accounting equations, Users of accounting statements.

Journals, Ledgers, Subsidiary Books (problems on three column cash book only), Trial Balance.

Case study 1: ‘Kim Fuller’.

Source: Accounting Text and Cases, Antony, Hawkins, Merchant, 13th Edition, Page No. 23.

MODULE II: Preparation of final accounts/statement (Theory and Problems) (10 Hours)

Preparation of Final Accounts of Sole Traders, Preparation of final accounts / statement of companies (Both horizontal & vertical form of financial statements).

Case study 2: ‘Maynard Company’.

Source : Accounting Text and Cases, Antony, Hawkins, Merchant, 13th Edition, Page No. 47.

MODULE III: Analysis of financial performance of a firm (Theory and Problems) (18 Hours)

Different tools: Comparative Statements, Common Size Statements, Ratio analysis. Different types of ratios, Inter-relation between Ratios’

MODULE IV: Depreciation & Inventory valuation (Theory and Problems) (06 Hours)

Concepts & methods of depreciation, Problems on SLM & WDV. Problems on Changes in the method of depreciation. Inventory-concepts & methods, Problems on LIFO, FIFO & weighted average.

Case study 3: ‘Bengal Aluminum Company’, Financial Accounting

Source :A Managerial Perspective, Narayanaswamy R., 4th Edition, Page No. 358.

MODULE V: Accounting Standards, IND AS and Audit Report (Theory) (03 Hours)

IND AS and proposed changes in Indian Accounting Standards , Audit Report, Directors’ Report, basics of CARO (Amended in 2003)

MODULE VI:**(Theory)****(03 Hours)**

Introduction and basics on Corporate Governance, HRA, Forensic Accounting, Window Dressing and methods of Window Dressing, Ethics in Accounting

(Question Paper: 70% Problem, 30% Theory)**Course Outcomes: Students will have the ability to**

CO1	Understand various concepts of accounting and basics of taxation
CO2	Apply the accounting knowledge in preparation of various books of accounts
CO3	Foster analytical and critical thinking in measuring and interpreting the Accounting Information.
CO4	Communicate global aspects of accounting.

RECOMMENDED BOOKS:

1. Financial Accounting, A Managerial Perspective - R. Narayanaswamy, Prentice Hall India, 2/e, 2005
2. Accounting Text and Cases, Antony, Hawkins, Merchant, 13th Edition, McGraw Hill Publication
3. Financial Accounting- P. C. Tulsian –Pearson Education India, 1/e, 2002

REFERENCE BOOKS:

1. Corporate Accounting – Maheshwari S.N. –Vikas publishing House, New Delhi, 4/e, 2005
2. Advanced Accountancy- R.L. Gupta & M. Radhaswamy –Sultan Chand Publications, 2002
3. Accountancy – Vol I & Vol II, B.S. Raman –Universal Publishers, 2002

MOOC COURSE

<https://www.edx.org/course/introduction-accounting-part-1-basics-iimb-ac101-1x-0>

Indicative Course Assignment:

- Students will be asked to take any published Annual Report and will be made to analyze the same with the help of the tools learnt.

Course	MARKETING MANAGEMENT	Course Code	16MBA1CMMG	Duration SEE	3 Hours	Total No. of Lecture Hours
Credits	04	L-T-P-S hours	4-0-0-0	CIE + SEE	50 + 50	52

MODULE I

(12 Hours)

Introduction: Nature and scope of marketing, Evolution, Various marketing orientations, Marketing vs Selling concepts, Consumer need, Want and demand concepts, Marketing Environment – Assessing the impact of micro and macro environment. Marketing challenges in the globalized economic scenario.

Understanding Consumer Behaviour: Buying motives, Factors influencing buying behaviour, Buying habits, Stages in consumer buying decision process, Types of consumer buying decisions, Organizational buying Vs House hold buying, Consumer Protection Act, 1986 – An Introduction.

MODULE II

(09 Hours)

Market Segmentation, Targeting, Positioning & Branding: Segmentation: Meaning, Factors influencing segmentation, Market Aggregation, Basis for segmentation, Segmentation of Consumer and Industrial markets.

Targeting: Meaning, Basis for identifying target customers, Target Market Strategies, Positioning: Meaning, Product differentiation strategies, Tasks involved in positioning Branding: Concept of Branding, Brand Types, Brand equity, Branding Strategies

MODULE III

(07 Hours)

Product Decisions: Concept, product hierarchy, New product development, diffusion process, Product Life cycle, Product mix strategies and merchandise planning and strategies.

Packaging / Labeling: Packaging as a marketing tool, requirement of good packaging, Role of labeling in packaging

Pricing Decisions: Pricing concepts for establishing value, Pricing strategies-Value based, Cost based, Market based, Competitor based, New Product pricing – Price Skimming & Penetration pricing

Case Study 1: Shoppers Stop: Targeting the Young

Source: Chapter 18, Case Studies in Marketing Management – Ramesh Kumar, 1st Edition, Pearson Education

MODULE IV

(05 Hours)

Distribution Decisions: Meaning, Purpose, Channel alternatives, Factors affecting channel choice, Channel design and Channel management decisions, Channel conflict, Distribution system, Multilevel Marketing(Network Marketing)

Case Study 2: Amazon.com **Source:** Page 400, Chapter 14, Marketing Management ,Philip Kotler ET. Al., 14 Edition, Pearson Education

MODULE V

(12 Hours)

Integrated Marketing Communications: Concept of communication mix, communication objectives, steps in developing effective communication, Stages in designing message

Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Advertising Agency Decisions

Sales Promotion: Sales Promotion Mix, Kinds of promotion, Tools and Techniques of sales promotion, Push-pull strategies of promotion.

Personal selling: Concept, Features, Functions, Steps/process involved in Personal Selling,

Publicity / Public Relation: Meaning, Objectives, Types, Functions of Public Relations

Direct Marketing: Meaning, Features, Functions,

Digital Marketing: Introduction & types

Case Study 3: Brand in the Hand: Mobile Marketing at Adidas

SOURCE: Chapter 17, Case Studies in Marketing Management – Ramesh Kumar, 1st Edition, Pearson Education

MODULE VI

(07Hours)

Marketing Planning: Meaning, Concepts of Marketing plan, Steps involved in planning

Marketing Organization: Factors influencing the size of the marketing organization, various types of marketing structures/organization

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

Course Outcomes: Students will have the ability to

CO1	Understand knowledge of marketing to solve business problems
CO2	Analyse ethical and legal issues of marketing in business
CO3	Develop marketing strategies based on marketing mix and measure the effectiveness
CO4	Create an organizational marketing plan through research for any type of business
CO5	Present the application of various marketing theories to imbibe entrepreneurial thinking and business acumen

RECOMMENDED BOOKS:

1. Marketing Management: A South Asian Perspective - Kotler, Keller, Koshy&Jha, 13/e, Pearson Education, 2012.
2. Marketing Management - Tapan Panda, 2/e, Excel Publication, 2007.
3. Case Studies in Marketing Management – Ramesh Kumar, 1st Edition, Pearson Education, 2012
4. Marketing: An Introduction - Rosalind Masterson & David Pickton, 2/e, Sage Publications, 2010.

REFERENCE BOOKS:

1. Marketing Management-RajanSaxena, 4/e, Tata McGraw-Hill Education, 2009.
2. Marketing- Lamb, Hair,Sharma, McDanniel, 1/e, Cengage Learning, 2012.
3. Marketing: Marketing in the 21st Century - Evans & Berman, 2/e, Cengage Learning,2005.

MOOC Course:

<https://www.mooc-list.com/course/introduction-marketing-coursera?static=true>

Indicative Course Assignments

1. Analyze the various marketing strategies adapted by a chosen company in various industries.
2. Create a product of your choice and Design Segmentation, Targeting and Positioning strategies
3. Creating a Pricing and Promotional strategy for the same product as in activity 2 (Print Ad, Video Ad, Social Media Marketing etc.

Course	BUSINESS COMMUNICATION	Course Code	16MBA1CBCO	Duration SEE	3Hours	Total No. Of Lecture Hours
Credits	04	L-T-P-S hours	3-0-0-1	CIE + SEE	50 + 50	39

MODULE I (06 Hours)

Introduction: Role of communication, defining and classifying communication, purpose of communication, process of communication, characteristics of successful communication, importance of communication in management, communication structure in organization. Crisis communication.

Self-Study Component: Review the book ‘How to Talk to Any One’ by LeilLownde and.

Case study 1: Use of puppets by corporate for communication.

Source: B.Com Business Communication text book by Sinha, Cengage Publication

MODULE II (09 Hours)

Oral communication: Concept, principles of successful oral communication, barriers to communication, conversation control, reflection and empathy, effective listening, non-verbal communication.

Application of Oral Communication:

Presentation skills: Purpose, elements of presentation designing a presentation. Advanced visual support for business presentation.

Negotiations skills: Nature and need for negotiation, factors affecting negotiation, stages of negotiation process, negotiation strategies.

Self-Study Component: Prepare 6 minutes presentation on National Geographic's Documentary (Min 1 hr.) E.g.: The Great Indian Railways (IRFCA).

MODULE III (10 Hours)

Written communication: Purpose of writing, clarity in writing, principles of effective writing, systematic writing process: The3X3 writing process for business communication: Pre writing-Writing-Revising. Coherence, electronic writing process.

Application of Written Communication:

Business Letters- Introduction, Writing routine and persuasive letters. Positive and negative messages.

Memos- Meaning, purpose, format.

Emails- Prefatory elements, Beginning, Formality, Close, Emphasis tools and Initialisms.

Reports- Purpose, Report Format (Short-Long), Business proposals, Graphics.

Self-Study Component: Write report connecting self to a character in the movie ‘Finding Nemo’.

Case Study 2: Empowering Dairy farmers: A portal dairy information and service kiosk case study.

Source: B.Com Business Communication text book by Sinha, Cengage Publication

MODULE IV

(06 Hours)

Employment communication: Introduction, writing CVs, Group discussions, Interview skills.

Impact of Technological Advancement on Business Communication networks
Teleconferencing, videoconferencing, Social Networks and Blogs.

Self-Study Component: Make a video resume to apply for a desired job position in any fortune 500 company.

Case study 3: Hiring process at Google

Source: Business Communication Book by Marry Elen Guffey and Dana Loewy, Cengage Publication.

MODULE V

(04 Hours)

Group communication: Meetings, Planning meetings, objectives, participants Timing venue of meetings leading meetings.

Media management – the press release- press conference media interviews Seminars workshop – conferences. Introduction to Business etiquettes

Self-Study Component: Prepare a script for press release for a crisis case. Cases will be provided by the faculty.

MODULE VI

(04 Hours)

Case method of learning: Importance, types, reading a case (previewing, skimming, reading, and scanning) case analysis approaches (systems, behavioral, decision, strategy).

Self-Study Component: group activity-Develop a mini case on a small business such as a restaurant or a book store.

Course Outcomes: Students will have the ability to

CO1	Understand the principles of communication required for working with internal teams and external stakeholders.
CO2	Apply the skills of oral communication and written communication to enhance interpersonal relationships and leadership ability.
CO3	Do research work and oral presentation.
CO4	Create resume which makes business sense.

RECOMMENDED BOOKS:

1. Business Communication: Concepts, Cases and Applications- P D Chaturvedi, Mukesh Chaturvedi, Pearson Education,
2. Business Communication, Process and Product- Mary EllenGuffey, Thomson Learning.

3. Basic Business Communication- Lesikar, Flatley TMH
4. B.Com Business Communication text book by Sinha, Cengage Publication

REFERENCE BOOKS:

1. Effective Technical Communication By M Ashraf Rizvi .- TMH,20052.
2. Contemporary Business Communication - Scot Ober-Biztantra, 5/e4.
3. Business Communication-Krizan, Merrier, Jones- ThomsonLearning, 6/e, 2005

MOOCS:

English for Effective Business Speaking (Coursera) - <https://www.mooc-list.com/tags/communication-skills>

Indicative Course Assignments:

1. National Geographic Documentary (Module-2 self-study) to be presented in the class for evaluation.
2. Prepare 5 letters for various day to day situations of business (Positive, negative and neutral messages).
3. Submit the mini case (Module-6 self-study)for evaluation and class room discussion.

Course	BUSINESS ANALYTICS	Course Code	16MBA1CBAS	Duration SEE	3 Hours	Total No. of Lecture Hours
Credits	04	L-T-P-S hours	4-0-0-0	CIE + SEE	50 + 50	52

MODULE I (05 Hours)

Introduction to Business analytics: Evolution of Business analytics, Scope of Business analytics. Metrics and data classification, data reliability and validity.

Decision models – Descriptive decision models, Predictive Decision Models, Prescriptive Decision Models. **(Theory)**

Case study 1: “Performance Lawn Equipment”.

Source: Business Analytics – Methods, Models and Decisions, James R. Evans, 1st edition, Prentice Hall, 2013, pp 52-55.

MODULE II (07 Hours)

Descriptive Analytics: Visualizing and Exploring Data

Data Tabulation: Diagrams & Graphs

Data summarization: Descriptive Statistics: Measures of central tendency, Measures of dispersion, skewness, kurtosis. **(Theory & problems)**

Case Study 2: “Performance Lawn Equipment”.

Source: Business Analytics – Methods, Models and Decisions, James R. Evans, 1st edition, Prentice Hall, 2013, pp 108, 150

MODULE III (14 Hours)

Probability and Hypothesis Testing

Probability: Definition - Rules of probability

Random variables – Probability distribution – Discrete & Continuous - Theoretical probability distributions: Binomial, Poisson, Normal and Exponential – Baye’s theorem.

(Problems only on Binomial, Poisson and Normal Distribution and Baye’s Theorem).

Sampling: Need, types and Sample size.

Hypothesis testing – meaning, steps, Type 1 and Type 11 Error, Parametric and Non Parametric tests, concept of p value, z, t, F and chi-square tests. (Problems) **(Theory & problems)**

MODULE IV (07 Hours)

Predictive Analytics

Correlation and Regression analysis, Problems on Karl Pearson correlation & Spearman’s Rank correlation. Simple regression & multiple regressions

Forecasting techniques – Qualitative and Judgmental forecasting – Delphi method; Statistical methods - moving average, exponential smoothing; Trend analysis. (Problems)

Monte Carlo simulation. (Problems) **(Theory & problems)**

Case study 3: “Performance Lawn Equipment”.

Source: Business Analytics – Methods, Models and Decisions, James R. Evans, 1st edition, Prentice Hall, 2013, pp 327-328.

MODULE V

(07 Hours)

Introduction to Data Mining

Introduction to data mining, data exploration and reduction – cluster analysis, Factor Analysis, multidimensional scaling, discriminant analysis, logistic regression (Theory and discussion of applications only).**(Theory)**

MODULE VI

(12 Hours)

Prescriptive Analytics

Linear optimization

Linear Programming: structure, Applications, Solution using graphical method. (Problems)

Integer Optimization; Nonlinear and Non-Smooth Optimization; Optimization Models with Uncertainty. (Concept discussion only)

Decision Analysis

Decision Theory: Decision-making under uncertainty – Decision-making under Risk – Decision tree analysis (Problems)

Business Analytics Applications: Management of customer relationships; Financial and marketing activities; Supply chain management; Human resource planning; Pricing decisions; Sport team game strategies. (Applications)**(Theory & problems)**

Note: Practical components to be covered in the sessions with cases and software (SPSS / EXCEL).

Question Paper: 70% problems, 30% Theory

Course Outcomes: Students will have the ability to

CO1	Understand the concepts in Business Analytics
CO2	Apply descriptive statistics and concepts of probability in business context.
CO3	Develop critical thinking skills using inferential statistics ,data mining and prescriptive analytical models
CO4	Create predictive analytical models

RECOMMENDED BOOKS:

1. Business Analytics – Methods, Models and Decisions, James R. Evans, 1st edition, Prentice Hall, 2013
2. Essentials of Business Analytics – Camm, Chohran& Fry, Cengage learning 2015
3. Operations Research – Theory & Applications, J K Sharma, 5th edition, Macmillan Publishers, 2013

REFERENCE BOOKS:

1. Fundamentals of Statistics, S.C Gupta, 6th edition, Himalaya Publishing House, 2007
2. Analyzing Multivariate Data, James Lattin, Douglas Carroll and Paul Green, Thomson Learning, 2003
3. Quantitative methods, N D Vohra, 4th Edition, Tata McGraw Hill, 2010.

MOOCs:

Introduction to Data Analytics - https://onlinecourses.nptel.ac.in/noc15_mg05

Indicative Course Assignments:

Business Analytics Applications in

- a. Management of customer relationships
- b. Financial management
- c. Marketing activities
- d. Supply chain management
- e. Human resources
- f. Pricing decisions
- g. Sports Management
- h. Hospitality Management
- i. Tourism Management
- j. Operations Management

Course	CONTEMPORARY ISSUES IN MANAGEMENT	Course Code	16MBA1SCIM	SEE Duration	Viva	Total No. of Lecture Hours
Credits	02	L-T-P-S hours	0-0-2-0	CIE + SEE	50 + 50	26

Guidelines:

- Each student should select a topic from the list given by the Department.
- One or more students can choose the same topic.
- The Student will work on the topic, read relevant material, collect data, summarize, prepare a report and make a presentation in the presence of both internal and external examiners.
- Report will be submitted after the presentation to the course instructor.
- Viva-Voce will be conducted at the end of the semester as a part of SEE.

Indicative Topics:

- Sustainable Economic Development
- Drivers of innovation
- Fostering a culture that supports innovation
- Working collaboratively with other organizations
- Managing risk, intellectual property and accessing finance
- Asian economic growth
- Women Entrepreneurs
- Factors Influencing Women Managers' Success
- Managing Philanthropic Organizations for Creativity
- Knowledge Management: Strategy, Culture, Intellectual Capital, and Communities of Inquiry
- Putting the “we” into your team
- Aging and Work Motivation
- VC funding strategies.
- Start Up sustainability strategies adopted.
- The innovation and changes happening in the way payments are done and its relevance.
- Change from being a tensed driver to a comfortable traveller

- Impact of affordability in the younger generations.
- E Governance
- Smart cities
- Work life conflicts of Employees- Tips to manage
- Managing Workforce diversity and changing environment
- Stimulating Innovation and Change among today's young workforce
- Improving customer services and responding to changing expectations
- Make in India- How it helps Indian Entrepreneurs

Note: Further topics will be decided from time to time and will be dealt based on the current trend and issues relevant to Management.

Course Outcomes: Students will have the ability to

CO1	Ability to Identify management theories and apply the same in contemporary issues
CO2	Ability to Demonstrate critical thinking for decision making
CO3	Ability to Discuss contemporary issues related to value based Leadership
CO4	Ability to Critique global and ethical aspects of business
CO5	Ability to Utilize research skills in contemporary issues

Course	English	Course Code	16MBA1MENG	CIE	Total No. of Lecture Hours
Credits	00	L-T-P-S hours	2-0-0-0	50	

MODULE I: (01 hour)

Introduction to the skill requisites with respect to writing, speaking, reading and listening

MODULE II: (05 hours)

The building blocks of good English –Basics of grammar and Vocabulary building

Parts of Speech, Usage of Tenses, Articles and Prepositions, Punctuations, Types of Sentences, Voice, Reported Speech.

Identifying errors in sentences, Using Idioms and Phrases - Words commonly misused and confused – Right choice of words in a given context. Antonyms – Synonyms – One word Equivalents.

MODULE III: (02 hours)

Reading exercises – To enhance pronunciation & comprehension

MODULE IV: Introduction to Art of Conversation (01 hour)

Effective public speaking – Fluency development – **(05 hours)**

- a. The relevant concepts, theories, and principles of effective public speaking
- b. How to research and gather supporting material for various types of public speeches
- c. How to effectively organize, outline and time the speech
- d. How to analyze and adapt to audiences
- e. How to develop visual aids that augment rather than debilitate a presentation
- f. How to deliver the speech with maximum impact

Teaching business speaking skills **(06 hours)**

- a. Socializing
- b. Storytelling
- c. Speaking on the telephone – Examples of ineffective telephone conversations and Guidelines for effective Tele talk sessions (Do's and Dont's)
- d. Presentations - Meetings - Negotiations

MODULE V: Effective writing and Creative English

(05 hours)

- a. Paragraph Writing
- b. Expansion of Ideas
- c. Précis Writing

MODULE VI:

(01 hour)

Cross-cultural communication

- a. Introduction
- b. Cross-Cultural Sensitivity

Course Outcomes: Students will have the ability to

CO1: Identify, comprehend and construct basic sentences

CO2: Recognize mistakes in sentences and rectify the same.

CO3: Read fluently and express the same effectively and creatively.

CO4: Develop visual aids for public speech and use the same in delivering speeches.

CO5: Display effective speaking skills as required in business.

CO6: Assess cultural differences for effective communication.

REFERENCE BOOKS:

1. Making Sense of English - M.Yadugiri, Viva Publications, New Delhi. 2. Course in English Language Teaching - Penny Ur, Cambridge University Press.

RECOMMENDED BOOKS:

1. University Grammar by Quirk and Green Baum, ELBS Publications.
2. Advanced English Grammar by Thomson and Martinet

II SEMESTER MBA

Course	OPERATIONS RESEARCH	Course Code	16MBA2COPR	Duration SEE	3 Hours	Total No. of Lecture Hours
Credits	04	L-T-P-S	4-0-0-0	CIE + SEE	50 + 50	52

MODULE I: Introduction to Operations Research (Theory) (03 hours)

Origin, Development, Meaning, Scope and applications, Techniques, Characteristics and Limitations of Operation Research; Methodology and Models in OR (Theory only)

MODULE II: Linear Programming Model (09 Hours)

Application of LPP in Management, Advantages of LPP, Formulation of LPP, Solution of LPP by Graphical method (all special cases), Formulation of Dual. **(Theory and Problems)**

Case Study 1: ‘Omega Data Processing Company’.

Source: Quantitative Techniques in Management, Sharma J.K., 3rd Edition, Page No. 54.

MODULE III: Transportation Model (Theory and Problems) (09 hours)

General Structure, Initial Basic Feasible Solution (NWC, LCM, VAM), Finding Optimal Solution (only MODI), Variations (Unbalanced, Maximization, Multiple Solutions), Degenerate Solution (Theory only); Introduction to Assignment Model, Solution through HAM, Variations.

Case Study 2: ‘Swimmers Competition’.

Source: Quantitative Techniques in Management, N D Vohra, 4th Edition, Page No. 328.

MODULE IV: Network Analysis (Theory and Problems) (10 hours)

Terminology, Concepts, Rules for drawing network diagram, CPM Computations, Finding critical path, Floats, PERT Computations, Computation of earliest and latest allowable times, Probability of meeting the scheduled dates; difference between PERT and CPM, Crashing of a Project (Theory only)

Case Study 3: ‘Krishna Foods’.

Source: Quantitative Techniques in Management, Sharma J.K., 3rd Edition, Page No. 458.

MODULE V: Theory of Games and Queuing Models (Theory and Problems)

(11 hours)

Theory of Games: Terminology, Two person zero sum game, Solution to games, Saddle point, Dominance Rule, Value of the game, mixed strategy, Graphical method of solving a game - (2 x n) and (m x 2) games. Applications.

Queuing Models: Introduction; Characteristics of Queuing models, Models for Arrival and Service Times; Single Poisson arrival with Exponential Service Rate; Applications of Queuing models.

MODULE VI: Replacement Theory, Job Sequencing and Simulation of Management Systems (Theory and Problems) (10 hours)

Replacement Theory: Replacement policy for gradually deteriorating items and for suddenly failing items.

Job Sequencing: Sequencing of N jobs with 2 machines, Sequencing of N jobs with 3 machines, Sequencing of 2 jobs with M machines.

(Question Paper: 80% Problem, 20% Theory)

Course Outcomes: Students will have the ability to

CO1	Understand Operations Research models in various business domains.
CO2	Apply different techniques of Operations research to solve business problems
CO3	Foster critical thinking for decision making using operations research model
CO4	Use and communicate Operations research models for organisational effectiveness.

RECOMMENDED BOOKS:

1. Quantitative Techniques in Management, N. D. Vohra, Tata McGraw Hill Publications, 2/e, 2003
2. Operations Research, J. K. Sharma, 3rd Edition, McMillan India
3. Operations Research, Wayne L Winston, Thomson, 4/e, 2004

REFERENCE BOOKS:

1. Anand Sharma, Quantitative Techniques for Decision Making Himalaya Publishing
2. S. D. Sharma, "Operations Research", KedarNath and Ram Nath & Co. Ltd.
3. Quantitative Techniques for Managerial Decisions – U K Srivastava – New Age International

MOOCs:

<http://salimian.webersedu.com/courses/OR/MOOCOR.html>

Indicative Course Assignment:

Students will be asked to simulate the Inventory, Demand, Queuing Systems etc. using Monte Carlo Simulation.

Course	FINANCIAL MANAGEMENT	Course Code	16MBA2CFMT	Duration SEE	3 Hours	Total No. of Lecture Hours
Credits	04	L-T-P-S	4-0-0-0	CIE + SEE	50 + 50	52

MODULE I

(12hours)

Financial Management: Introduction to financial management, objectives of financial management –profit maximization and wealth maximization. Changing roles of finance manager in India. Interface of Financial Management with other functional areas.

Indian financial system: Functions of financial system, Types - Primary market, Secondary market, stocks & commodities market, Money market, Forex markets.

Sources of Financing: Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and Private equity, Warrants and convertibles.

Emerging Issues in Financial management: Risk management and Derivatives, Behavioral Finance, Financial Modeling, Financial Engineering. (Theory)

MODULE II

(08hours)

Time value of money: Simple interest & Compound interest, Concepts of Future value & Present value of single cash flow & annuities & perpetuity, Effective interest rates, loan amortization (Theory & problems)

Case 1: Concepts in Time Value of Money :ShyamLal and Associates

Source: Cases in Financial Management by I M Pandey, Ramesh Bhat 3e Case No -24 PP165-168

MODULE III

(10 hours)

Investment decisions: Capital budgeting process, project classification, Investment evaluation techniques – Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, discounted payback period, accounting rate of return. Estimation of cash flow for new project & replacement projects (Theory & problems)

MODULE IV

(07 hours)

Cost of Capital: Basic concepts, Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital (Dividend discounting and CAPM model). Cost of retained earnings. Determination of Weighted average cost of capital (WACC) and Marginal cost of capital(Theory & problems)

MODULE V

(8 hours)

Capital structure and dividend decisions – Planning the capital structure. (No capital structure theories to be covered) Leverages – Determination of operating leverage, financial leverage and total leverage.

Dividend policy – Factors affecting the dividend policy - dividend policies- stable dividend, stable payout (No dividend theories to be covered). **(Theory & problems)**

Case 2: AMR Paints (Operating, financial and combined Leverage)

Source: Financial Management by Khan M Y & Jain P K , 6/chapter 18 -Operating , Financial and Combined Leverage PP 18.38-18.39

MODULE VI

(07 hours)

Working capital Management: Factors influencing working capital requirements, Working capital Policy, Determination of operating cycle and cash cycle, Estimation of working capital requirements of a firm (Does not include Cash, Inventory & Receivables Management). **(Theory & problems)**

Case 3:Estimation and financing of working capital –Reliable Texamill

Source: Cases in Financial Management by I M Pandey, Ramesh Bhat 3e Case No -18, PP101 (QUESTION PAPER- 60% Problems, 40% Theory)

Course Outcomes: Students will have the ability to

CO1	Understand the basics of financial environment
CO2	Imbibe the knowledge of financial management theories and practices to solve business problems.
CO3	Develop analytical and critical thinking skills of financial decisions by associating tools and techniques for data based decision making.
CO4	Communicate the various aspects of financial management.

RECOMMENDED BOOKS:

1. Financial Management by Prasanna Chandra, 9/e, McGraw-Hill publications, 2014.
2. Financial Management Pandey I M, Vikas publication house Pvt Limited, New Delhi, 10th edition,2010
- 3.Cases in Financial Management by I M Pandey, Ramesh Bhat 3e Vikas publication house Pvt Limited, New Delhi

REFERENCE BOOKS:

1. Financial Management by Khan M Y& Jain P K , 6/e, McGraw -Hill publication, 2014
2. Financial Management A Step-by-Step Approach – N.R.Parasuraman, 1/e, Cengage, 2013.

3. Fundamentals of Financial Management, Brigham & Houston, 12/e, Cengage Learning, 2009.

MOOCs: Introduction to Time Value of Money - <https://www.coursera.org/learn/time-value-money>

Indicative Course Assignments:

1. Identify the roles and responsibilities of 21st century finance managers.
2. Study various Indian companies involved in Bonus shares and Share splits
3. Arriving the EMI for an Educational loan and understanding the impact of reduction in interest rate on the EMI (using excel)
4. Working capital Management
5. Analyzing the Corporate dividend policy practices in India
6. Estimates cash flows for new projects and replacement projects.
7. Emerging issues in financial management.
8. Study various sources of financing.

Course	HUMAN RESOURCE MANAGEMENT	Course Code	16MBA2CHRM	Duration SEE	3 Hours	Total No. of Lecture Hours
Credits	04	L-T-P-S hours	4-0-0-0	CIE + SEE	50 + 50	52

MODULE I

(10 Hours)

Introduction to HRM: Meaning, definition, nature and scope of HRM and HRD, evolution of HRM, Difference between Personnel Management and HRM, features of HRM, HRM functions, objectives of HRM, formulating policies, procedures and Programmes, role of personnel manager and HR manager, qualities of HR, Opportunities and Challenges in Human Resource Management.

HRM in India: Changing role of HR in India, Globalization and its impact on HR

Job design: Definition, approaches, job design options; **Job analysis:** definition, process, benefits of job analysis **HR planning:** introduction, objectives of HRP, linkage of HRP to other plans, definition and need for HRP, benefits of HRP, factors affecting HRP, process, problems and limitations of HRP

MODULE II

(10 Hours)

Recruitment: Definition, Objectives, subsystems, factors affecting recruitment policy, centralized and decentralized recruitment, recruitment sources, techniques, process, cost benefit analysis of recruitment sources.

Selection, placement and Induction: Meaning, definition of selection, selection procedure, various types of tests (aptitude, achievement, situational, interest, personality), different types of interviews and interview process, means to make interview effective, medical examination, reference checks, final decision, employment, placement and induction.

Case Study 1: “Wanted Professional social worker” & “Honesty testing at Carter Cleanly Company”

Source: Human Resource Management by Gary Dessler and Biju Varkkey, 11 the Edition, Page no.248 & 249

MODULE III

(10 Hours)

Performance management: Introduction, meaning, need, purpose, - objectives, contents of PAS, appraisers and different methods of appraisal (both traditional and modern methods), uses, limitations and problems of performance appraisal, post appraisal feedback. Potential appraisal – meaning, Philips model.

Training and development: Meaning of T & D, benefits of training, need and objectives, Training Need Analysis, training methods, on-the job and off-the-job training, and final evaluation.

Case Study 2: “Revising Performance Appraisal System at St. Luke’s Hospital”

Source: Human Resource Management by Robert L Mathias & 9th Edition, Page no.410

MODULE IV

(08 Hours)

Employee mobility: Internal mobility: Introduction, meaning, different types.

Promotion: Meaning, purpose, bases of merit, seniority, merit cum seniority, benefits, problems, promotion policy. Transfer: Meaning, purpose, types, reasons, benefits. Demotion: Meaning, need for demotion policy. Career planning and Development: Meaning, need, career development actions.

External mobility: Introduction, meaning, types. Absenteeism- Meaning, types, causes, calculation, minimizing absenteeism. Employee attrition- Meaning, reasons, calculation of attrition rate, retention strategies, managing separations and right sizing-voluntary and involuntary separations.

MODULE V

(08 Hours)

Compensation & Benefits Administration: Introduction, definition, need for sound salary administration, objectives, factors affecting wages/ salary levels, job evaluation, wage salary survey, salary structure, salary fixation, incentives, profit sharing, bonus concepts, ESOPs, RSU’s, pay for performance, Benefits administration, employee welfare and working conditions-statutory and voluntary measures.

Case Study 3: “Inserting the team concept into compensation or not?”

Source :Human Resource Management by Gary Dessler and Biju Varkkey, 11th Edition, Page no.505

MODULE VI

(06 Hours)

Nature of IR, parties to IR - Employees, trade unions, employers’ associations, role of government, judiciary and employee relations, factors affecting employee relations and IR decisions. Industrial peace and harmony: Discipline maintenance, Grievance Handling, Workers participation in management, maintaining good human and industrial relations, benefits accrued by the organization due to the development of congenial environment.

Course Outcomes: Students will have the ability to

CO1	Understand the fundamental concepts and practices in People Management.
CO2	Apply people management skills to achieve organizational skills.
CO3	Analyse the global business scenario and align HR functions accordingly
CO4	Gain critical thinking skills by evaluating HR issues through oral presentations and assignments.

RECOMMENDED BOOKS:

1. Managing Human Resources – Bohlander et.al, – Cengage Learning 13 Ed., 2004.
2. Human Resource Management, Text & Cases – VSP Rao, Excel Books, 2005

REFERENCE BOOKS:

1. Human Resource Management – Text & Cases – K. Ashwatappa; 5th Edition, TMH.
2. Human Resource Management - Cynthia Fisher, Shaw – Wiley / Biztantra, 5/e, 2005
3. Human Resource Management – Gary Dessler, Person Publications, 10th Edition
4. Human Resource Management – Robert L Mathias, 9th Edition

MOOCS:

<https://www.springboard.com/udemy/human-resource-processes-and-management/>

Indicative Course Assignment:

1. To design job description and job specification for different types of jobs in different sectors
2. To study all the HR practices – recruitment, selection, induction, training and development, employee separation, employee mobility and compensation administration.
3. To study the grievance handling procedure and the nature of employee participation

The above assignment will be done in a group, with a maximum of six students in each group. Each group will take one sector each viz., IT, Manufacturing, Telecom, Retail, Education etc. They are free to choose any company under the given sector. The students are expected to submit a hard copy of the report at the end of the semester.

Course	BUSINESS RESEARCH METHODS	Course Code	16MBA2CBRM	Duration SEE	3 Hours	Total No. of Lecture Hours
Credits	04	L-T-P-S hours	3-0-0-1	CIE + SEE	50 + 50	39

MODULE I (06 hours)

Introduction to Business research: Meaning, Types of research – exploratory & conclusive. Objectives of business research, Research applications in business decisions, Steps in Business Research.

Defining the Research Problem: Management problem and Research problem. Symptom definition. Formulation of hypothesis. Types of hypothesis. Role of hypothesis in business research.

Literature review: How to do Literature review. Importance of Literature Review in Research. (Theory)

Self-Study Component: Writing Bibliography of a Journal paper and Technical report

MODULE II (04 hours)

Research Design: Meaning, Need, Features, Types of research design, research design for exploratory & conclusive research. (Theory)

Self-Study Component: Writing research designs for exploratory, descriptive and causal research

Case study 1: “Online Booking – Has the time Come?”

Source: Research Methodology – Concepts and cases – Deepak Chawla and Neena Sondhi – Vikas Publication-2014, p. 42.

MODULE III (05 hours)

Sampling: Census vs Sampling, need for sampling, types of sampling, types of probability and non-probability sampling techniques. Sample size. (Theory & Problems)

Self-Study Component: Sample size consideration for exploratory, descriptive and causal research.

MODULE IV (05 hours)

Data Collection and Processing: Primary and secondary data, data collection methods and instruments. Measurement and scaling, questionnaire designing, editing, coding & Tabulation of data, Diagrammatic representation of data (Theory & Problems)

Self-Study Component: Questionnaire designing, tabulation of data and diagrammatic representation of data for multivariate data analysis.

Case Study 2: “Tupperware India Pvt. Ltd.”

Source: Research Methodology – Concepts and cases – Deepak Chawla and Neena Sondhi – Vikas Publication-2014, pp. 169-173

MODULE V

(10 hours)

Descriptive and inferential statistics: Univariate and bivariate analysis, Hypothesis testing – one sample and two sample Z & t test for mean and proportion, paired t test, One way and two way ANOVA.

Non parametric tests: chi square test, run test, sign test, Mann-Whitney U Test, Wilcoxon Signed-Rank test, Kruskal- Wallis test. **(Theory & Problems)**

Self-Study Component: Identifying appropriate tests for specific research objectives

Case study 3: “Consumer Perception of High-end IT education”,

Source: Marketing Research- Text Cases, Rajendra Nargundkar, TMH, pp. 43-45

MODULE VI

(09 hours)

Multivariate data analysis: Multiple Regression analysis, Factor, cluster, conjoint and discriminant analysis: Concepts and applications in Business research.

Report writing: Steps - Layout of a Research Report. Contents of prefatory parts and major chapters of a technical report writing Annexure and Bibliography. Plagiarism Check. **(Theory)**

Self-Study Component: How to write an article, Journal paper and Technical report

Note: Practical components to be covered in the sessions with cases and software (SPSS / EXCEL).

Question Paper: 40% Problems, 60% Theory

Course Outcomes: Students will have the ability to

CO1	Understand the steps needed to complete a research study and formulate a research design
CO2	Apply various data collection methods for research in different business domains
CO3	Analyse data using various tools and techniques for decision making
CO4	Create effective business reports and do presentations.

RECOMMENDED BOOKS:

1. Research Methodology: CR. Kothari, New Age International Publishers
2. Business research Methods: Donald R Cooper & Pamela S Schindler, TMH.
3. Research Methodology – Concepts and cases – Chawla and Sondhi – Vikas Publication.

REFERENCE BOOKS:

1. Research Methodology: K N Krishna Swamy, Pearson
2. Business Research Methods: Zikmund and Adhikari, Cengage
3. Marketing Research- Text and cases: Rajendra Nargundkar, TMH.

MOOCs:

Understanding Research Methods - <https://www.coursera.org/learn/research-methods/>

Indicative Course Assignments:

Business Research Applications in

- a. Financial management
- b. Marketing activities
- c. Human resources
- d. Operations Management

Course	BUSINESS, GOVERNMENT AND SOCIETY	Course. Code	16MBA2CBGS	Duration SEE	3 Hours	Total No. of Lecture Hours
Credits	04	L-T-P-S hours	4-0-0-0	CIE + SEE	50 + 50	52

MODULE I: (06 Hours)

The Study of Business, Government and Society (BGS)

Importance of BGS to Managers – Models of BGS relationships – Market Capitalism Model, Dominance Model, Countervailing Forces Model and Stakeholder Model – Global perspective – Historical Perspective

MODULE II: (07 Hours)

Corporate Governance

Introduction, Definition, the concept of governance, relevance of corporate governance, theoretical basis for corporate governance, obligation to society, obligation to investors, obligation to employees, obligation to customers, managerial obligation, Market model and control model, OECD on corporate governance, Issues in corporate governance.

Case Study 1: The Tussle over Corporate Governance at Reliance

Source: Corporate Governance: principles, policies and practices – Fernando A. C, 2/e, Pearson, 2011)

Business Ethics (07 Hours)

Meaning of ethics, business ethics, relation between ethics and business ethics, sources of ethical knowledge for business, roots of unethical behavior, ethical decision making, some unethical issues, benefits from managing ethics at workplace, ethical Organizations.

Case Study 2: The Enron Fiasco: Does end justify the means?

Source: Corporate Governance: principles, policies and practices – Fernando A. C, 2/e, Pearson, 2011

MODULE III: (06 Hours)

Public Policies

The role of public policies in governing business, Government and public policy, areas of public policy, levels of public policy, the corporation and public policy, framing of public policy, business and politics levels of involvement, BGS and media relationship, government Regulations in business, justification of regulation, problems of regulation.

MODULE IV: (06 Hours)

Environmental concerns and corporations

Environmental preservation-role of stakeholders, international issues, sustainable development, costs and benefits of environmental regulation, industrial pollution, role of corporate in environmental management, waste management and pollution control, key strategies for prevention of pollution, environmental audit.

Case Study 2: World’s Worst Man-Made Disasters

Source: Corporate Governance: principles, policies and practices – Fernando A. C, 2/e, Pearson, 2011

MODULE V: (05 Hours)

Corporate Social Responsibility

Types and nature of social responsibilities, CSR principles and strategies, Best practices of CSR, Need of CSR, Arguments for and against CSR, CSR Indian perspective, Indian examples.

MODULE VI: (15 Hours)

Business Law

Law of contract, meaning of contract, agreement, essential elements of a valid contract, classification of contracts, proposal and acceptance, free consent, void agreements.

Special Contracts: Bailment, Pledging, Agency – Essential elements, rights and duties of the parties involved.

Sale of goods act 1930: Definition of Sale, Sale v/s Agreement to Sell, Goods, Condition and Warranties, Express and Implied Condition, “Doctrine of Caveat Emptor”, Performance of Contract of sale, Right of Unpaid Seller.

Intellectual property law: Overview of law relating to patents, law relating to copyrights, law relating to trade mark.

Course Outcomes: Students will have the ability to

CO1	Understand the elements of business, government and society and their interrelationship.
CO2	Apply the knowledge of BGS to solve the business problem
CO3	Analyse and present the interaction among business, government and society based on qualitative data
CO4	Understand and analyse legal and ethical aspects of business

RECOMMENDED BOOKS:

1. Business, Government, and Society: A Managerial Perspective, Text and Cases – John F. Steiner, 12/e, McGraw-Hill, 2011.
2. Corporate Governance: principles, policies and practices – Fernando A. C, 2/e, Pearson, 2011.
3. Business Ethics and Corporate Governance - Ghosh B. N, Tata McGraw-Hill, 2012.

REFERENCE BOOKS:

1. Business and Society - Lawrence and Weber, 12/e, Tata McGrawHill,2010.
2. Business Ethics - Bajaj P. S & Raj Agarwal, Biztantra, 2012.
3. Corporate Governance - Keshoo Prasad, 2/e, PHI.

MOOCs: Transforming Business, Society, and Self with U.Lab

<https://www.edx.org/course/transforming-business-society-self-u-lab-mitx-15-671x>

Indicative Course Assignments:

1. Study of Corporate Governance at leading Indian Companies
2. Analysis of Fiscal Policy.
3. Analysis of CSR activities of Indian and MNC companies like Project Shakthi of HUL, e-Choupal of ITC, Community Kitchen of HP, Project Shiksha of P&G.

Course	MANAGEMENT INFORMATION SYSTEM	Course Code	16MBA2CMIS	Duration SEE	3 Hours	Total No. of Lecture Hours
Credits	04	L-T-P-S hours	4-0-0-0	CIE + SEE	50 + 50	52

MODULE I: Foundation concepts (10 Hours)

Foundations of information systems (IS) in business: Data & Information, Information as a Resource, Information in organizational Functions, System concepts – Components of an IS – IS resources – Fundamental roles of IS applications in business - IT Capabilities and their organizational impact - Fundamentals of strategic advantage — using IT for strategic advantages – Trends in IS

Case study 1: SANDVIK ASIA LIMITED

Source: MIS by S. Jawadekar –Pg No. 745-764

MODULE II: Information Systems (09 Hours)

Kinds: TPS, OAS, MIS, DSS, GDSS, ES, EIS or ESS, Parameters for selecting a suitable Information System

Building and Managing Systems

System Analysis and Design – Systems Development Life Cycle – System Building Approaches – Prototyping – Rapid Application Development Models

MODULE III: Business applications (09 Hours)

E-Business: IT in business: functional business systems – cross-functional enterprise systems – Enterprise resource planning (ERP)- Customer relationship management (CRM) and Supply chain management (SCM)

E-Commerce: Ecommerce systems – Essential e-Commerce processes – electronic payment processes – e-commerce application trends – Web store requirements, designing and implication in Business.

Case study 2: CRM for Building closer relationship with dealers.

Source: MIS by James o Brien page no. 483-486

MODULE IV: Management challenges (08 Hours)

Management Issues in MIS: Information Security and Control – Quality Assurance -Ethical and Social Dimensions – Intellectual Property Rights as related to IT Services / IT Products – Managing Global Information Systems.

Case study 3: Video surveillance at Jindal Steel.

Source: MIS by Rahul De – Pg No. 127.

MODULE V: Application of Software in Business (09 Hours)

Practical application of Word Processor, Spread sheets, Communications, Statistical and Accounting software's.

MODULE VI: E-Governance and Impact of IT on Society (07 Hours)

E-Governance Concepts: Stages of E-Governance, Stakeholders, Economic Assessment, Developmental Assessment, Implementation Challenges

Society and Internet: Social Dynamics of Internet, Services of Internet, Technology of the Internet, Social Issues, Social Networks in the Enterprise

Course Outcomes: Students will have the ability to

CO1	Understand Information Technology practices in Management
CO2	Apply system building and IT Solutions for solving business challenges
CO3	Analyse the usage of Internet and its role in managing a business
CO4	Evaluate ethical and legal aspects of IT on society and delivering Government Services
CO5	Compare the application of various IT applications in different domains through oral presentation.

RECOMMENDED BOOKS:

1. Management Information Systems: Managing the Digital Firm - Loudon, Kenneth C., and Jane P. Loudon. 10/e, Prentice-Hall, 2007
2. Management Information Systems: Text & Cases – Jawadekar W. S, 4/e, Tata McGraw Hill, 2010.
3. Introduction to Information System, James A O'Brien, Tata McGraw Hill, 12th Edition
4. MIS Managing Information Systems in Business, Government and Society - Rahul De, 1/e, Wiley India, 2012.

REFERENCE BOOKS:

1. Computer Applications in Management – Niranjan Shrivastava. Dreamtech Press, 2011.
2. Business Driven Technology - Haag, Baltzan, & Philips. 2/e, Tata McGraw-Hill, 2009.
3. Fundamentals of Information Technology - Alexis Leon, & Mathews Leon, 2/e, Vikas, 2009.

MOOCs

<https://www.edx.org/course/introduction-management-information-uc3mx-im-1x>

Indicative Course Assignments:

1. Use the database to analyze the sales trend.
2. Analyze and prepare the report of Karnataka Govt. E – Governance Initiatives.
3. Prepare a small E-commerce system.

III SEMESTER MBA

Course	OPERATIONS MANAGEMENT	Course Code	16MBA3COPM	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I: Introduction to Operations Management (5 Hours)

What is operations management? Production system concept, Transformation process, difference between products and services, OM in the organizational chart, operations as service, Historical development of OM, Overview current issues in operations management. Designing Service Delivery systems

MODULE II: Introduction and Break even analysis (6 Hours)

Break even analysis - Break even analysis in terms of physical units, sales value, and percentage of full capacity. Managerial uses of break-even analysis, Limitations of Breakeven analysis.

MODULE III : Forecasting (7 Hours)

Forecasting as a planning tool, forecasting time horizon, short and long range forecasting, sources of data, types of forecasting, qualitative forecasting techniques, quantitative forecasting models – Linear regression, Moving average, Weighted moving average, Exponential smoothing, Exponential smoothing with trends, Measurement of errors.

MODULE VI: Facility Planning (5 Hours)

Facilities location decisions, factors affecting facility location decisions.

Facility layout planning. Layout and its objectives for manufacturing operations, warehouse operations, service operations, and office operations., principles, types of plant layouts – product layout, process layout, fixed position layout, cellular manufacturing layouts, hybrid layouts, Factors influencing layout changes.

MODULE V: Employee Productivity (6Hours)

Productivity and work study Productivity and the standard of living, Productivity and the organization, productivity, variables affecting labour productivity, work content and time, Work Study and related working conditions and human factors.

Method Study

Introduction to Method Study, Data collection, recording, examining, and improving work, Material flow and material handling study, Worker flow study, Worker area study, Work Measurement Introduction to Work Measurement, Work sampling study, Time study and setting standards

MODULE VI: Capacity Planning & Materials Management**(10 Hours)**

Introduction to capacity planning – CRP, MRP, MRP 2. MPS. Managerial importance of aggregate plans, alternatives for managing demand and supply, capacity augmentation strategies. Matching demand and capacity, demand chase aggregate planning, level production aggregate planning.

Role of Materials Management- materials and profitability, Purchase functions, Procurement procedures including bid systems, Vendor selection and development, Vendor rating, ethics in purchasing. Roles and responsibilities of purchase professionals. Concepts of lead time, purchase requisition, purchase order, amendments, forms used and records maintained.

Inventory Management: Concepts of inventory, types, Classification, selective inventory management, ABC VED, and FSN analysis. Inventory costs, Inventory models – EOQ, safety stocks, Re order point, Quantity discounts.

Course Outcomes: Upon completion of the course student will have the ability to

CO1	Get acquainted with the basic aspects of Operations management
CO2	Apply various aspects of operations management solve business problems.
CO3	Make data driven decision in the domain of Operation Management
CO4	Use and communicate Operations management models for organisational effectiveness.

RECOMMENDED BOOKS:

1. Operations Management - Richard B. Chase, 11/e, TMH.
2. Production and Operations Management – Ashwathappa K, & Sridhar BhatK, Himalaya Publications.
3. Operations Management, Mahadevan, 2/e Pearson

REFERENCE BOOKS

1. Operations Management- Operations Management Eleventh Edition by Jay Heizer, Barry Render Operations Management - Norman Gaither, Greg Frazier, 9/e, Cengage learning, 2011.
2. Operations Management: Along the supply chain - Russel and Taylor, 6/e, Wiley India, 2009.

MOOCs: <https://www.coursera.org/learn/wharton-operation>

Indicative course assignment:

1. Prepare a report on Toyota Industry
2. Inventory Management.
3. Facility layout Planning.

Course	MACRO BUSINESS ENVIRONMENT	Course Code	16MBA3CMBE	SEE Duration	3 Hrs	Total no. of Lecture Hours 39
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	

MODULE I

(8 Hours)

Indian Economy and Business environment: Nature and Scope, Structure of the Business Environment – Internal and External environment. Political and Legal Environment: overview, Political System, Judiciary. Economic Environment: overview, Nature of Indian Economy, Features of Indian Economy, Changes in recent times. Socio – Cultural Environment: Socio Cultural factors affecting the Business.

Case Study 1: Genpact’s CEO on building an Industry in India from scratch – Pramod Bhasin. 1st June 2011, HBR.

MODULE II

(4 Hours)

Globalisation and Indian Business Environment: Meaning and Implications, Phases, Globalisation Impact on Indian Economy across Sectors. Technological Environment: Technology and Development, Integrating technology with Business. India and Global Knowledge Market

Case Study 2: Walmart and Bharti: Transforming retail in India, Indranil Bose, Shilpibannerjee and Edo de Vries Robbe. HBP, Aug 27th 2009, Source: University of Hong Kong.

MODULE III

(6 Hours)

Basic economic Concepts: Open and Closed Economies, Primary, secondary and Tertiary sectors and their contribution to the economy. SWOT Analysis for the Indian economy. Measuring the Economy: Measuring GDP and GDP Growth rate, Components of GDP, Business Cycle- Features, Phases, Economic Time series – Economic indicators, Correlation, persistence, coherence, Inflation: Types, Measurement, Kinds of Price Indices. Employment and unemployment rates: Measurement. National Income: Measurement, Problems in measuring National Income.

MODULE IV

(8 Hours)

Industrial Policies and Structure: Planning- Problems in industrial development during the plan period, Classification of industries based on ownership. Industrial policies, Industrial strategy for the future, New Industrial policy 1991.

Structure of Indian Industry: Public and Private Sector Enterprises, Objectives of PSUs, Performance and shortcomings. Private Sector– growth, problems and prospects. SSI – Role in Indian Economy. Privatisation - Problems and prospects, Disinvestments in Indian public sector Units since 1991. Industry Analysis: Textiles, Electronics, Automobile, FMCG, Telecom, Pharma Sectors.

MODULE V**(6 Hours)**

Economic policies: Fiscal Policy: Objectives, Instruments, Union Budget, Taxes, Role of Government.

Monetary Policy: Money, Measures of money supply, Monetary system in India, Tools for credit control. Structure of the Banking system, RBI and its functions, Banking structure reforms –Narasimham committee recommendations.

MODULE VI**(7 Hours)**

Infrastructure in the Indian Economy: Infrastructure and economic Development, Energy, Power, Transport system- Railways, Road transport, water transport and Air Transport, Communication System in India, Development of IT Sector in India – its contributions to Indian economy. Importance of Human resources development- Measures of Human development, Human Development index. Major thrust areas in human resource development.

Case Study 3: Airport Express Metroline: Infrastructure project Financing and implementation through Public private Partnership. Hukam Singh Chaudhary, Sushil Kumar, Vijay Aggarwal and Gita Bajaj. 25th November 2011, IVEY publishing.

Course Outcomes: Upon completion of the course, student will have the ability to

CO1	Apply the concepts of macroeconomics to solve business problems.
CO2	Analyse and communicate the macro environment of global, economic, legal and ethical aspects of business.
CO3	Assess the policies and structure of Indian Industry to develop entrepreneurial thinking and business acumen.
CO4	Assess the status of infrastructure and human resources in the Indian Economy to foster critical thinking for developing solutions to address the gaps.

RECOMMENDED BOOKS:

1. Economic Environment of Business –Misra S. K &Puri V. K., 6/e, Himalaya publishing house, 2010.
2. Business Environment:Text and Cases - Justin Paul, 3/e, McGrawHill, 2011.
3. Macro Economic Theory – Vaish M. C, 14/e, VikasPublishingHouse, 2010
4. Business Environment - Fernando, 1/e, Pearson, 2011.
5. Indian Economy – Datt and Sundharam, 64th Edition, S Chand, 2011.

REFERENCE BOOKS:

1. Principles of Macro Economics –Mankiw, 4/e, Cengage Learning,2011.
2. Macro Economics – Andrew. B. Abel, & Ben S. Bernanke, 7/e,Pearson Education, 2011.

MOOCs:

1. Introduction to Macro Economics:
[www.ope.educationeuropa.eu/en/mooc/introduction to macroeconomics.](http://www.ope.educationeuropa.eu/en/mooc/introduction%20to%20macroeconomics)

Course	CORPORATE GOVERNANCE & BUSINESS ETHICS	Course Code	16MBA3CCGB	SEE Duration	3 Hrs.	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE: I

(8 hours)

Introduction: Definition, Nature, Characteristics, Need and benefit of business ethics, History of the development of business ethics, Economic issues, Competitive issues, Legal and Regulatory Philanthropic issues pertaining to business ethics, Framework for ethical decision making, Individual factors, organizational factors, Corporate Governance — dimensions of ethical making, Ethical Practices in Management.

MODULE: II

(6 hours)

Individual and Organisational factors influencing Ethics: Moral philosophy: Definitions and different dimensions-Values: Importance, types, Sources of Value systems, The Ethical Value System-Universalism, Utilitarianism, Distributive Justice, Social Contracts, Individual freedom of Choice; Teleology and Deontology, Cognitive moral development, Moral reasoning.

The role of Corporate Culture and Leadership in ethics, structure and business ethics, Interpersonal relationships in organization, Ethical dilemmas at workplace, professional Codes; Culture and Ethics, Ethical values in different cultures, Culture and individual Ethics, loyalty and Ethical behaviour

MODULE: III

(6 hours)

Contextual Factors:

External Context: Ecology-The dimensions of pollution and resource depletion, the ethics of control, the ethics of conserving depletable resources; Consumers: -Markets and consumer Protection, The due care theory, the social costs view of duties, Advertising Ethics, Consumer Privacy.

Internal Context: Job discrimination- its nature and extent, Discrimination — utility, rights and justice, Affirmative action, Gender issues, The employee’s obligation to the firm, The firms duties to the employees, The employee Rights, Need for organizational ethics program, Code of Conduct Ethics training and communication, systems to Monitor and enforce ethical standards, The ethics audit

MODULE: IV(8 hours)

Business Ethics in a Global Economy: Ethical perceptions and international business, Global values, the multinational corporation and various ethical issues, cross cultural, cross religion & cross racial issues

Law and Ethics-Relationship between law and Ethics, Other Bodies in enforcing ethical business behaviour, Impact of Laws on Business Ethics, Social responsibilities of business-

Environmental Protection, Fair trade Practices, Fulfilling all National Obligations under various laws, Safeguarding health and Well-being of Customers. Business Ethics and Corporate Governance.

MODULE: V

(7 hours)

Corporate Governance: What is Corporate Governance? Distinction between Corporate Management and Corporate Governance, Historical background of Corporate Governance, Nature, Characteristics and Purposes of Corporate Governance, Theories of Corporate Governance, Mechanism of Corporate Governance, Principles of Corporate Governance, Corporate Governance Codes and Practices, Structure and Process of Corporate Governance, Shareholders Rights and Projection, Issues in Corporate Governance, Emerging trends in Corporate Governance.

MODULE: VI

(4 hours)

Corporate Governance in India and Abroad: Issues, need, Corporate Governance code, transparency and disclosure, role of auditors, board of directors and shareholders, Global Issues of Governance, Accounting and regulatory framework, Corporate Scams, Committee’s in India and Abroad, Corporate Social Responsibility.

Course Outcomes: Upon completion of the course, student will have the ability to

CO1	Ability to define and understand the knowledge of Ethics and Governance in Business
CO2	Ability to identify ethical issues among individual and organizations and apply the same in relevant situations
CO3	Ability to analyse the role of ethics and corporate governance at the global level.
CO4	Ability to engage students in presentations and seminars through case studies of successful and ethical companies.

RECOMMENDED BOOKS:

1. Kitson Alan-Ethical Organisation, Palgrave
2. Steiner And Steiner; Government And Society; McGraw-Hill
3. Gopalaswamy – Corporate Governance, New Age International (P) Ltd.,

REFERENCE BOOKS:

1. L.T. Hosmer-The Ethics of Manager, Universal Book
2. D. Murray: Ethics in Organisation, Cogan Page
3. S.K. Chakraborty, Values & Ethics in Organisation.
4. C Ferrell-Business ethics-Biztantra.
5. P.S.Bajaj,Raj Agarwal :-Business Ethics Biztrantra
6. Velasquez – Business Ethics: Concepts & Cases, Prentice Hall Of India
7. Prasad – Corporate Governance, Prentice Hall Of India

Indicative Course assignments:

Arguments for and against business ethics

HR SPECIALIZATION -FUNCTIONAL ELECTIVES

Course	RECRUITMENT & SELECTION	Course Code	16MBA3FHRS	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I (5 Hours)

Job Analysis: Meaning, definition and purpose. Methods of job analysis: job analysis interviews, job analysis questionnaire, task analysis inventory, position analysis questionnaire, course expert workshops, critical incident technique, Fleisclunann job analysis survey, functional job analysis, job element method, repertory grid, critical incident technique

MODULE II (6 Hours)

Hiring Process:

Hiring decision: Nature of hiring: regular, temporary, full time, part time, apprentice, contractual, and outsourcing. Existing post or new post to be created. Need analysis, cost analysis and job analysis.

Hiring internally: Meaning and definition of internal recruitment. Advantages and disadvantages in terms of cost, time, quality and suitability.

Sources of internal recruitment: -Circulars, intranet advertisements, employee referrals. Appointment or promotion. Policy guidelines and union settlements.

MODULE III: (6 Hours)

External Hiring. Meaning and definition of external recruitment.

Sources of recruitment: - Advertisement in newspaper, TV/Radio, Internet, search on the internet, consultants, employment exchange, campus recruitment, employee referrals and unsolicited applications. Advantages and disadvantages of the above sources in terms of cost, time, convenience, reach of the targeted population, and quality of applicant pool. Job advertisement: drafting, size and contents. Contents of public sector recruitment: single or multiple sources and choosing the best source

Case Study1: <https://www.eremedia.com/ere/a-case-study-of-google-recruiting/>

MODULE IV (6 Hours)

Screening the candidates: Application Forms: bio-data / resume / curriculum vitae and weighted application blanks: meaning definition, purpose, advantages and disadvantages – taking a Behavioural approach to recruitment: spotting personality patterns, making basic assumptions, predicting the future, Pinning down what is needed: targeted interviewing, focusing on behaviour, assessing how person performs, assuming they have been hired. – Identifying the ingredients of success: The winning candidate's profile, challenges in the interview, Selection hurdles and ways to overcome them.

Case Study 2: The use of social media in the recruitment process, Prepared for Acas: Institute for Employment Studies, 2013

MODULE V (8 hours)

Testing: Meaning, definition, purpose, advantages and disadvantages, Ability tests, clerical ability test, mechanical ability test, mental ability test, physical ability test, personality assessment test, typing test, shorthand test, computer proficiency test

Interviewing: Planning the interview, Types of interview, Relevance of each interview in different situations, advantages and disadvantages of each type of interview, Interview process - getting started, examining the 5 interview areas, examining the strengths & weaknesses, listening to what are being said, probing for specifics, using an interview checklist, Allowing candidates to ask questions at the end, explaining the procedure of selection and concluding with a happy note, making the decision. Interview in public sector undertaking and statutory requirements.

MODULE VI

(8 hours)

Reference checking & Appointment orders: Meaning, definition and purpose. Verification of character, criminal antecedents, previous work behavior and education qualifications. Verification of community certificates in public sector companies. Meaning, definition, and purpose. Statutory requirements (under the Shops and commercial establishments Act). Contents of appointment letter, hard copy (or soft copy), method of delivery and retrieving the acknowledgement copy. Medical Examination & acceptance of offer for joining.

Case Study 3: Latest case study in this area will be considered

Course Outcomes: Upon completion of the course, student will have the ability to

CO1	Ability to define and understand the key concepts underlying recruitment and selection and its importance in business organizations
CO2	Ability to identify nuances of communication both in oral as well as written communication with respect to recruitment and selection
CO3	Ability to critically think, use appropriate tools for evaluating recruitment and selection methods
CO4	Ability to design recruitment advertisements, analysing the selection technique and thus understanding tangible organizational problems.

RECOMMENDED BOOKS:

1. Human Resource Selection by Robert D. Gatewood and Hubert S. Feild, South western Cengage Learning, Mason, Ohio 2001
2. Staffing Organization, Herbert G. Heneman III, Timothy A. Judge, 5th Edition, McGraw Hill International

REFERENCE BOOKS:

1. Employee Selection, Lilly M Berry, Thomson Publications
2. Hiring & keeping the best people, HBS Press
3. Human Resource Planning, Dipak Kumar Bhattacharyya, 2nd edition, Excel Books.
4. High performance hiring by Robert w. Wendover, Crisp Publication, California, 1991

MOOCs:

<https://www.coursera.org/learn/recruiting-hiring-onboarding-employees#preview>

Demonstrate a general knowledge framework and understanding of key functions in Management and its application in Business Practice

Indicative course assignments:

1. To understand the recruitment and selection process in different sectors
2. To design a job advertisement both soft as well as hard copy.
3. To make a study on different job portals and understand the effectiveness of the same

Course	COMPENSATION MANAGEMENT	Course Code	16MBA3FHCM	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I (6 Hours)

Introduction to Compensation and Benefits: Meaning and Significance, purpose, components, types. Piece rated, time rated and skills based approaches. Daily, weekly and monthly payments. Characteristics of best compensation plans. Fixed pay and variable pay, 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.

MODULE II (6Hours)

Principles of compensation determination: Meaning and Significance compensation principles. Equity (internal and external), bargaining ability of employee unions and individual employees, statutory requirements, ability to pay, worth of the job, demand-supply conditions in job market. Job evaluation and salary survey

Case 1 Performance based compensation structure in Crompton Grievies Limited.

Source: Text book on Compensation and reward management: BD Singh

MODULE III (6 hours)

Cost to Company (CTC) Method: Meaning and significance, advantages and limitations, 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.

MODULE IV (6 Hours)

Benefits and incentives: Meaning, significance and characteristics, basis for benefits payment, statutory benefits- employees state insurance, provident fund, gratuity, unemployment benefits, skills up gradation benefits, pension, employees compensation and Maternity benefit, non-statutory benefits- insurance against injury, illness, disability, fatal accident and death. Meaning and significance of incentives, basis for incentives payment, purpose and types- regular, periodical and occasional incentives, cash incentives and incentives as fringe benefits. Stock options.

Case 2: Employee Benefits at Intel India.

Source: Text book on Compensation and reward management: BD Singh

MODULE V (5 hours)

Executive compensation: Meaning and significance of executive compensation, unique features of executive compensation, fixed components and variable components, perquisites and benefits basis for determining executive compensation, statutory upper limit on executive

compensation as per Companies Act 1956, stock options, joining bonus, retention bonus and severance pay.

Case 3: Executive compensation at Fannie Mae: A case study of perverse incentives, Nonperformance pay, and camouflage

Source: The Harvard John M. Olin Discussion Paper

Series: http://www.law.harvard.edu/programs/olin_center/

MODULEVI

(10 hours)

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: Meaning and significance of taxation on salary, Professional tax of state government on salaries people, income tax of central government on salaries 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.

Course Outcomes: Upon completion of the course, student will have the ability to

CO1	Understand the logic behind developing a pay systems in any industry and organizations
CO2	Design a compensation package for employees of different level and sectors
CO3	Apply the government and taxation process related to salaries
CO4	Understand and apply the employee benefits and incentives

RECOMMENDED BOOKS:

1. Compensation- Milkovich G. T, Newman J .M, &VenkataRatnam C. S., McGrawhill 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

MOOCS:

<https://www.coursera.org/learn/compensation-management>

Indicative course assignments:

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

Course	LEGAL ENVIRONMENT & INDUSTRIAL LEGISLATIONS	Course Code	16MBA3FHLLI	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

Part A
LEGAL ENVIRONMENT

MODULE I **(6 hours)**

Introduction: Background of Industrial Relations - understanding or appreciating Industrial legislations/employee relation, theories of industrial relations; Changing profiles of major stakeholders of industrial relations in India - Trade Unions, Employers' Associations and role of state in IR.

MODULE II **(6 Hours)**

Collective Bargaining in India: Definition, Essential conditions for the success of collective bargaining, prerequisites, functions and process of collective bargaining, negotiation process, Workers Participation in Management.

MODULE III **(6 Hours)**

Trade Unions: Meaning, Historical perspective of trade union movement in India, functions of trade unions, objectives of important trade unions, union structure, problems of trade unions, measures to strengthen trade union movement in India, Rights and responsibilities, paradigm shift in Trade Union Environment in India.

MODULE IV **(6 Hours)**

Grievance procedure and Discipline management: Grievance, meaning and forms, approaches to grievance machinery, Grievance procedures, model grievance procedure. Discipline - Judicial approach to discipline, Domestic enquiries, Disciplinary procedures, approaches to manage discipline in Industry.

Industrial Conflicts: Nature of conflicts and its manifestations causes and types of Industrial conflicts, prevention of Industrial conflicts and settlement of Industrial conflicts.

RECOMMENDED BOOKS:

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

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-VenkataRatnam, Oxford University Press

Part B INDUSTRIAL LEGISLATIONS

MODULE V

(8 hours)

An overview of the following labour enactments covering the definitions, applicability, provisions, registers and returns; penalties.

- Factories Act 1948,
- Industrial Disputes Act, 1947,
- Trade Union Act, 1926,
- Payment of Wages Act, 1936,

MODULE VI

(7 hours)

- Employees' State Insurance (ESI) Act, 1948,
- Employees' Provident Fund and Miscellaneous Provisions Act 1952;
- Payment of Gratuity Act 1972,
- Payment of Bonus Act, 1965.

(NOTE: Proportionate weightage - based on number of hours allotted - should be given to both the parts while setting question papers)

Course Outcomes: Upon completion of the course, student will have the ability to

CO1	Understand the Indian Legal and regulatory environment and learn to apply the appropriate labour laws to protect the interest of both employees and employers
CO2	Cultivate value based leadership capabilities to drive business
CO3	Develop critical thinking skills to ensure justice to the different stake holders
CO4	Analyse the situation that necessitates legal action and suggest appropriate measures

RECOMMENDED BOOKS:

1. Labour Laws for Managers, BD Singh, Excel Books
2. Industrial Relations and Labour laws, 5th Edition, SC Srivatava, Vikas Publications

REFERENCE BOOKS:

1. P R N Sinha et al Industrial Relations, Trade Unions & Labour Legislation, Pearson Education
2. Bare acts

Indicative Course Assignments:

1. To study the relationship between Trade unions and Management and submit a report on the same
2. To interview HR managers in Manufacturing sector and understand the effectiveness of labour laws

Course	ORGANIZATION STRUCTURE, PROCESS & DESIGN	Course Code	16MBA3FHOS	SEE Duration	3 Hrs.	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I (5 hours)

Organization & Emergent Paradigm: Organization- Definition, types of Organization, Importance of Organizations, Perspectives of organizations- Closed Systems perspective, Open Systems perspective, Life cycle perspective, Organizational Configuration, Dimensions of Organizational Design-Structural and Contextual Designs; The Evolution of Organization theory and Design-Historical Perspectives, Contemporary Organization theory.

MODULE II (6 hours)

Strategy, Organization Design & Effectiveness:The Role of Strategic Direction in Organization Design, A framework for selecting Strategy and Design.

Organizational Effectiveness- Definition, importance; Assessing Organizational Effectiveness, Approaches to Organizational Effectiveness – the Goal Attainment Approach, the System Approach, the Strategic approach, Constituencies approach and the Competing Values Approach, Resource Based approach, Internal process approach and Integrated effectiveness model.

Case Study 1: Ford Vs. General Motors

Source: Organization Theory, Stephen P. Robbins, Mary Mathew, Pearson, 3rd revised edition, Page: 354-357)

MODULE III (8 hours)

Organization Structure: Fundamentals of Organization Structure: Components of Organization Structure- Complexity, Formalization & Centralization.

Complexity-Horizontal Differentiation: Specialization- functional and social specialization, departmental grouping options; Vertical Differentiation: Span of Control & Spatial Differentiation; Formalization or Standardization- Socialization, Formalization techniques; Involvement in Decision making & Centralization, Relationship of Centralization, Complexity and Formalization; Basic parts of any Organization and types of Organizational structures in different Organizations.

MODULE IV (6 hours)

Managing Dynamic Processes: Organizational Culture and ethical values, Innovation and Change, Communication Processes, Leadership Processes, Team work Processes, Decision making Processes, Conflict, Power and Political processes in Organizations, Re-engineering Processes.

MODULE V**(6 hours)**

Contextual Dimensions & Structural Options: Contextual factors determining Organization Designs- Organization Size, Strategy, Technology, Environment & Power and Politics. Implications of contextual factors on structure, Organization Design Options.

Case Study 2: Shaping up Exxon

Source: Organization Theory, Stephen P. Robbins, Mary Mathew, Pearson, 3rd revised edition, Page: 338-340)

MODULE VI**(8hours)**

Managing the environment: Classifying Strategies- Internal Strategies & external Strategies; Internal Strategies-Domain Choice, Recruitment, Environmental Scanning, Buffering, Smoothing, Rationing, Geographic Dispersion

External Strategies-Advertising, Contracting, Coopting, Coalescing, Lobbying.

Managing Organizational Evolution: Managing growth and decline in Organizations: Reasons for evolution-changing environment, information/communication technology, globalization and competition, customer and quality, Understanding Five Phases of growth, Potential Problems when Organizations decline and solutions.

Case Study 3: The Structural evolution of Biocon

Source: Organisation Theory, Stephen P. Robbins, Mary Mathew, Pearson, 3rd revised edition, Page: 354-357)

Course Outcomes: Upon completion of the course, student will have the ability to

CO1	Appreciate the logic behind developing structure, process and design in improving Organizational Performance
CO2	Develop the art of applying appropriate Management Principles, Practices and techniques, based on situations in the Organization
CO3	Design effective structure based on the Strategy adopted in Organizations
CO4	Develop the capability of developing process and reengineering it based on change in situation
CO5	Know what strategies to adopt to manage the dynamic business environment

RECOMMENDED BOOKS

1. Organisation Theory-Structure, Design and Applications-Stephen Robbins-Pearson/PHI. 3/e
2. Understanding Organisations- Madhukar Shukla
3. Organization Theory-Richard Hall-Pearson/PHI, 7/e, 1999

REFERENCE BOOKS:

1. Organization theory-David Jaffee, McGraw-Hill International
2. Organization Theory & Design, Richard L Daft, Cengage Learning, 8th Edition
3. Organizational theory, Design, and Change-Gareth R. Jones, 5th Edition, Pearson Education
4. Organization theory-Mary Jo Hatch, 2nd Edition, Oxford University Press

MOOCs:

1. Structure;<https://www.class-central.com/mooc/5617/coursera-structure>
2. Designing the Organisation from Strategy to Organisational Structure;<https://www.mooc-list.com/course/designing-organization-strategy-organizational-structure-coursera?static=true>
3. Decision Making and Scenarios-<https://www.class-central.com/mooc/5481/coursera-decision-making-and-scenarios>

Indicative course assignments:

- Study the Organization Designs of any five different Companies. Explain why it has such a configuration? Is it justified?
- Study the Organisational Environment of Manufacturing Organization and Service Organization? Which is easier to manage according you? Give reasons

Course	KNOWLEDGE MANAGEMENT	Course Code	16MBA3FHKM	SEE Duration	3 Hrs.	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+CIE	50 + 50	39

MODULE I (6 hours)

Introduction: What Is Knowledge Management, Multidisciplinary Nature of KM,, Drivers of KM, The Two Major Types of Knowledge, The Concept Analysis Technique, History of Knowledge Management, From Physical Assets to Knowledge Assets, Organizational Perspectives on Knowledge Management, Why Is KM Important Today?, KM for Individuals, Communities and Organizations, Future Challenges for KM.

MODULE II (6 hours)

Understanding knowledge: the core of business: Knowledge, Intelligence, Experience, Common sense. Cognition and KM. Types of Knowledge, Expert Knowledge, Human Thinking & Learning. Organization Knowledge Management architecture and Implementation Strategies.

Knowledge creation and capture: Knowledge Creation, Nonaka’s Model, Major Theoretical KM Models, Takeuchi Knowledge Spiral Model, Knowledge Conversion, Knowledge Spiral. Knowledge Architecture, Other knowledge capture techniques.

MODULE III (6 hours)

The knowledge management cycle: Knowledge Management System Life Cycle, Major Approaches to the KM Cycle, The Zack KM Cycle, The Bukowitz and Williams KM Cycle, The McElroy KM Cycle, The Wiig KM Cycle, An Integrated KM Cycle.

KNOWLEDGE CODIFICATION: Explicit Knowledge Codification, Cognitive Maps, Decision Trees, Knowledge Acquisition and Application Tools.

MODULE IV (7 hours)

Knowledge sharing and communities of practice:

The Social Nature of Knowledge, Sharing Communities, Types of Communities, Roles and Responsibilities in CoPs, Knowledge Sharing in Virtual CoPs, Data Mining and Knowledge Discovery, Blogs, Content Management Tools, Knowledge Sharing and Dissemination Tools, Networking Technologies, Obstacles to Knowledge Sharing, Organizational Learning and Social Capital, How to Provide Incentives for Knowledge Sharing

Case Study: “Infosys: Meeting the Knowledge Management Challenge”,Journal of Information Technology Education, Kaushalchari&Grandon gill, 2015

MODULE V (7 hours)

Knowledge application: Knowledge Application at the Individual, Group &Organizational Levels, Characteristics of Individual Knowledge Workers, Task Analysis and Modelling, EPSS, Knowledge Reuse, Knowledge Repositories, Strategic & Practical Implications of Knowledge Application

Case Study 2: “A Case Study of Knowledge Management Implementation for Information Consulting Company” ,International Journal of The Computer, the Internet and Management Vol. 14.No.3 (September-December, 2006) pp 60-78, Chih-Hung Tsai, Ching-Liang Chang, and Lih Chen

The role of organizational culture: Different Types of Cultures, Organizational Culture Analysis, Culture at the Foundation of KM, The Effects of Culture on Individuals, Cultural Transformation to a Knowledge-Sharing Culture, Organizational Maturity Models, KM Maturity Models, CoP Maturity Models,

MODULE VI

(7 hours)

Km strategy and metrics:

Knowledge Management Strategy, Knowledge Audit, Gap Analysis, The KM Strategy Road Map, The Management of Organizational Memory, Balancing Innovation and Organizational Structure, Historical Overview of Metrics in KM, KM Metrics, The Benchmarking Method, The Balanced Scorecard Method.

The km team & learning organizations:

Learning organization: The mystique of learning organization, learning and change, RICE Model. Major Categories of KM Roles, Senior Management Roles, KM Roles and Responsibilities within Organizations, The KM Profession. Ethical, legal and Managerial issues.

Course Outcomes: Course Outcomes: Upon completion of the course, student will have the ability to

CO1	Understand the fundamental concepts in the study of knowledge and its creation, acquisition, representation, dissemination, use and re-use and its management
CO2	Apply KM cycles and tools for the advantage of organization functioning.
CO3	Critically evaluate the KM practices across different sectors
CO4	Create communities of practice for KM sharing and share knowledge through a common platform

RECOMMENDED BOOKS:

1. Knowledge Management by Elias M Avad, Hassan M Ghaziri, PHI, 2nd Edition.
2. Knowledge Management in Theory and Practice by Kimiz Dalkir, PHI, 2nd Edition.
3. Change and Knowledge Management by Dr. B Janakiram, Dr. P V Raveendra & Shubha Muralidhar, Biztantra publications, , 1st Edition, 2009
4. Knowledge Management: Tool for Business Development by Dr. B. Rathan Reddy, Himalaya Publishing House.
5. Knowledge Management by Sudhir Warier, Vikas Publishing House.

REFERENCE BOOKS:

1. Knowledge Management by Ratnaja Gogula.
2. Handbook on knowledge management by Holsapple, Springer Verlag.
3. Knowledge Management: Systems And Processes by Fernandez Irma Becerra, Sabherwal Rajiv, Prentice Hall India.

Indicative course assignments:

1. To expose and make students to prepare a report on knowledge management practices implemented by successful companies.
2. Make a team of 2-3 students and asking them to conduct a telephonic interview or survey regarding local businesses familiarity with and level of literacy in KM.
3. To do a comparison on the KM Life Cycle Models and seeing their applicability in organizations.
4. To compare and contrast on different COPs.

Course	EMPLOYEE RETENTION MANAGEMENT	Course Code	16MBA3FHER	SEE Duration	3 Hrs.	Total no. of Lecture Hours
Credits	03	L-T-P-S Hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I (6 hours)

Introduction: meaning, aims and objections, perspectives, myths, facts and debates on staff turnover, voluntary turnover: avoidable, trends in turnover-up or down, measuring, costing and predicting turnover; Identifying the causes of employee turnover: Reasons for leaving, exit interviews, alternative diagnostic tools.

Case Study: 1 Battling Employee turnover <http://www.focusservices.com/battling-employee-turnover>

MODULE II (8 hours)

Improving retention rates: terms of contract, building effective defences, employer branding exercises.

Case Study: 2 How Uber Destroyed Its Employer Brand — Is It Time To Blow Up HR Again? Dr. John Sullivan, February 24, 2017, <https://drjohnsullivan.com/articles/uber-destroyed-employer-brand-time-blow-hr/>

MODULE III (5 hours)

Preventive Measures to reduce employee turnover:

Recruitment, Selection, Placement & induction: Early leaving-realistic Job previews (in recruitment stage, in the selection stage & induction stage)

Training, development & Career development: Training issues, Promotion Opportunities- Personal development opportunities, Job sculpting.

Working Conditions:

Hours of work, judging work and family responsibilities, the physical working environment, job design, job security.

MODULE IV (7 hours)

Effective Supervision: The significance of effective supervision, six golden rules of effective supervision, Organisation level policy.

MODULE V (6 hours)

Pay and Benefits: Debates about pay and employee turnover, the importance of fair dealing, focusing on the market where it matters-Golden handcuffs.

Case Study: 3 Why do employees stay? A clearer career path and good pay for starters, Harvard Business Review, <https://hbr.org/2017/03/why-do-employees-stay-a-clear-career-path-and-good-pay-for-starters>

MODULE VI

(7 hours) Alumni

relations and informal contacts to keep departed employees in the company's orbit, the benefits of rehiring former employees, Using Exit interviews to uncover the root causes of employee turnover.

Course Outcomes: Upon completion of the course, student will have the ability to

CO1	Understand the causes for employee attrition and apply skills to assess if the attrition is controllable or uncontrollable
CO2	Analyse the business environment and take appropriate action to manage the situation.
CO3	Develop critical thinking skills and adopt appropriate management practices to to reduce attrition
CO4	Design employee retention strategies based on the prevailing situation in the Organisation

RECOMMENDED BOOKS:

1. Stephen Taylor-The Employee Retention Handbook-a Jaico book.
2. Hiring and Keeping the Best People, HBS

REFERENCE BOOKS:

1. Bohlander Snell-Managing Human Resources-Thompson South Western
2. P. Subba Rao-Personnel and Human Resource Management-Himalaya Publishing House.

Indicative Course Assignments:

1. Collect details of exit interview from any company and identify the avoidable causes and suggest strategies to reduce employee turnover.
2. Conduct Stayers Survey to understand the reasons for employees staying back.
3. Presentation on best employee retention practices in Organisations

CROSS FUNCTIONAL ELECTIVES

Course	ORGANIZATIONAL LEADERSHIP AND TEAM BUILDING	Course Code	16MBA3XHOL	SEE Duration	3 Hrs	Total no. of Lecture Hours 39
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	

MODULE I (8 Hours)

Leadership and Traits

Introduction to Leadership: Definition, Importance of leadership, Roles of a leader, Leadership theory paradigms, levels of analysis of leadership theory

Leadership traits and ethics: Personality traits and leadership, traits of effective leaders, Leadership attitudes, ethical leadership, Achievement motivation theory

MODULE II (5 Hours)

Types of Leadership: Charismatic and transformational leadership, Stewardship and servant leadership, Leadership of culture and diversity, Creating high performance culture, Strategic leadership

MODULE III (5 Hours)

Leadership behavior, motivation and contingency leadership: Leadership behaviour and styles, Leadership grid, Leadership and motivation, Content and process theories, Reinforcement theory, Contingency leadership theories and models, Leadership continuum theory, Normative leadership theory, Leadership substitute theory

MODULE IV (6 Hours)

Team Leadership: The use of teams in organizations, Types of teams, Decision making in teams, Leadership skills for effective team meetings, Ginnet's team effectiveness leadership model, virtual and self-managed teams, the changing role of leadership in self-managed teams

MODULE V (5Hours)

Team needs analysis: Action centered leadership – The stages of team needs analysis – diagnosing the existing group or embryonic team – the effective team model – The effective team leader model - Team development.

MODULE VI (10Hours)

Team Learning & mentoring Teams

Team Learning

The Manager - as a socialized worker – Teams of Groups - Characteristics if effective teams – what sort of learning? – Learning from success as well as failure - Balancing attention to task and learning - Balancing task and learning - Assisting with learning in the group - setting up temporary learning teams – learning skills in a group – group learning review – helpers as learners in groups

Coaching and mentoring Teams: MacLennan 7 stage model – asking questions: the master tool – objective, ownership and focus – what affects team performance – understanding team – team analysis – applying the coaching model.

Indian cases on leadership

Course Outcomes: Upon completion of the course, student will have the ability to

CO1	Understand the dynamics and behaviours of managers and the team members.
CO2	Analyse tools and techniques of leading teams
CO3	Analyse different leaders styles and their application in real life situations
CO4	Develop learning teams

RECOMMENDED BOOKS:

1. Effective Leadership- Lussier/ Achus, Tjird edition, Thomson South Western, 2007
2. Leadership-Enhancing the Lessons of experience, Hughes, Ginnet, Curphy, Fifth edition, Tata McGraw Hill, 2006
3. Leadership-Research findings, Practice, and skills, Andrew J Durbrin, Fourth edition, Biztantra, 2007
4. Team management understanding, organizing and managing teams – Roger Stewart – Infinity books - first edition - 2006

REFERENCE BOOKS:

1. Leadership in Organizations, Gary Yukl, Pearson Education, 6th Edition
2. The Leadership Experience, Richard L Daft, Cengage Learning, 2nd Edition, 2002
3. Dynamics of leadership, Craig Watson, Jaico Publication
4. The art of leadership, George Manning and Kent, 2nd edition, Mc-GrawHill

MOOCS:

1. <https://www.coursera.org/learn/leadership-skills>
2. <http://study.com/academy/lesson/leadership-leaders-their-role-in-organizations.html>

Indicative course assignments:

- [To conduct a comparative studies of different leadership styles and present the same in the class.](#)
- [To study the team behavior in both formal and informal teams](#)

Course	PUBLIC RELATIONS	Course Code	16MBA3XHPR	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P -S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I (6 Hours)

Introduction to Public Relation – Proactive and Reactive Approaches – Public Relations Process – Behavioural Public Relations Model – Persuasion Model – Two way symmetrical Communications Model – When communications is not enough – 20 great truths about Public Relations. Models of Public Relations

MODULE II (7Hours)

Employee communications – Role of employee communication – concept of Organizational culture – Establishing Communication Policy – Organizational change – Importance of employee communication – Special employee Communication Situations – Media of Employee communications – Objectives of Internal media – Starting internal media – controlling internal media- Occasional and Special media Rules of Effective Employee Relations. Frontline supervisors as the key communicators

Case: Investing in Employees Pays Off (CJSS)

Case: Southwest Airlines – Where Fun, LUV, and Profit Go Hand –in Hand (CJSS)

Case: Employee Retention: It is the employer who is on probation (LLHT)

Case: Maintaining Employee Relationship in a Tragedy (LLHT)

Case: Kodak Communicates One – on - One with All of its Employees (CJSS)

MODULE III (7 hours)

Community Relations – Importance of Public Relations – Community Relations Process – Guidelines for Effective Relations Programs -Specific Functions of Public Relations –Criteria for Community relations Activities – Corporate Social Responsibility &Philanthropy- Emerging Challenge of Community Activism

Case: Community Relationships Maintained During Hospital Closing (CJSS)

MODULE IV (6 Hours)

Media Relations – Media Relations –Role of Media in Public Relations – Social Media – working with the media –Media Relations Program Elements –Role of Technology in Public Relations

Case: Fatal Tiger Attack at San Francisco Zoo (LLHT)

Case: There’s a Syringe in My Pepsi Can (CJSS)

MODULE V (6 hours)

Issues in Public Relations – public relations challenges –Types of Issues - Target audiences- Public Service as Preventive Public Relations – Special Interests – Importance of Compromise – Issue Anticipation – Scenario Technique

Case: Take your choice – Tobacco or Health (CJSS)

MODULE VI (7 hours)

Crisis Management – Understanding how people typically react to issues – Human Nature – Role of communications – Types of crises – News media influence - Fundamental guidelines

Case: Bhopal – A Nightmare for Union Carbide (CJSS)

Case: Sir Ganga Ram Hospital – Disaster management Plan (IS)

Course Outcomes: Upon completion of the course, student will have the ability to

CO1	Define and understand the role of PR for effectiveness and long term sustainability of the organization
CO2	Apply the methods of PR for maintaining effective employee-employer relationships
CO3	Employ different techniques and approaches to maintain good relationship with different external stake holders
CO4	Analyse situations and know how to communicate to all the stake holders during a crisis

RECOMMENDED BOOKS:

1. Lattimore, Laskin, Heiman&Toth, “Public Relations – The Profession and Practice”, third edition, Tata McGraw Hill, 2012 (LLHT)
2. Center, Jackson, Smith and Stansbury, “Public Relations Practices – Managerial Case Studies and Problems”, Seventh Edition, Prentice Hall of India,2008 (CJSS)
3. Iqbal Sachdeva, “Public Relations – Principles and Practices, Oxford University Press, 2009 (IS)

MOOCS:

<http://study.com/academy/course/public-relations-101-intro-to-public-relations.html>

Indicative Course assignments:

1. Students should write a report on analysis of three commercial advertisement videos for their PR strategy.
2. Collect the newspaper articles about various messages from organizations through Spokespersons and analyse the effect of each type of delivery and impact on the audience.
3. Students should conduct CSR actives in small groups and write a report on community relations of this activity.

MARKETING SPECIALIZATION - FUNCTIONAL ELECTIVES

Course	CONSUMER BEHAVIOUR	Course Code	16MBA3FMCB	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I (6 hours)

Introduction to the study of Consumer Behaviour:

Meaning & Definition, Characteristics of Indian Consumers, Introduction to Consumer Behaviour, Evolution of Consumer Behaviour, STP Analysis, customer value, satisfaction & trust Consumer Movement in India, Rights & Responsibilities of consumers in India, Benefits of consumerism.

MODULE II (4 hours)

Role of Research in understanding consumer behavior:

Consumer Research: Consumer Research Process Developing research objectives, collecting secondary data, designing primary research (Qualitative & Quantitative Research Methods), data analysis and reporting research findings.

MODULE III (8 hours)

Consumer as an Individual

Motivation: Basics of Motivation, Needs, Goals, Positive & Negative Motivation, Rational Vs Emotional motives, Motivation Process, Maslow's Hierarchy of Needs, A trio of Needs and its applications

Personality: Basics of Personality, Theories of Personality and Marketing Strategy, 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, Self and Self Image

Perception: Basics of Perception & Marketing implications, Elements of Perception, Dynamics of Perception, Consumer Imagery, Perceived Risk, Types of risk, How consumers' handle risk.

MODULE IV (6 hours)

Consumer as an Individual: Learning: Elements of Consumer Learning, Marketing Applications of Behavioral Learning Theories

Attitude: Basics of attitude, the nature of attitude, Models of attitude and Marketing Implication

Persuasive Communication: Communications strategy, Target Audience, Media Strategy, Message strategies, Message structure and presentation.

MODULE V (6 hours)

Consumer in their Social and Cultural Settings

Social Class: Family- changing scenario, Family decision making, Family life cycle Social class, Measurement, lifestyle profiles

Culture- Basics, Meaning, Measurement, Indian core values and cultural aspects of an emerging market

Sub Culture- Meaning, Subculture division and consumption pattern in India, Types

Cross cultural - Cross cultural consumer analysis, Global vs. Local

Cross-cultural marketing strategy: Cross-cultural marketing problems in India, Strategies to overcome cross-cultural problems

MODULE VI

(6 hours)

The Consumer Decision Making Process:

Diffusion of Innovations- Diffusion process, Adoption process, Adopter Categories and Opinion Leader

Consumer decision making- levels, models, Input process output model of consumer decision making, Cognitive dissonance and post purchase behaviour

Case studies in Indian and International context

(03 hours)

Course Outcomes: Upon completion of the course, student will have the ability to

CO1	Apply Knowledge of consumer behavior principles, theories, concepts and techniques to solve business problems
CO2	Classify the different consumer behaviour and their impact on purchasing decisions
CO3	Propose the effectiveness of various advertisement and promotions and their attempts to influence the behaviours of individuals in the aspect of business
CO4	Asses the consumer buying behavior with the help of a course project/ assignment as a team

RECOMMENDED BOOKS:

1. Consumer Behaviour - Leon Schiffman, Lesslie Kanuk, 10/e, Pearson, 2010.
2. Consumer Behaviour: Building Marketing Strategy – D el I. Hawkins, & Others, 11/e TMH.
2. Consumer behaviour - Jay D. Lindquist, Joseph Sirgy, 1/e, Cengage Learning.
3. Consumer behavior – David L. Loudon, Della Bitta, 4 /e, McGraw Hill.
4. Consumer Behaviour – Michael R. Solomon ,10/e, PHI Publications

REFERENCE BOOKS:

1. Consumer Behaviour - Henry Asseal, Cenage Learning.
2. Consumer Behaviour in Indian Perspective – Suja Nair, Himalaya Publisher.
3. Customer Behavior: A Managerial Perspective – Sheth, Mittal, Cengage Learning.

MOOCS: An introduction to consumer neuroscience and neuromarketing

Course	BUSINESS MARKETING	Course Code	16MBA3FMBM	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I (7 Hours)

Nature of Business Marketing: Business Marketing Concept, Business vs. Consumer Marketing, Economics of Industrial demand, Types of Industrial Markets, Types of Business Customers, Classifying Industrial Products & Services, Business customers purchases orientations, Organizational Procurement Characteristics, Environment Analysis in Business Marketing.

MODULE II (5 Hours)

Organizational Buying Behaviour: Organizational Buying Process, Types of purchases / buying situations, Buying Centre Concept, Inter Personal Dynamics of Business Buying Behaviour, Roles of Buying centre, Conflict Resolution in Decision.

MODULE III (6 Hours)

Buyer-Seller Relationship: Relationship in Business Marketing, Types of Relationships, Developing & Implementing effective relationship marketing strategies, CRM.

Business Marketing Research: Differences between B2C & B2B Marketing Research, Marketing Research Process, Sales Forecasting Approaches, Top-Down, Bottom-up approaches.

MODULE IV (6 Hours)

Market Segmentation: Segmenting, Targeting and Positioning of Business Market, Value based segmentation, Model for segmenting the organizational Market.

Product & Brand Strategy: Developing Product Strategy, Analyzing Industrial Product Life Cycle, Developing Strategies for new and existing products, Branding process & Brand strategy.

MODULE V (6 Hours)

Formulating Channel Strategy: Nature of Business Marketing channels, Intermediaries, Direct and Indirect Channels, Channel Objectives, Channel Design, Managing Channel Members, Selection and Motivation of Channel Members, Channel conflicts, SCM, Logistics Management, Customer Service, Major cost centres of Market Logistics.

B2B through E-Commerce: Business-to-Business forms of E-Commerce, Models for B2B e-commerce.

MODULE VI (6 Hours)

Pricing & Promotional Strategies: Price Determinants, Factors that Influence the Pricing Strategies, Pricing Methods, concept of learning curves, Pricing Strategies, Pricing Policies, Terms of Payment, Competitive Bidding, Leasing.

The Promotional Strategies: Communication Objectives, Role of B-2-B Advertising, Sales Promotion in Industrial Markets, Trade shows and Exhibitions, role of direct mailers, trade journals, couponing etc. Direct Selling - application of need satisfaction theory in marketing industrial products.

Case Studies in Indian & International Context

(3 Hours)

Course Outcomes: Upon completion of the course, student will have the ability to

CO1	Apply knowledge of marketing theories and practices to solve business problems in B2B markets.
CO2	Develop value based Leadership in dealing with customers
CO3	Understand, analyse, communicate global, economic, legal, and ethical aspects of business
CO4	Lead themselves and others in the achievement of individual & organizational goals

RECOMMENDED BOOKS:

1. Business Marketing – Krishna K Havaladar; 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.

MOOCs:

International B2B (Business to Business) Marketing from Coursera

Course	MARKETING RESEARCH	Course Code	16MBA3FMMR	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I: (06 hours)

The nature of marketing research and its applications- types of MR-Decision making in marketing and the role of MR to provide relevant information-Marketing Information Systems and Decision Support Systems-The MR process and Research Design.

MODULE II: (06 hours)

Sources of data-Primary and secondary sources-The sources of secondary data-Audits and panel data-Surveys and Experiments in marketing research-The experimental designs in MR-Qualitative research methods-FGDs, Depth interviews, Content analysis, Projective techniques, Observation and Physiological measures.

MODULE III: (06 hours)

Designing Questionnaires for Market Research-Measurement in MR-Concept of scales and property of scales-reliability and validity-Design of questionnaires and Schedules. Specific type of measurement instruments- attitude scales, measures of emotion, perceptual scales.

MODULE IV: (06 hours)

Sampling- sample size determination- sampling plans and methods- sampling techniques- Field work planning and control.

MODULE V: (06 hours)

Introduction to statistical analysis using SPSS-Editing, Coding and tabulation-Frequency tables, Cross tabulation, measures of central tendency and variation. Choice of analysis technique; type of data; research design- assumptions for statistics, hypothesis testing, confidence intervals-univariate and bivariate analyses- Chi-Square test- z-test for the difference between proportions- t-test for the difference between two means Analysis of Experimental designs. Non parametric tests.

MODULE VI: (06 hours)

Multivariate Analysis- Analysis of variance and linear regression-other multivariate methods- Data Analysis-Discriminant Analysis – Multidimensional scaling- Correlation and difference tests for nominal and ordinal data-effective presentation of research findings- writing formal research report.

Case studies in Indian and International context **(03 hours)**

Course Outcomes: Upon completion of the course, student will have the ability to

CO1	Apply knowledge of marketing research principles in conducting exploratory research to define the research problem of a business.
CO2	Interpret and conduct a small survey, applying a wide range of scale, and questionnaire techniques to analyse business aspects.
CO3	Recommend the best sampling technique for different situations and defend that recommendation to foster research skills.
CO4	Create a frequency distribution and a cross-tabulation, conduct basic statistical analysis on the data, and summarize the results in clear language for data based decision making

RECOMMENDED BOOKS:

1. Rajendra Nargundkar, Marketing Research, The McGraw Hill, 3rd Edition
2. Malhotra ,Naresh, Marketing Research , PHI 2002
3. Aaker, Kumar, Leone and Day (AKLD) Marketing Research (11th Ed.), Wiley (ISBN: 978-1118156636)

SUGGESTED READINGS:

1. Tull, Donald S, Hawkins Del I, Marketing Research - Measurement and Methods PHI '03
2. Beri, Marketing Research, The McGraw Hill, 5th Edition
3. William G.Zikmund et.al. Essentials of Marketing Research , Cengage Learning , 2010, 4/e

MOOCs: Inferential Statistics (Coursera)

Course	SERVICES MARKETING	Course Code	16MBA3FMSM	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I

(6 hours)

Introduction to services: Concepts, 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.

MODULE II

(6 hours)

Consumer behaviour in services: Search, Experience and Credence property, consumer expectation of services, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services.

Customer perception of services-Factors that influence customer perception of service, Service encounters, Customer satisfaction, Strategies for influencing customer perception.

Case study-1

MODULE III

(7 hours)

Understanding customer expectation through market research: Key reasons for GAP 1, using marketing research to understand customer expectation, Types of service research, Building customer relationship through retention strategies –Relationship marketing, Evaluation of customer relationships, Benefits of customer relationship, levels of retention strategies, Market segmentation-Basis & targeting in services.

Case study-2

MODULE IV

(7 hours)

Customer defined service standards: “Hard” & “Soft” standards, process for developing customer defined standards. Leadership & Measurement system for market driven service performance-key reasons for GAP-2 service leadership- Creation of service vision and implementation, Service quality as profit strategy, Role of service quality In offensive and defensive marketing. Service design and positioning-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 quality, Service Recovery.

MODULE V

(6 Hours)

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

MODULE VI

(7 Hours)

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-monitory cost, Price as an indicator of service quality –Approaches to pricing services, pricing strategies.

Physical evidence in services: Types of service spaces- Role of service scapes, Frame work for understanding service scapes & its effect on behaviour-Guidance for physical evidence strategies.

Case study-3

Course Outcomes: Upon completion of the course, student will have the ability to

CO1	Understand the similarities and differences in service-based and physical product based marketing activities
CO2	Design a blue print for any service
CO3	Identify critical issues in service design and delivery to provide valid conclusions
CO4	Effectively understand service quality and how perceptions of service quality are developed by customers.
CO5	Apply relevant services marketing theory, research and analysis skills to contemporary case studies and communicate outcomes employing professional discourse and formats

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: 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

MOOCs: www. Services Marketing - Selling the Invisible (Open Learning)

Course	MARKETING METRICS	Course Code	16MBA3FMMM	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50+50	39

MODULE I

(3 hours) Introduction to Marketing metrics: Marketing as key to the organization, Need for metrics, Relationship of organizational strategy and marketing metrics, Importance of Marketing metrics, Importance of data for marketing metrics

MODULE II

(8hours) Share of Hearts, Minds and Markets: Market share, Relative market share, Market concentration, Brand Development Index (BDI), Category development Index (CDI), Penetration, Share of Requirements

MODULE III

(6 hours) Margins and Profits: Margins, selling prices and Channel Margins, variable costs and fixed costs, marketing spending, Break even Analysis and Contribution Analysis

MODULE IV

(8 hours) Product, Portfolio Management & Pricing Strategy: Trial, Repeat, Penetration, growth percentage and CAGR, Cannibalization rate, Price premium, Reservation price, Percent Good Value, Price Elasticity of Demand

MODULE V

(8hours) Sales Force and Channel Management: Sales Force goals, Sales Force Compensation, Sales Force results, Pipeline Analysis, Numeric Distribution, ACV Distribution, and PCV Distribution

MODULE VI

(6 hours) Promotion: Baseline Sales, Incremental Sales, and Promotional Lift, Redemption Rates for Coupons/ Rebates, Percent Sales on Deal, Pass-Through.

Course Outcomes: Upon completion of the course, student will have the ability

to

CO1	Apply the knowledge of marketing metrics practices to solve business problems.
CO2	Foster marketing metrics to functional and organizational strategy with data based decision making.
CO3	Define key metrics related to consumers, markets, branding and finance to understand and analyze global, economic aspects of business
CO4	Ability to create marketing metrics dashboard and identify metrics suitable for achievement of organizational goals.

RECOMMENDED BOOKS

1. Marketing Metrics: The Definitive Guide to Measuring Marketing Performance, Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein

REFERENCE BOOKS:

1. Marketing Metrics: 50+ Metrics Every Executive Should Master, Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein
2. Marketing Analytics: Strategic Models and Metrics, Stephan Sorger
3. Data-Driven Marketing: The 15 Metrics Everyone in Marketing Should Know, Mark Jeffery

MOOCs: Marketing Analytics (Coursera)

Course	PRODUCT MANAGEMENT	Course Code	16MBA3FMPM	SEE Duration	3Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I (5 Hours)

Introduction to Product Management: Marketing Organization, The Role of Sales Force, Marketing Organization Implications of Global Marketing, Product Management, Changes affecting product management, changes in marketing organizations

Marketing Planning: Overview, Components of the Marketing Plan

MODULE II (8 Hours)

Defining the Competitive set: Levels of Market Competition, Methods of Determining Competitors, Competition Selection, Enterprise Competition

Category Attractiveness: Aggregate market factors, Category Factors, Environmental Analysis

Competitor Analysis: Sources of Information, Creating a product features matrix, Assessing Competitor's current objectives and strategies, Marketing Strategy, Differential Advantage Analysis, Assessing a Competitor's will, Predicting future strategies

Customer Analysis: What we need to know about customers, Segmentation

Market Potential and Sales Forecast: Market Potential, Methods of Estimating Market and Sales Potential, Sales Forecasting, Using Forecasts

MODULE III (8 Hours)

Developing Product Strategy: Elements of Product Strategy, Setting Objectives, Selection of Strategic Alternatives, Positioning: Choice of customer targets, Choice of Competitor targets, the core strategy, Managing Brand Equity, Relation to customer strategy, Product Strategy over the life cycle

New Products: Product Modification, Line Extensions, Getting ideas for new product, Testing slightly new products, Forecasting, Brand Extensions, Really New products,

MODULE IV (5 Hours)

Pricing Decisions: Role of marketing strategy in pricing, measuring perceived value and price, psychological aspects of price, Competition and pricing, Pricing Objectives, other factors deciding price, pricing tactics, ethical issues

MODULE V (7 Hours)

Advertising Decisions: The target audience, Setting advertising budgets, evaluating ad copy, real world measures, media selection, evaluating advertising effects

Promotions: Promotion Objectives, Promotion Budgeting, Final customer promotions, trade promotions, evaluating customer promotions, Test markets, evaluation trade promotions, the retailers perspective

Channel Management: Channel selection, Indirect Channel, Indirect Channel Management, Monitoring profitability by channel, direct channel, Direct Marketing process, Direct marketing methods, Privacy issues

MODULE VI

(6 Hours)

Customer Relationship Management: Economics of Loyalty, Framework for CRM, Creating and analysing the database, Customer selection, targeting, Relationship marketing problems, Mass customization

Financial Analysis for Product Management: Sales Analysis, Profitability, Strategic Framework for Control, Capital Budgeting

Course Outcomes: Upon completion of the course, student will have the ability to

CO1	Apply the knowledge of product management concepts, theories to solve business problems.
CO2	Use portfolio analysis and the product life cycle to understand how a firm manages its product mix for decision making.
CO3	Apply and understanding the role of product manager in pricing, sales, and promotion in the aspects of business.
CO4	Devise new product development process which in turn develops entrepreneurial thinking and business acumen through a team based course project

RECOMMENDED BOOKS:

- 1) Product Management – Donald Lehmann & Russell Winer, Tata McGrawhill, Fourth Edition
- 2) Successful Product Management – Stephen Morse, Kogan Page, Second Edition

REFERENCE BOOKS:

- 1) Product management in India, Third Edition, Majumdar, PHI Publication.
- 2) Product Management – S.A. Chunawalla, HPH

MOOCs Course: <https://www.coursera.org/learn/brand-management>

CROSS FUNCTIONAL ELECTIVES

Course	SALES MANAGEMENT	Course Code	16MBA3XMSM	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I: (7 hours)

Introduction to sales management: Meaning, Evaluation, Importance, Personal Selling, Emerging Trends in Sales Management, elementary study of sales organizations, qualities and responsibilities of sales manager, Types of sales organizations.

MODULE II: (7 hours)

Selling skills & Selling strategies: Selling and business Styles, selling skills, situations, selling process, sales presentation, Handling customer objections, Follow-up actions. Management of Sales Territory & Sales Quota: Sales territory, meaning, size, designing, sales quota, procedure for sales quota. Types of sales quota, Methods of setting quota.

MODULE III: (7 hours)

Recruitment and selection of sales force, Training of sales force., Sales force motivation and compensation: Nature of motivation, Importance, Process and factors in the motivation, Compensation-Meaning, Types of compensation plans and evaluation of sales force by performance and appraisal process.

MODULE IV: (6 hours)

Sales management job: Standard sales management process-international sales management - international market selection-market survey approach or strategy.

MODULE V: (6 hours)

Sales Manager and Sales Person: Role of sales manager and sales people; functions of sales manager, functions of sales person, types and characteristics of sales manager and sales people-Time management for sales manager and sales person.

MODULE VI: (6 hours)

Selling on the internet: Selling agents for internet trading-net selling, advertising in net trading, payment system in internet trading-smart card, credit card, debit card- payment by card: advantages and disadvantages; How to make internet selling safe-Digital signature, biometric method and legal or regulatory environment; Growth of internet trading in India.

Course Outcomes: Upon completion of the course, student will have the ability to

CO1	Apply knowledge of sales teams theories, principles and concepts for business problem
CO2	Develop a plan for organizing, staffing, and training , compensating and motivating sales force
CO3	Organize sales territories and develop sales quota to maximize sales effectiveness

CO4	Demonstrate analytical and critical thinking of major sales concepts with the help of case discussion through article critiques
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RECOMMENDED BOOKS:

- Sales Management by Charles, Futrell, 6/e, Thomson South Western, 2003.
- Sales & Distribution Management, Tapan K. Panda & Sunil Sahadev, 6/e, Oxford University Press
- Sales & Distribution Management, A. Nag, McGraw Hill, 2013

REFERENCE BOOKS:

- Managing of Sales Force by Spiro Stanton Rich, 11/e, TMH, 2003.
- Sales & Retail Management, an Indian perspective by Dr.S.L Gupta, 1/e, Excel Books, 2007.
- Salesmanship and Sales Management-P.K Sahu & K C Raut, 3/e, Vikas Publishing House.
- Sales Management-Douglas J Dalrymple, William L Crowe-John Wiley & Co.
- Sales & Distribution Management- Text and Cases, 2nd Ed, McGraw Hill.

MOOCs: Introduction to Becoming a Superstar Sales Man or Woman - UDEMY

Course	EVENT MARKETING & MANAGEMENT	Course Code	16MBA3XMEM	SEE Duratio n	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I: (6 hours)

Introduction to Event Marketing: Event Marketing, Evolution of Event Marketing, Theory and Practice of Event Marketing, Five P's of event Marketing

MODULEII: (5 hours)

Event Promotion, Advertising and Public Relations: Trends and Challenges, Five W's of marketing, Advertising Events, Public Relations in Events

MODULEIII: (6 hours)

Electronic Event Marketing: 8C's of Electronic Event Systems, Advantages of Web Marketing, Developing Electronic Marketing Strategy, Marketing Event on the Internet, Measuring Impact

MODULEIV: (8 hours)

Funding Event Marketing: Developing Budget, Identifying Funding Resources, Identifying Sponsorships, Research, Calculating Return on Sponsorship Investments, Incentives to Attract Sponsors, Non-Financial Resources

MODULEV: (9 hours)

Marketing of Events: Challenges and Opportunities of Convention and exposition marketing, Holding a Media Conference, Exhibitor Marketing Techniques, The Prospectus, Incentive to Increase Sales, Difference Between Corporate and Association Events, Selling Corporate Message, Marketing Incentive Program, Internal and External Communications, Maximizing Media Relationships, Cause Related Events, Marketing Festivals and Fairs, Determining Appropriate Media for the event, Marketing Consumer Shows, Media Sponsors and Events, The Perfect Blend, Branding Your Event, Guerilla Marketing, Measurement Methods

MODULEVI: (5 hours)

Future forces and Trends in Event Marketing:

Leading Trends in Event Marketing, Future Event Marketing Methods, Develop Scenarios for Future Event Marketing Programs, Improve Event Market Segmentation Skills, Event Marketing Evaluation Methods, New Marketing Strategies to Beat Competition

Course Outcomes: Upon completion of the course, student will have the ability to

CO1	Describe the importance and understand the marketing strategies of Event Marketing
CO2	Apply Internet to Event Marketing and develop strategies
CO3	Analyze the different sources of funding for Events, critique different options and choose the best feasible event to the requirement of the business
CO4	Effectively design and defend Event Marketing Programs for any type of business

RECOMMENDED BOOKS:

- Event Marketing by Leonard H Hoyle, John Wiley & Sons, 2002.
- Event Marketing by Preston C A, John Wiley & Sons, 2012

REFERENCE BOOKS:

- Marketing your event planning, Judy Allen
- Setting the table, Danny Meyer

MOOCs: Successful Events: Event Planning, Marketing & Management - UDEMY

FINANCIAL MANAGEMENT - FUNCTIONAL ELECTIVES

Course	ADVANCED FINANCIAL MANAGEMENT	Course Code	16MBA3FFAF	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I (8 Hours)

Risk Analysis in Capital Budgeting: Sources and perspectives on Risk, Sensitivity Analysis, Scenario Analysis and Break-Even Analysis. Project selection under Risk.

Case 1: Scenario analysis in capital budgeting - A case of “Richa Foods Company”. (Source: IM Pandey, 10th edition, Chapter 12, Case No.12.1, Pg No.295)

MODULE II (7 Hours)

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. Problems on EBIT- EPS analysis & ROI - ROE analysis.

MODULE III (10 Hours)

Cash Management –Problems on Cash budgets, long-term cash forecasting, monitoring collections and disbursement, optimal cash balances, Cash management models - Baumol model, Miller-Orr model, Strategies for managing surplus fund.

Case 2 : Cash flow forecasting - A case of “Brighter Paints” and A case of “Payal Plastics Company”.(Source : IM Pandey, 10th edition, Chapter 8, Case No.30.1 & 30.2)

Receivables Management – Credit management through credit policy variables, marginal analysis, Credit evaluation: Numerical credit scoring and Discriminant analysis, Control of accounts receivables, Problems on credit granting decision.

MODULE IV (5 Hours)

Inventory Management: Determinations of inventory control levels: ordering, reordering, danger level, EOQ model, Pricing of raw material, Monitoring and control of inventories, ABC Analysis.

Case 3: Inventory Policy decisions - A case of “Indus Engineering Limited”. (Source: IM Pandey, 10th edition, Chapter 8, Case No.29.1)

MODULE V (6 Hours)

Dividend policy & firm value – 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. Bonus shares and stock split, Legal and procedural aspects of dividends Corporate Dividend Tax.

MODULE VI**(3 Hours)**

Financial management in sick units – Causes & symptoms of sickness, Revival of sick units, Debt restructuring.

Business performance measurement – Rationale, Approaches to valuation – ABA, EBA, MVA. Balance score card.

Course Outcomes: Upon completion of the course, student will have the ability to

CO1	Understand various revival strategies of Sick units and business performance measurement system
CO2	Apply various financial management theories to business decisions
CO3	Foster their analytical abilities for effective working capital management
CO4	Develop research skills in the area of risk analysis in capital budgeting.

RECOMMENDED BOOKS:

1. Financial Management - Prasanna Chandra, 9/e, TMH, 2014.
2. Financial Management - M.Y. Khan & P.K. Jain, 7/e, TMH, 2014.
3. Financial Management - I.M. Pandey, 11/e, Vikas Publications, 2015.

REFERENCE BOOKS:

1. Financial Management: Theory & Practice - Brigham & Ehrhardt, 10/e, Cengage Learning, 2004.
2. Corporate Finance: Ross, Westfield & Jaffe, – TMH – 8/e, 2010
3. Cases in Financial Management - Pandey & Bhatt, 2/e, TMH, 2012.
4. Financial Management: Theory and Practice - Satish B Mathur, 1/e, Trinity press publications, 2015.

MOOCs: The Fundamentals of Corporate Finance- Part 1

<http://www.exinfm.com/training/M1C3/>

Indicative Course Assignment:

1. Study of Inventory Management system in FMCG & Textile sector. Analysing the similarities and differences.
2. Understand how banks help different companies in collection management float.
3. Analysing cash management cycles of heavy industries.
4. Study the factoring services offered by different financial Institutions.
5. Study various companies pattern of working capital financing.
6. Understand credit appraisal system for working capital financing at various banks. Determining EVA for selected five companies of same industry and discuss on how different companies differ in their EVA creation also study its pattern for last five years.

Course	INVESTMENT MANAGEMENT	Course Code	16MBA3FFIM	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I

(8 Hours)

Investment: Attributes, Economic vs. Financial Investment, Investment and speculation, Features of a good investment, Investment Process. Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives.

Securities Market: Primary Market, Secondary Market. Stock Market Indicators- Types of stock market Indices, Indices of Indian Stock Exchanges, Mutual Funds: Functions of Investment companies, Classification of Investment companies, Mutual Fund types, Performance of Mutual Funds-NAV.

MODULE II

(4 Hours)

Risk and Return Concepts: Concept of Risk, Types of Risk- Systematic risk, Unsystematic risk, Calculation of Risk and returns individual security, Portfolio Risk and Return

Case 1 :“Is this the right stock...?” (Source: PunithavathyPandian, 2nd edition, Chapter 7, Case No.1, Pg.139)

MODULE III

(6 Hours)

Valuation of securities: Bond- Bond features, Types of Bonds, Determinants of interest rates, Bond Management Strategies, Bond Valuation, Bond Duration. Preference Shares- Concept, Features, Yields. Equity shares- Concept, Valuation, Dividend Valuation models

MODULE IV

(6 Hours)

Macro-Economic and Industry Analysis: Fundamental analysis-EIC Frame Work, Global Economy, Domestic Economy, Business Cycles, Industry Analysis. Company Analysis- Financial Statement Analysis, Ratio Analysis. Technical Analysis – Concept, Theories- Dow Theory, Eliot wave theory. Charts-Types, Trend and Trend Reversal Patterns. Mathematical Indicators –Moving averages, ROC, RSI, Market Indicators. (Problems in company analysis & Technical analysis)

MODULE V

(7 Hours)

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 Model - Capital market line, SML VS CML. Arbitrage Pricing Theory: Arbitrage, Equation, Assumption, Equilibrium, APT AND CAPM.

Case 2 :Case on “Radiant securities Ltd”

Source :Prasanna Chandra, Investment Analysis and Portfolio Management, Third edition, Chapter 8, Pg No. 273.

MODULE VI

(8 Hours)

Market Efficiency and Behavioral Finance: Random walk and Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency. Behavioral Finance – Interpretation, Biases and critiques.

Portfolio Management: Diversification- Investment objectives, Risk Assessment, Selection of asset mix, Risk, Return and benefits from diversification. Portfolio Management Strategies: Active and Passive Portfolio Management strategy. Portfolio Revision: Portfolio Revision Strategies – Objectives, Performance plans.

Portfolio Evaluation: Holding periods returns, Measures of portfolio performance.

Case 3 : Case on “Acme Investments”

Source: Prasanna Chandra, Investment Analysis and Portfolio Management, Third edition, Chapter 21, Pg No. 626.

Course Outcomes: Upon completion of the course, student will have the ability to

CO1	Understand the capital market and various Instruments for Investment
CO2	Assess the risk and return associated with investments and methods to value securities.
CO3	Analyse the Economy, Industry and Company framework for Investment Management.
CO4	Acquire the theories of Portfolio management and also the tools and techniques for efficient portfolio management.

RECOMMENDED BOOKS:

- Investment Analysis and Portfolio management – Prasanna Chandra,3/e, TMH, 2010.
- Security Analysis & Portfolio Management – Punithavathy EhavathyPandian,2/e, Vikas, 2005.
- Investments – ZviBodie, Kane, Marcus &Mohanty, 8/e, TMH,2010.
- Investment Management – Bhalla V. K, 17/e, S.Chand, 2011.

REFERENCE BOOKS:

- Fundamentals of Investment – Alexander, Sharpe, Bailley, 3/e, PHI,2001.
- Investment – An A to Z Guide, Philip Ryland, 1/e, Viva Publishers,2010.
- Security Analysis & Portfolio Management- Kevin S, 10/e, PHI,2011.

MOOCs:

Investment Management – www.springboard.com/udemuy/goldman-sachs investment-management.

Indicative Course Assignment: Each student will be given a virtual cash of Rs.10 Lakhs and they will be asked to invest in equity shares based on fundamental analysis throughout the semester. At the end the best investment will be awarded based on the final net worth.

Course	TAX MANAGEMENT	Course Code	16MBA3FFTM	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S	3-0-0-0	SEE + CIE	50 + 50 = 100	39

MODULE I: Basic Concepts (Theory & Problems) (5 Hours)

Assessment Year, Previous Year, Person, Assesse, Income, Different heads of income, Gross Total Income, Capital Receipts Vs. Revenue Receipts, Capital Expenditure Vs. Revenue Expenditure, Residential Status, Receipt and Accrual of Income, Connotation of income, Incidence of Tax.

MODULE II: Income from Salaries & Income under other heads (Theory & Problems) (9 Hours)

Introduction, Problems on Salary, Allowances, Perquisites. Provident Funds (Theory only), Deductions: Chapter VI-A, Section 10
Income from Other Sources (Theory only), Income from House Property (Theory only), Setoff and carry forward of losses

MODULE III: Income from Capital Gains (Theory & Problems) (8 Hours)

Basis of charge, Transfer of Capital Asset, Inclusion & Exclusion from Capital Asset, Computation of Capital Gain, Theory & Problems, Exemptions, Capital Gain in Special Cases.

MODULE IV: Income from Business /Gain from Profession (Theory & Problems) (8 Hours)

Basis of charge, Method of accounting, Scheme of business deductions/ allowance, Depreciation (Both Theory & Problems), Provisions relating to 44AD, 44AE & 44AF. Problems on computation of income/gain from business / profession.

MODULE V: Computation of taxable income of a firm and partners (Theory & Problems) (5 Hours)

Computation of taxable income of a company with special reference to MAT.

MODULE VI: Goods and Services Tax (Theory only) (4 Hours)

GST: Introduction and a brief discussion

Question paper: 80% problems, 20% theory

Course Outcomes: Upon completion of the course, student will have the ability to

CO1	Identify the nature of different elements of Indian Taxation Framework.
CO2	calculate the taxable income of an Individual
CO3	calculate the taxable income of a firm/company
CO4	Demonstrate their knowledge on GST

RECOMMENDED BOOKS:

1. Vinod Singhanian- Students Guide to Income Tax – Taxman Publications

2. V S Datey – Indirect Taxes – Taxman Publications
3. VAT – Dr.Pillai – Jaico Publications, 2004

REFERENCE BOOKS:

1. Vinod Singhanian – Direct Taxes – Taxman Publications
2. Mehrotra- Direct Tax – Sahitya Bhavan
3. T N Manoharan- Students Guide to Income Tax – Snow White

Indicative Course Assignment: Analysis of latest financial bill

Course	RISK MANAGEMENT & INSURANCE	Course Code	16MBA3FFRI	16MBA3FFRI	3 Hours	Total No. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I

(5 Hours)

Introduction to risk management

Risk – risk and uncertainty – types of risk Risk management process – Objectives of risk

management – select the appropriate risk management technique – implement and monitor the risk management program. 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 (**Theory**)

MODULE II

(4 Hours)

Risk identification and measurement Business risk exposures – individual exposures – exposures of physical assets –Exposures of financial assets – Exposures of human assets – exposures to legal liability – exposure to work related injury- Basic concepts from probability and statistics.

Evaluating the frequency and severity of losses – risk control – risk financing techniques Risk management decision methods – Pooling arrangements and diversification of risk. (**Theory & problems**)

Case study 1: “Enterprise Risk Management at United Grain Growers”, Risk Management and Insurance, Scott E Harrington, Gregory R Niehaus, 2007, THM, pp 592-604.

Case study 2: “Texas Bank Tornado” “Introduction to Risk Management and Insurance”, Dorfman, Mark S, 2008, 10th edition, Prentice Hall OF India, p 64

MODULE III

(6 Hours)

Introduction to Insurance

Definition and basic characteristics of insurance – requirements of an insurable risk – adverse

selection and insurance– types of insurance- essentials of insurance contracts. Indian insurance industry- Insurance sector reforms in India– 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 – IRDA ACT 1999 – IRDA regulations for general insurance – reinsurance, life insurance, micro insurance, licensing of insurance agents, registration of insurance companies and protection of policyholders interest. (**Theory**)

Case Study 3: “Material Misrepresentation”, “Contract of Adhesion: The Met path Case”, “Breach of Warranty: General Chicken case”, “Introduction to Risk Management and Insurance”, Dorfman, Mark S, 2008, 10th edition, Prentice Hall OF India, pp 166-167.

MODULE IV

(8Hours)

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 – classification on the basis – duration – premium payment – participation in profit – number of persons assured – payment of policy amount – money back policies – unit linked plus.

Annuities – need of annuity contracts, annuity v/s life insurance, and classification of annuities.

(Theory & problems)

MODULE V (8 Hours) General Insurance

Laws related to General Insurance – General Insurance Contract – Performance of private and Public General Insurance Companies.

Health Insurance – Individual medical expense insurance – long term care coverage – disability income insurance – medi-claim policy – group medi-claim policy – personal accident policy – child welfare policy – employee group insurance – features of group health insurance – group availability plan.

Fire insurance – Essentials of fire insurance contracts, types of fire insurance policies, fire insurance coverage.

Marine Insurance – Types of marine Insurance – Marine insurance principles – important clauses in marine insurance – marine insurance policies

Marine risks – clauses in marine policy

Motor vehicles Insurance – Need for motor insurance, Types of Motor Insurance, Factors to be considered for premium fixing. (Theory)

MODULE VI

(8 Hours)

Management of insurance companies

Functions and organization of insures – types of insurance organization, organizational structure of insurance companies – functions of insures.

Underwriting – principles of underwriting, underwriting in life insurance, underwriting in non-life insurance.

Claims management – claim settlement in general insurance – claim settlement in life insurance.

Insurance pricing- insurance cost and fair premiums, expected claim costs, investment income and the timing of claims payments, administrative costs, profit loading, capital shocks and underwriting cycles, price regulation.

Insurance Marketing (Theory & problems)

Course Outcomes: Upon completion of the course, student will have the ability to

CO1	Identify and measure Individual and Business risk
CO2	Foster critical thinking for taking Life Insurance subscription decisions
CO3	Analyse and compare General Insurance products
CO4	Research on the functioning and pricing of insurance companies

RECOMMENDED BOOKS

1. “Risk Management and Insurance”, Scott E Harrington, Gregory R Niehaus, 2007, THM
2. “Insurance and risk Management”, P K Gupta, 2010, Himalaya Publishing House
3. “Principles and practice of Insurance”, P Periaswamy, 2009, Himalaya Publishing House

REFERENCE BOOKS

1. “Risk Management – Insurance and Derivatives”, G Kotreshwar, 2011, Himalaya Publishing House.
2. “Introduction to Risk Management and Insurance”, Dorfman, Mark S, 2008, 10th edition, Prentice Hall OF India
3. “Principles Of Insurance Management: A Special Focus on Developments in Indian Insurance Sector Pre and Post Liberalisation”, Neelam Gulati, excel books

MOOCs: Risk and Opportunity: Managing risk for Development –
<https://www.coursera.org/course/managerisk>

Indicative Course Assignments:

1. Analyze the insurance potential in India based on secondary data.
2. Meet insurance advisors and agents and analyze the requirements of insurance selling
3. Select an insurance company and study the risk management procedures followed by that company
4. Analyze risk management techniques used by banks, cement companies and automobile companies
5. Identify the rules and regulations governed by IRDA with respect to marketing of insurance in rural markets.

Course	MICRO FINANCE	Course Code	16MBA3FFMF	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I: Introduction to Microfinance (Theory) (7 Hours)

History of Microfinance in India, Why Microfinance? – Introduction, Economic Growth and Transformation, Definition, scope, assumptions, Lessons from International Experience.

Microfinance as a developmental tool: The Indian Experience: MF Services – Scope and Achievements, Micro finance and poor – A critique

MODULE II: Supply, Intermediation and Regulations of Microfinance (Theory) (7Hours)

Supply of Microfinance: Non-Institutional Sources of Microfinance, Institutional Sources of Microfinance, Transition of Borrowing and lending from Institutional sources; Intermediation, Microfinance Distribution Models; Regulations and Supervision – Ngo-MFIs, Mutually Aided Cooperative Societies, MFIs as banks

Case study 1: ‘The Nandipet SHG Federation’

Source: “Cases in Microfinance”, Edited By: H.S. Shylendra, Prabal K. Sen, Smita Mishra Panda, Published by Institute of Rural Management Anand, 2003, Page: 33 - 42

MODULE III: Microfinance Credit Lending Models (Theory) (6 Hours)

Credit Lending Models: Association Model, Community Banking Model, Cooperative Model, Credit Union Model, Grameen Joint Liability Model, SHG Model, Rotating Savings and Credit Association, Village Banking Model; Differences between SHG and JLG Model; Indian SHG: Problems and Issues; SHG – Bank Linkage Programmes in India; Transaction Cost and Time for Lending SHGs by lending Institutions; transaction cost and time for borrowing the loan by borrower / SHG; SHG Clusters and Federations.

MODULE IV: Financial Products / Services and Risk Management (Theory) (6 Hours)

Introduction; Minimalist vs. Integrated; Financial Services; Credit; Credit Delivery Methodologies; Remittance; Non-Financial Services; Fundamentals of Designing Products; Credit Product; Sustainable Interest rates; Saving Product.

Introduction to Risk Management; Types of Risks for MFIs; Managing Credit Risk.

Case study 2: ‘MD’s Dilemma’

Source: “Cases in Microfinance”, Edited By: H.S. Shylendra, Prabal K. Sen, Smita Mishra Panda, Published by Institute of Rural Management Anand, 2003, Page: 53-61

MODULE V: Financial Accounting and Reporting and Revenue Models (Theory) (7 Hours)

Introduction; characteristics of Financial Statements; Components of Financial Statements; The Accounting Equation; The chart of Accounts; Financial Reporting Formats; Mechanics of Accounting
The revenue model of an MFI; CVP Analysis; Measuring Operating Efficiency and Productivity in MFIs; Factors Affecting Operating Expenses; Operating efficiency – The Negative Side; What can the MFIs do to be more Efficient?

Case study 3: ‘Do You Deserve More Funds? The Case of MVS’

Source: “Cases in Microfinance”, Edited By: H.S. Shylendra, Prabal K. Sen, Smita Mishra Panda, Published by Institute of Rural Management Anand, 2003, Page: 108-123

MODULE VI: Issues, Trends, Frontiers and Challenges of Microfinance (Theory) (6 Hours)

Regional Imbalances in Microfinance in India, Reasons for Regional Imbalances, inability of the microfinance to reach the poorest of the poor, High cost of microfinance funds, sustainability and growth of microfinance Institutions in India. Challenges for Microfinance Industry.

Course Outcomes: Upon completion of the course, student will have the ability to

CO1	Comprehend the importance of Micro finance and challenges for MFIs in India
CO2	Know the supply, intermediation and regulations of Microfinance
CO3	Apprehend the credit lending models of microfinance.
CO4	Recognize different financial products and services of MF and will be able to understand the reporting and Revenue Models

RECOMMENDED BOOKS:

1. Indian Institute of Banking and Finance, Micro finance: Perspectives and Operations, Macmillan India Limited, 2011.
2. Understanding Microfinance, Debadutta K Panda, Wiley India, 2010
3. The New Microfinance Handbook: A Financial Market System Perspective, edited by Joanna Ledgerwood, Julie Earne, Candace Nelson
4. “Cases in Microfinance”, Edited By: H.S. Shylendra, Prabal K. Sen, Smita Mishra Panda, Published by Institute of Rural Management Anand, 2003

REFERENCE BOOKS:

1. Banker To The Poor: Micro-Lending and the Battle Against World Poverty, Mhd. Yunus
2. Microfinance: Trends and Challenges, Suresh Sunderesan
3. Microfinance: Redefining the future, V S Somanath, Excel Books, 2009

Indicative Course Assignment: A survey to be conducted for poverty eradication

Course	MERCHANT BANKING & FINANCIAL SERVICES	Course Code	16MBA3FFMB	SEE Duration	3 Hours	Total No. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I (3 hours)

Financial System: Functions of a financial system. Financial System and Economic Development. Indian financial system, Markets and Regulators.

SEBI: Role and functions of SEBI, Recent Financial sector reforms of SEBI.

Reserve Bank of India: Functions of RBI. Recent Policy Developments in the Indian Financial system. **(Theory)**

Case study 1: “Ketan Parekh scam”, <http://mba.mit.asia/waves-2014/Case-study-on-ketan-scam.pdf>

MODULE II (4 hours)

Merchant Banking: Origin, Types; SEBI Guidelines for Merchant Bankers.

Services offered by Merchant Bankers: Project appraisal, Designing capital structure and instruments, Issue pricing, preparation of prospectus, Issue Management, Underwriting, Mergers & Amalgamations, Corporate Advisory Services, Bought out deals, Private Placement, Institutional Placement, Debt Syndication. **(Theory)**

MODULE III (8 hours)

NBFCs an Overview - Loan Companies & Investment Companies. Types of NBFC in India. Recent policy developments.

Chit Funds, Mutual Benefit Financial Companies. **(Theory)**

Housing Finance: Types, Institutions and banks offering Housing finance, Procedure and Interest rates. Income tax implications.

Concepts of Outright purchase, Leasing & Hire Purchase (Problems), Tax implications. (Theory & Problems)

Case study 2: “ARQ LTD”, Financial services – Khan M Y, 6/e, McGraw Hill, pp 4.48-4.52

MODULE IV (9 hours)

Factoring & Forfeiting – Definition, Functions, Types and Services offered.

Credit rating: Meaning, process of credit rating, rating methodology, rating agencies and symbols.

Securitization: Meaning, process, Types of securitisable assets, Benefits of securitization.

Venture capital: concept, features, process. Performance of Venture capital funded companies in India. **(Theory)**

Case study 3: “Smart Chip Hardware Company”, Financial services – Khan M Y, 6/e, McGraw Hill, pp 6.29 -6.34

MODULE V**(8 hours)****The capital market in India, Structure and functions.**

Primary and secondary markets, OTC markets, Commodities market, Derivatives market.(Instruments, players, regulators and trading and settlement procedures).

Mutual Funds: Organization, Functions, Types of Funds, Performance of Mutual Funds (Problems), Regulations.

Depository system: objectives, activities, NSDL& CDSL. The process of clearing and settlement. **(Theory)**

MODULE VI**(7 hours)**

Money Market in India: Organized and Unorganized Market. , Money market structure Functions and Instruments (problems). Call Money Market - Treasury Bills Market — Commercial Bills Market - Markets for Commercial Paper and Certificate of Deposits - The Discount Market - Government Securities Market, Repurchase Agreements / Reverse Repo. Role of Money market Instruments in monetary policies of RBI. **(Theory)**

Course Outcomes: Upon completion of the course, student will have the ability to

CO1	Students will be able to apply the role of Indian Financial system on Business.
CO2	Students will be able to analyse various services offered by NBFC's & Merchant Bankers in India.
CO3	Students will be able to foster their research skills in the area of Investment performances.
CO4	Students will be able to evaluate various Asset Management decisions.

RECOMMENDED BOOKS:

1. Financial services – Khan M Y, 6/e, McGraw Hill.
2. Financial Institutes and Markets, SudhindraBhat, Excel Books.
3. Management of Banking and Financial services- Padmalatha& Justin Paul, Pearson.

REFERENCE BOOKS:

1. Financial Markets and Services – Gordon & Natarajan, 7/e, Himalaya publishing, 2011.
2. Merchant Banking & Financial services- Vij&Dhavan, 1/e, McGraw Hill, 2011.
3. Avadhani – Marketing of Financial Services – HPH.

MOOCs: Introduction to banking and financial markets -

<https://www.edx.org/course/introduction-banking-financial-markets-i-iimbx-fc201-1x-0>

Indicative Course Assignments:

1. Study the functioning of Asset management companies in India

2. Factoring and forfeiting business in India
3. Venture capital business and entrepreneurship in India
4. Status of securitization in India
5. Growth of Housing Finance in India

Cross - Functional Electives

Course	VENTURE CAPITAL FINANCING	Course Code	16MBA3XFVC	SEE Duration	3 Hours	Total No. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I (5 hours)

Overview of Entrepreneurial Finance: Origin, history and development of the industry. Participants in the industry, Fund raising and structures, Transaction types, Investment process.

MODULE II (5 hours)

Opportunity Assessment and Creation: Major valuation, risk management and planning concepts. Types of investments and funding sources. Tools for analysis. Valuation. Business/financial plans. Capital structures. Sources of funding, Decision horizons.

Case Study: How Venture Capital Works, by Bob Zider HBR, 1998 Issue Pg. 131-139

MODULE III (10 hours)

Methods of Financial Forecasting: Revenue – Forecasting for established companies, forecasting for new companies, fundamental analysis, incorporating uncertainty.

Methods of Financial Forecasting: Integrated – Cash conversion cycle, working capital, developing assumptions, financial modeling for start-ups, incorporating uncertainty

Valuation in Practice – Continuing value, multiples, estimating risk free, market risk premium & beta, applying RADR & CEQ, advantages & disadvantages or RADR & CEQ

MODULE IV (5 hours)

Analysis of transaction: Risk Analysis and mitigation, Management team and Business plan assessment, Term Sheets and deal structure, Due diligence.

MODULE V (8 hours)

Deal Structure – Outside investors, contracts, proportional risk sharing, asymmetric risk & return, subsidized investors, active investors, implementation & negotiation, informational issues

Value Creation & Contract Design - Staged investing, signaling beliefs, alignment of interests, valuation-based contracting

MODULE VI (6 hours)

Choice of Financing - Financing alternatives, considerations, financial decision process, cumulative financing needs, organizational structure, reputation & relationships, financial distress

Harvesting - Liquidation events, IPO's, underwriting, trade sales, valuing private transactions, management buyouts, employee stock ownership plans, the harvesting decision

Course Outcomes: Upon completion of the course, student will have the ability to

CO1	Identify various sources of financing for a firm including Venture capital
CO2	Analyze the appropriate venture funding requirement in the right phase of business
CO3	Create and interpret term sheets for venture capital financing and do due diligence
CO4	Research and do Valuation of a company and use it to negotiate a venture capital investment

RECOMMENDED BOOKS:

1. Entrepreneurial Finance (Fifth Edition) by Leach and Melicher. Cengage Learning.
2. New Venture Creation: Entrepreneurship for the 21st century”, 9th edition, McGraw Hill. ISBN 9780078029103
3. The Handbook of Financing Growth: Strategies, Capital Structure, and M&A Transactions, Second Edition Kenneth H. Marks, Larry E. Robbins, Gonzalo Fernández, John P. Funkhouser, D.L. Williams. Wiley Publication

REFERENCE BOOKS:

1. Venture Capital Due Diligence: A Guide to Making Smart Investment Choices and Increasing Your Portfolio Returns By Justin J. Camp. John Wiley & Sons
2. Mastering the VC Game: A Venture Capital Insider Reveals How to Get from Start-up to IPO on Your Terms Jeffrey Busgang Penguin,

MOOCs: www.mooc-list.com/course/introduction-venture-capital-how-get-money-your-startup-edx

Indicative Course Assignments:

1. Venture capitalists almost always use staged financing and convertible securities to finance entrepreneurial companies. Debate.
2. Discuss the type of growth in venture capital funding and investment have developing countries experienced during recent years? What is their future outlook for venture capital growth?
3. How has the Indian venture capital industry changed over the past five years? Do you think these changes have made it more or less competitive and efficient?

Course	PRINCIPLES & PRACTICE OF BANKING	Course Code	16MBA3XFPB	SEE Duration	3 Hours	Total No. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I: (5 Hours)

Banking system and structure in India- Introduction to banking & Evolution of Indian Banks, Banking regulation -Reserve bank of India constitution and objectives, functions of RBI, Tools for monetary and credit control.

Types of Indian bank, Commercial Banking: Structure, Functions, changing role of commercial banks in socio economic development, Services rendered, Credit creation and Deployment of Funds.

MODULE II: (5 Hours)

Banker and customer Relationship – Types of relationship between banker and customer – Bankers obligations to customers – Right of lean, setoff, appropriation–Bankers legal duty of disclosure and related matters

Customer’s accounts with banks – Opening- operation – KYC norms and operation – Types of accounts and customers – Nomination – Settlement of death claims.

Case study 1: State bank of India by Sreyas Agrawal And Prof Justin Paul

Source: Management of Banking and financial services - second edition padmalatha Suresh, Justin Paul pp 570-576

MODULE III: (6 Hours)

The Negotiable Instruments Act 1881-Features of Negotiable instruments-Important concepts and explanations under the Negotiable Instruments Act- The Paying Banker-Dishonour of cheques-Negotiation-Endorsement- The Collecting Banker-Negligence-Bills of exchange and promissory note-Discharge of Negotiable instruments-Hundis.

MODULE IV : (7 Hours)

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.

Case study 2: Innovations in products and services in Banking –Corporate Bank

Source: Management of Banking and financial services - second edition Padmalatha Suresh, Justin Paul pp 577-582

MODULE V: (7 Hours)

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

MODULE VI:**(9 Hours)**

Banker as lender – Types of loans – Overdraft facilities – Discounting of bills – Financing book debts and supply bills- Charging of Security bills- pledge – mortgage – assignment.

Asset Liability Management (ALM) in banks: Components of Liabilities and Components of Assets, Significance of Asset Liability management, Purpose and objectives. Prerequisites for ALM, Assets and Liabilities Committee (ALCO) - Activities of ALCO.

Case study 3: Housing Loan

Source: Bank Credit Management Text & Cases –G Vijayaragavan, Himalaya Publishing House, Second Revised Edition 2013, pp 576

Course Outcomes: Upon completion of the course, student will have the ability to

CO1	Apply knowledge of Principles and Practice of banking in banking operation
CO2	Critically think on operations of banking
CO3	Analyze various current and changing scenario of Indian banking sector.
CO4	Research on banking sector.

RECOMMENDED BOOKS:

1. Principles and Practices of Banking - IIBF, 2/e, Macmillan, New Delhi.
2. Management of Banking and Financial Services, Padmalatha Suresh and Justin Paul, 2n edition, Pearson, 2011.

REFERENCE BOOKS:

1. Banking Theory and Practice, K.C. Shekhar and LekshmyShekhar, VikasPublishingHouse, 2011.
2. George H. Hempel& Donald John, Bank Management, Wiley & Sons.
3. Bank Management - Koch W, Timothy, & S. Scott, Cengage Learning, New Delhi.
4. Bank Credit Management Text & Cases –G Vijayaragavan Himalaya Publishing House.

MOOCs: <https://www.springboard.com/khan-academy/finance-and-capital-markets-money-banking-and-central-banks/>

Indicative course assignments:

1. Current scenario of Indian banking system
2. Major policy and legal reforms.
3. A study on payment systems in India and its law.
4. Need of technology in banking.

GENERAL MANAGEMENT - FUNCTIONAL ELECTIVES

Course	INNOVATION MANAGEMENT	Course Code	16MBA3FGIM	SEE Duration	3 Hrs.	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I: (5 Hours)

Innovation: Meaning, Definition, Theories, Types and Characteristics of innovation – Differences between Invention and Innovation – managing innovation – sources and ideas of innovation – risks and failures associated with innovation – economics of Innovation – exploring, executing, renewing and measuring innovation – innovation as a tool for profit - impact of technology on innovation.

MODULE II: (5 Hours)

Innovation strategies: Why, What and How to innovate – Innovation as a strategic process – strategies for promoting, sustaining and diffusing innovation – innovation strategies based on firm size - Cooperation with innovation institutions – role of innovation in corporate governance – globalization of innovation – Key issues in strategic innovation management.

MODULE III: (6 Hours)

Business processes and enablers: Business Processes: The enablers of Innovation, Business Process as a source of Competitive Advantage, Insights for Innovation, Building the analytical Capability.

MODULE IV: (5 Hours)

Innovation process and implementation: Innovation as a core business process – evolving models of the process – consequence of partial understanding of the innovation process – successful innovation and successful innovators – roadmap for success – implementation of innovation – managing the internal process – enabling effective search, strategy-making, effective knowledge acquisition and implementation – creativity and innovation.

MODULE V: (6 Hours)

Building and creating innovative organization: Building the innovative organization – Appropriate organization structure – Learning and Development – shared vision – leadership and the will to innovate – effective team working – creative climate – external focus – Creating innovative new firms – boundary spanning – growth and performance of innovative small firms.

MODULE VI: (12 Hours)

Assessing and improving innovation management performance: Learning to manage innovation – auditing innovation and futures – Public Policy – Globalizing change – Managing

future technologies – capturing value from innovation – competing by collaborating (with competitors – industry – customers – colleagues).

DISRUPTIVE INNOVATION: *Principles of Disruptive Technology* - how disruptive technologies replace older technologies –barrier to creativity and innovation. Four Principles of Disruptive Technology.

Case Studies in Indian and International Context

Course Outcomes: Upon completion of the course, student will have the ability to

CO1	Understand and apply the practices and dimensions of Innovation to solve business problem
CO2	Learn the evolution of Business transformation and the role of creativity and apply in business.
CO3	Analyze and assess, the importance of existing business processes to gain competitive advantage
CO4	Engage students to deliver seminar topics by analyzing real case studies in the area of Innovation Management

REFERENCE BOOKS:

- 1). Managing Innovation: Integrating technological, market and organizational change, Tidd, J., Bessant, J. and Pavitt, K., 3rd edition, John Wiley and Sons, 2005
- 2) The management of technological innovation: strategy and practice, Dodgson, M. Gann, D. and Salter A., Oxford University Press, 2008.
- 3) Innovation management: Strategies, Concepts and Tools for growth and profit.,ShlomoMaital& D.V.R. Seshadri, Response Books, Sage Publications, New Delhi, 1st Edition, 2007.

RECOMMENDED BOOKS:

- 1) The New Age of Innovation: Driving Co-CreatedValue through Global Networks, C K Prahalad, McGraw Hill Books, 2008.
- 2) Innovation Management and New Product Development, Paul Trott, ISBN 13: 9788131728031, Pearson.
- 3) Innovation Management and New Product Development, Paul Trott, Pearson Publishers, New Delhi, 4th Edition, 2008

MOOCs: <https://www.coursera.org/course/innovation>

Course	PROJECT MANAGEMENT	Course Code	16MBA3FGPM	SEE Duration	3 Hrs.	Total no. of Lecture Hours
Credits	03	L-T-P-S	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I: (4 Hours)

Defining a Project – The Project Life Cycle – The Project Manager – Current Drivers of Project Management - Project Governance – Project Management – Project Management: A socio-Technical Approach.

Organization Strategy and project Selection – Project Management Structures
(Theory)

MODULE II: (5 Hours)

Defining Project – Responsibility Matrices – Project Communication Plan.

Estimating Project Times and Costs – Factors affecting quality of estimates – Methods of estimating project times and costs. (Theory & problems)

Case study 1 : “ Infotech Corporation” Project management, The managerial Process, 6/e, Clifford F Gray, Erik W Larson, Gautam V. Desai, TMH , pp. 264 -268

MODULE III: (4 Hours)

Developing a Project Plan – Project Network – Practical considerations- Extended Network Techniques.

Managing Project Risk – Risk Management process – Contingency planning – Change control management. (Theory & Problems)

MODULE IV: (10 Hours)

Scheduling Resources and Costs – Types of resource constraints – Resource allocation methods – Multi project Resource Schedules.

Reducing Project Duration – options for accelerating project completion – project cost & Duration Graph – practical considerations. (Theory & Problems)

Case study 2: “Manchester United Soccer Club”, Project management, The managerial Process, 6/e, Clifford F Gray, Erik W Larson, Gautam V. Desai, TMH, pp. 192 – 193

MODULE V: (6 Hours)

Leadership: Being an effective project Manager – Managing Project Teams – Outsourcing: Managing Inter-organizational Relations (Theory)

MODULE VI: (10 Hours)

Project Monitoring Information System - Progress and Performance Measurement and Evaluation – Project Closure – Post Implementation evaluation - Agile project Management (Theory & Problems)

Case study 3: “Conveyor Belt Project” , Project management, The managerial Process, 6/e, Clifford F Gray, Erik W Larson, Gautam V. Desai, TMH, pp 889 -896

Note: Practical components to be covered in the sessions with cases and Project Management software.

Question Paper: 40% Problems, 60% Theory

Course Outcomes: Upon completion of the course, student will have the ability to

CO1	Ability to foster analytical abilities to define a project and estimate project time and cost
CO2	Develop project plan and identify and manage project risks
CO3	Lead project teams and outsourcing to contribute to efficiency of project
CO4	Research on project performance and project closure or abandonment situations

RECOMMENDED BOOKS

- 1) Project management, The Managerial Process, 6/e, Clifford F Gray, Erik W Larson, Gautam V. Desai, Mc Graw Hill Education.
- 2) Project Management, K Nagarajan, New age International
- 3) Project Management, S Choudhury, TMH

REFERENCE BOOKS

- 1) Project Management Handbook, Cleland and King, VNR.
- 2) Project Management, Vasant Desai, Himalaya Publishing House
- 3) Project Management, Strategic Financial Planning, Evaluation and Control, Bhavesh M Patel

MOOCs:

- 1) Fundamentals of Project Planning and Management - <https://www.coursera.org/learn/project-management/>
- 2) Project Management - <http://www.nptel.ac.in/syllabus/110101009/>

Course assignments:

- 1) Develop feasibility report for a selected project
 - 2) Estimate cost of a selected project
 - 3) Study the profitability of a selected project
 - 4) Identify and assess the risk of a selected project
- Study the project quality management processes in select industries

Course	SUPPLY CHAIN MANAGEMENT	Course Code	16MBA3FGSC	SEE Duration	3 Hrs.	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I

(5 Hours)

Introduction to Supply Chain Management

Supply chain – objectives – importance – decision phases – process view – competitive and supply chain strategies – achieving strategic fit – supply chain drivers – obstacles – framework – facilities – inventory – transportation – information – sourcing – pricing.

Case Study 1: “India’s Generic Drugs and Consumer Surplus”

Source: Supply Chain Management- Chopra and Meindl - Pearson Education, 5th Edition, pg.22

MODULE II

(6 Hours)

Designing the supply chain network

Designing the distribution network – role of distribution – factors influencing distribution – design options – e-business and its impact – distribution networks in practice – network design in the supply chain – role of network – factors affecting the network design decisions – modeling for supply chain

Case Study 2: “Amazon.com’s European Distribution Strategy”

Source: Designing and Managing the Supply Chain- Simchi-Levi, Kaminsky, Ravi Shankar – McGraw-Hill Companies, 3rd Edition, pg.215-238

MODULE III

(5 Hours)

Designing and Planning Transportation Networks

Role of transportation - modes and their performance – transportation infrastructure and policies - design options and their trade-offs – Tailored transportation.

MODULE IV

(6 Hours)

Sourcing and Pricing

Sourcing – In-house or Outsource – 3rd and 4th PLs – supplier scoring and assessment, selection – design collaboration – procurement process – sourcing planning and analysis
Pricing and revenue management for multiple customers, perishable products, seasonal demand, bulk and spot contracts

MODULE V

(10 Hours)

Coordination in a Supply Chain

Lack of supply chain coordination and the Bullwhip effect – obstacle to coordination – managerial levers – building partnerships and trust – continuous replenishment and vendor managed inventories – collaborative planning, forecasting and replenishment.

Demand Management and Customer Service

Outbound to customer logistics systems – Demand Management – Traditional Forecasting – CPFRP – customer service – expected cost of stock outs – channels of distribution.

Case Study 3: “Dell Inc.:" Improving the flexibility of the Desktop PC Supply Chain”

Source: Designing and Managing the Supply Chain- Simchi-Levi, Kaminsky, Ravi Shankar – McGraw-Hill Companies, 3rd Edition, pg.185-195

MODULE VI

(7 Hours)

Dimensions of Logistics

Introduction: A macro and micro dimension – logistics interfaces with other areas – approach to analyzing logistics systems – logistics and systems analysis – techniques of logistics system analysis – factors affecting the cost and importance of logistics.

Information Technology in the supply chain

IT Framework – customer relationship management – internal supply chain management – supplier relationship management – transaction management – Contribution of IT in the growth of e-commerce.

Course Outcomes: Upon completion of the course, student will have the ability to

CO1	Apply the concepts of designing and planning supply chain for business excellence
CO2	Examine the critical processes of sourcing, pricing, logistics and CRM in a supply chain.
CO3	Devise an IT framework across the supply chain
CO4	Research on supply chain strategies for sustainability

RECOMMENDED TEXT BOOKS:

1. Sunil Chopra and Peter Meindl, Supply Chain Management – Strategy, Planning and Operation, Pearson/PHI, 3rd Edition, 2007.
2. Supply Chain Management by Janat Shah Pearson Publication 2008.
3. A Logistic approach to Supply Chain Management – Coyle, Bardi, Longley, Cengage Learning, 1/e

REFERENCE BOOKS:

1. Donald J Bowersox, Dand J Closs, M Bixby Coluper, Supply

Course	FAMILY BUSINESS MANAGEMENT	Course Code	16MBA3FGFB	SEE Duration	3 Hrs.	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I (7 hours)

Defining the family business, Promoting trust among family members and among nonfamily members, family culture, beliefs & values and their impact on business, rediscovering and re orientating family business for new environment, change management for family businesses, leading the change, understanding the role of role of non-family managers.

MODULE II (7 hours)

Issues, Problems and Unique concerns of family business, involvement in management, family management and control of business, interactions between the family and business systems, Long term success of the family business, Promoting Professionalism in family business, Business ethics, Governance and entrepreneurship, succession planning and effective conflict resolution.

Case Study 1: Succession in Family-owned Businesses: The Case of Reliance Industries-India.

Source: <http://papers.ssrn.com>

MODULE III (6 hours)

Venture Growth strategies: Venture growth strategic issues, entrepreneurial management, and innovation in family business, professional Management, Estate and ownership planning, acting as a venture capitalist for next generation, Exit Strategies in family business

Module IV (5 hours)

Family business start-up, licensing, buyout opportunities & franchising, Maintaining competitiveness, Buying new business, expansion of business, Board meetings, communications, Separation of ownership in family business, strategic implications & challenges in separation.

Module V (7 hours)

Terms and conditions for effective control by the family, legal issues in family business, Tax Planning and Owner Compensation, Provisions of law relating to termination, resignation, or death of the principal family member, Legal documentation process. Planning and control, performance review, job assignments, Social entrepreneurship in family Business.

Case Study 2: Hermes International: Protecting its Family Business from LVMH's Hostile Takeover. Source: www.icmrindia.org

Module VI (7 hours)

Getting help: Making the most of outside resources: The perspective of non-family managers, careers opportunities for non-family managers, relationship with the family. Extending

the family culture to non-family managers. Motivating & retaining the non-family members. Non-executive directors-selecting the right candidate, board practices. Professional advisers & consultants, conflict of interest

Case Study 3: Indian Family Businesses: Their Survival Beyond Three Generations

Source: http://encubeindia.com/uploads/indian_family_businesses.pdf

Course Outcomes: Upon completion of the course, student will have the ability to

CO1	Apply knowledge of family business management theories and practices to solve family business problems.
CO2	Develop Family value based Leadership ability
CO3	Understand, analyse, communicate global, economic, legal, and ethical aspects of family business
CO4	Develop entrepreneurial thinking and business acumen in family business.

RECOMMENDED BOOKS:

1. Family Business, *Ernesto J. Poza*, 4th Edition, CENGAGE Learning. ISBN-13: 9788131527245
2. The Keys to Family Business Success-Leslie, Sam Lane, Joe Paul, Darrell Beck and William Roberts: Aspen Family Business Group

REFERENCE BOOKS:

1. Generation to Generation: Life Cycles of the Family Business Gersick , Davis , Hampton, Lansberg
2. Family business in India- Sudipt Dutta, Sage (1997)
3. Exceptional Entrepreneurship (Real Life Lessons from Business Leaders) by LPP (2006)

MOOCs:

Entrepreneurship and Family Business on Moocivity

Indicative course assignments:

1. Choose an Indian family business and submit a report on its growth through generations which should include the following details. (a) From the founder through the current generation, develop a brief history of the family including where the family originated and how they grew business etc. (b) Family members in management positions and in ownership (c) Their title & Job responsibilities.
2. Select one major problem of any Indian Family business and suggest a practical solution for the same.
3. Choose a local business in your city and study the owner’s succession planning.

Course	CUSTOMER RELATIONSHIP MANAGEMENT	Course Code	16MBA3FGCR	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I (6 Hours)

Introduction to CRM and e-CRM: What is customer? How do we define CRM? CRM technology components, customer life style, customer interaction. Difference between CRM and e-CRM. Features of e-CRM.

MODULE II (6 Hours)

Implementing CRM: Pre implementation, kick off meeting, requirements gathering, prototyping and detailed proposal generation, development of customization, Power use beta test and data import, training, roll out and system hand off, on-going support, system optimization, follow up.

MODULE III (5 Hours)

Sales Force Automations (SFA): Definition and need of SFA, barriers to successful SFA, functionality, technological aspect of SFA, data synchronization, flexibility and performance, reporting tools.

MODULE IV (5 Hours)

Enterprise Marketing Automation (EMA): Components of EMA, marketing campaign, campaign planning and management, business analytic tools, EMA components (promotions, events loyalty and retention programs), response management.

MODULE V (6 Hours)

Implementing CRM: Pre implementation, kick off meeting, requirements gathering, prototyping and detailed proposal generation, development of customization, Power use beta test and data import, training, roll out and system hand off, ongoing support, system optimization, follow up.

MODULE VI (6 Hours)

Developing a Winning Customer Service Strategy: What are Customer Service Strategies? - Key Strategies - Top Down Approach, Using the Feedback, The creation of client centric practices. The “Plus’s” of exceptional Customer Service Critical success factors, Consistency, Criteria, Recognizing Excellence/Reward & Recognition Factors, Awareness and Education.

Case Studies in Indian and International Context (5 Hours)

Course Outcomes: Upon completion of the course, student will have the ability to

CO1	Apply CRM concepts and practices to solve business problems
CO2	Analyse the use of technology for CRM related decisions
CO3	Analyse global issues related to CRM and make an oral presentation using case studies
CO4	Create a winning customer service strategy using a team based course project

CO1: To create insight and new learning in the area of customer relationship management.

CO2: To equip students with both a conceptual understanding and the knowledge pertaining to practical application of critical skills necessary for building and managing partnering relationships with customers and suppliers.

CO3: To develop a winning customer service strategy and

CO4: To describe the ways to acquire customers and retain them.

RECOMMENDED BOOKS:

1. Customer Relationship Management – Makkar, McGraw hill, 1st Edition.
2. Customer Loyalty - Rai, McGraw hill, 1st Edition.
3. Customer Relationship Management - Ed Peelen, Pearson Learning, 2007 Edn.

REFERENCE BOOKS:

1. Customer Relationship Management - Subhasish Das, JBA, 2007 Edn.
2. Customer Relationship Management Essentials - John W. Gosney & Thomas Boehm, Indian Reprint, Paper Back JBA, 2000 Edn.
3. Customer Relationship Management: An Indian Perspectives – Mukesh Chaturvedi & Abhinav Chaturvedi, JBA, 2005 Edn.

Course	CONFLICT MANAGEMENT & NEGOTIATION	Course Code	16MBA3FGCN	SEE Duration	3 Hrs.	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I

(7 hours)

Introduction: Conflict- meaning, understanding conflict, conditions leading to conflict in Organizations, elements of conflict, perspectives of conflict, Theories of conflict- traditional and contemporary theories, models of conflict – Process and Structural Models, Nature of Conflict-functional & dysfunctional conflict, , types/levels of conflict – intrapersonal, interpersonal, intragroup conflicts, intergroup conflicts & organizational conflicts, sources of conflict in Organisations, Consequences of conflict-good and bad, Conflict response styles, The emerging view-Separating Constructive and relationship Conflict, Conflict and Organizational performance, Conflict trends, Conflict distribution, Conflict Mapping, tracking and Management.

MODULE II

(6 hours)

Managing Conflict: Managing interpersonal conflict: Thomas conflict resolution approach, behavioural style and conflict handling, the CosierSchank model of conflict resolution, collaboration & conflict resolution, Intra personal conflict resolution-by resolving discrepancies, interpersonal conflict resolution (dealing with difficult subordinates, boss & colleagues)- one to one dispute resolution, Managing team & organization conflict: techniques to resolve team conflict, strategies to resolve organizational conflict-effective listening and dialogue skills, humour and conflict resolution, negotiation as a tool for conflict resolution.

MODULE III

(4 hours)

Conflict Resolution and Cost: Conflict resolution models, framework model, classical ideas, new developments in conflict resolution. Environmental conflict resolution, gender and conflict resolution, assessing the cost of workplace conflict, measures to prevent dysfunctional conflict in Organisations.

MODULE IV

(6 hours)

Negotiations-meaning, types of Negotiations, negotiation processes and phases of negotiation, factors for successful negotiations, essential skills for negotiation, tactics used in negotiation process, psychological advantage of negotiations, Techniques of negotiation, issues in negotiations, effective management of negotiation.

Case Study: 1, Pacific Oil Company (Source: Negotiation, Roy J. Lewicki, David M. Saunders, Bruce Barry, 6th Edition, McGraw Hill Education)

MODULE V**(8 hours)**

Negotiation Strategies and biases: factors that influence the design of the negotiation strategy, Negotiation strategies: Strategy and tactics for distributive bargaining, strategy and tactics for integrative negotiation, trusts and relationships in negotiation, negotiation strategy and planning, Finding and using negotiation power, sources of power, persuasion, Ethics in negotiation. Managing difficult negotiations: Third party approaches: Third party interventions, formal intervention methods – Arbitration, Mediation and Process Consultation, Informal intervention methods, best practices in negotiation.

Case Study: 2, Negotiating on thin ice: The 2004-2005 NHL Dispute (Source: Negotiation, Roy J. Lewicki, David M. Saunders, Bruce Barry, 6th Edition, and Mc Graw Hill Education)

MODULE VI**(8 hours)**

Cross cultural negotiation: global negotiations and non-verbal behaviours-social dilemmas; Planning and conducting International Commercial negotiations-the role of the chief negotiator, choosing the negotiating team, controlling negotiations, initiating negotiation, meeting the counterparts face to face, understanding the reality away from all perceptions, site selection, agenda, involvement of translators, deciding on the negotiation styles, planning to win, countering team strategies, selecting tactics, closing the deal, reporting results, commitment, common legal issues that can arise in international negotiations. Strategic and tactical guidelines by different countries for negotiation.

Negotiations and information technology: e-negotiation model, effects of it on social behaviour and on the result.

Case Study: 3, 500 English Sentences (Source: Negotiation, Roy J. Lewicki, David M. Saunders, Bruce Barry, 6th Edition, and Mc Graw Hill Education)

Course Outcomes: Upon completion of the course, student will have the ability to

CO1	Learn the management techniques to handle conflict and apply it based on the situation in the Organisation
CO2	Foster value based leadership skills of upholding equity and ethics in the Organisation
CO3	Inculcate negotiation skills to resolve various issues in the Organisation
CO4	Develop capability to manage cross cultural negotiations and international commercial negotiations

RECOMMENDED BOOKS:

1. Corporate Conflict Management - Concepts and Skills, EireneLeela Rout, Nelson Omiko, Prentice India, 2007.

2. Contemporary Conflict Resolution, Oliver Ramsbotham, Hugh Miall, Tom Woodhouse, 3rd edition, Polity publishers, ISBN 0745649734, 9780745649733, 2011.
3. Handling Conflict and Negotiation, Manchester Open Learning, illustrated edition, Kogan Page, 1993, ISBN 0749411406, 9780749411404
4. Negotiations, Roy J. Lewicki, David M. Saunders, Bruce Barry, 5/e, Mc Graw Hill, 2005, ISBN: 9780072973075.
5. International Negotiating-Planning and Conducting International Commercial Negotiations-Jeffrey Edmund Curry, University Science Press, ISBN 978-81-318-0761-3

REFERENCE BOOKS:

1. Managing conflict and negotiation, B.D. Singh, 1st edition, Excel books, 2008.
2. Conflict Management: Practical guide to develop negotiation strategies, Barbara A Budjac Corvette, Pearson Prentice Hall, 2006, ISBN: 8174466428, 9788174466426
3. Managing Conflict in Organizations, M. Afzalur Rahim, 4th Edition, Transaction Publishers, 2011, ISBN 1412844258, 9781412844253.
4. Negotiations-Colonel (Dr.) Narendra Singh, University Science Press, ISBN978-81-318-0578-7

MOOC's:

Negotiation & Conflict Resolution:

<https://www.coursetalk.com/providers/open2study/courses/negotiation-and-conflict-resolution>

Indicative course assignments:

- 1) Job Offer Negotiation
- 2) Negotiation involving three parties-Bakery-Florist-Grocery
- 3) Negotiation between representatives of three cultural groups

Cross Functional Electives

Course	ENTREPRENEURSHIP DEVELOPMENT	Course Code	16MBA3XGED	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	2-0-0-1	SEE+ CIE	50 + 50	39

MODULE I (3 Hours)

Entrepreneur: Concepts of Intrapreneurship, Entrepreneur v/s Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager, Role of Entrepreneurship in Economic Development, Factors affecting Entrepreneurship, Problems of Entrepreneurship

Self-study: Meaning, Definition and concept of Enterprise, Entrepreneurship and Entrepreneurship Development, Characteristics and Skills of Entrepreneurship, Evolution of Entrepreneurship, Theories of Entrepreneurship. (2 hours)

MODULE II (3 Hours)

Meaning and concept of Entrepreneurial Competency, Developing Entrepreneurial Competencies, Entrepreneurial Culture, Entrepreneurial Mobility, Entrepreneurship Development Program: Needs and Objectives of EDPs, Phases of EDPs, Evaluation of EDPs

Self-Study: Factors affecting Entrepreneurial mobility, Types of Entrepreneurial mobility. Entrepreneurial Motivation: Meaning and concept of Motivation, Motivation theories (2 hours)

MODULE III (6 Hours)

Business Planning Process: Meaning of business plan, Business plan process, Advantages of business planning, Marketing plan, Production/operations plan, Organization plan, financial plan, final project report with feasibility study, preparing a model project report for starting a new venture.

MODULE IV (7 Hours)

Self-Study : Role of Government in promoting Entrepreneurship, MSME policy in India, Agencies for Policy Formulation and Implementation: District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB), Financial Support System: Forms of Financial support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions

MODULE V**(8 Hours) 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.

Women Entrepreneurship: Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India, Rural Entrepreneurship.

Self-study: Concept of Social Enterprise and Social Entrepreneurship, Social Entrepreneurs, Sustainability Issues in Social Entrepreneurship, **(2 hours)**

MODULE VI**(6 Hours)**

International Entrepreneurship Opportunities: The nature of international entrepreneurship, Importance of international business to the firm, International versus domestic entrepreneurship, Stages of economic development, Entrepreneurship entry into international business, exporting, direct foreign investment, barriers to international trade.

Course Outcomes: Upon completion of the course, student will have the ability to

CO1	Understand and apply the criteria to assess a business opportunity and recognize the sources of various funding.
CO2	Learn and develop a well presented business plan.
CO3	Analyse, assess and create an appropriate business model
CO4	Evaluate different Government schemes

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
- Dr.Mathe J Manimala, Entrepreneurship Theory at crossroads, Biztantra, 2007

REFERENCE BOOKS:

- 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 5. Kurakto, Entrepreneurship-Principles and Practices, 7/e, 2007, Thomson Publication

MOOCs: Developing an Entrepreneurial Mindset: First Step towards Success (Coursera)

Indicative course assignments:

Prepare a business plan for a venture you would like to start.

Case study: 1. Anand's Dilemma

2. Should she or should she not

3. Arvind eye Hospital

Course	INTELLECTUAL PROPERTY RIGHTS	Course Code	16MBA3XGIP	SEE Duration	3 Hrs.	Total no. of Lecture Hours
Credits	03	L-T-P hours	3-0-0	SEE+ CIE	50 + 50	39

MODULE I

(6 hours)

Concept of Intellectual Property, Kinds of Intellectual Property, Economic importance of Intellectual Property, Historical development of the concept of trademark and trademark law- National and International, Introduction to Trademarks, Need for Protection of Trademarks, Kinds of Trademarks, International Legal Instruments on Trademarks, Well known Trademark

MODULE II

(7 hours)

Information Technology Related Intellectual Property Rights Computer Software and Intellectual Property-Objective, Copyright Protection, Reproducing, Defences, Patent Protection. Database and Data Protection-Objective, Need for Protection, UK Data Protection Act, 1998, US Safe Harbor Principle, Enforcement. Protection of Semiconductor Chips- Objectives Justification of protection, Criteria, Subject-matter of Protection, WIPO Treaty, TRIPs, SCPA. Domain Name Protection-Objectives, domain name and Intellectual Property, Registration of domain names, disputes under Intellectual Property Rights, Jurisdictional Issues, and International Perspective.

MODULE III

(7 hours)

Patents (Ownership and Enforcement of Intellectual Property) Patents-Objectives, Patent Act 1970 – amendments of 1999, 2000, 2002 and 2005, Procedure for obtaining patents, Rights, Assignments, Defences in case of Infringement Copyright Objectives, Rights, Transfer of Copyright, work of employment Infringement, Defences for infringement Trademarks- Objectives, Rights, Protection of good will, Infringement, Passing off, Defences. Designs- Objectives, Rights, Assignments, Infringements, Defences of Design Infringement

MODULE IV

(5 hours)

Enforcement of Intellectual Property Rights Civil Remedies, Criminal Remedies, Border Security measures. Practical Aspects of Licensing – Benefits, Determinative factors, important clauses, licensing clauses.

MODULE V

(7 hours)

Cyber Law Basic Concepts of Technology and Law: Understanding the Technology of Internet, Scope of Cyber Laws, Need for Cyber laws, Cyber Jurisprudence at the National and International level, Cyber-crimes against Individuals, Institution and State, Hacking, Digital Forgery, Cyber exploitation, Cyber objectionable material, Identity Theft & Fraud, Cyber terrorism, Cyber Defamation,

MODULE VI**(7 hours)**

Information Technology Act 2000 Information Technology Act-2000-1 (Sec 1 to 13), Information Technology Act-2000-2 (Sec 14 to 42 and Certifying authority Rules), Information Technology Act-2000-3 (Sec 43 to 45 and Sec 65 to 78), Information Technology Act-2000-4 (Sec 46 to Sec 64 and CRAT Rules), Information Technology Act-2000-5 (Sec 79 to 90), Information Technology Act-2000-6 (Sec 91-94) Amendments in 2008. Different offences under IT Act, 2000

Course Outcomes: Upon completion of the course, student will have the ability to

CO1	Define and understand the significance of Intellectual property rights and patents in business
CO2	Identify ethical issues among individual and organizations
CO3	Analyse the role of ethics and corporate governance at the global level
CO4	Engage students in presentations and seminars through case studies of successful and ethical companies

RECOMMENDED BOOKS:

1. W.R. Cornish, Intellectual Property, Sweet & Maxwell, London (2000)
- 2 N.S. Gopalakrishnan ; T.G. Agitha, Principles of Intellectual Property (2009), Eastern Book Company, Lucknow
3. Silke von Lewinski (Edited), Indigenous Heritage and Intellectual Property, Genetic Resources, Traditional Knowledge and Folklore, 2nd Edition, (2008), Wolters Kluwer.
4. Paul L.C. Torremans (edited), Intellectual Property and Human Rights, Enhanced edition of Copyright and Human Rights, (2008), Wolters Kluwer.
5. A. K. BanSal, Law of Trade Marks in India (2009 Edition) Institution of Constitutional and Parliamentary Studies and Centre for Law, Intellectual Property and Trade, Alfredo Ilardi and Michael Blakeney (Edited),
6. Chris Reed & John Angel, Computer Law, OUP, New York, (2007).
7. Justice Yatindra Singh, Cyber Laws, Universal Law Publishing Co, New Delhi, (2012).
8. Verma S, K, Mittal Raman, Legal Dimensions of Cyber Space, Indian Law Institute, New Delhi, (2004)
9. Jonathan Rosenoer, Cyber Law, Springer, New York, (1997).

REFERENCE BOOKS:

1. Sudhir Naib, The Information Technology Act, 2005: A Handbook, OUP, New York, (2011)
2. S. R. Bhansali, Information Technology Act, 2000, University Book House Pvt.Ltd., Jaipur (2003).
3. Vasu Deva, Cyber Crimes and Law Enforcement, Commonwealth Publishers, New Delhi, (2003).
6. International Encyclopedia of Intellectual Property Treaties (2004), Oxford University Press.
- 4.. International Legal Instruments of Intellectual Property Rights Law, (1998), (Vol. I & II) NLSIU, Bangalore.
5. WIPO, Reading Materials on Intellectual Property

IV SEMESTER -CORE COURSE

Course	STRATEGIC MANAGEMENT	Course Code	16MBA4CSTM	SEE Duration	3 Hrs	Total no. of Lecture Hours 39
Credits	03	L-T-P-S hours	2-0-0-1	SEE+ CIE	50 + 50	

MODULE I (04 Hours)

Introduction to strategic Management: Concept of corporate strategy. Strategic management process. Strategy Formulation: Developing Strategic Vision and Mission for a Company. Setting Objectives; Strategic Objectives and Financial Objectives. Balanced Scorecard. Company Goals and Company Philosophy.

Self-Study: The 7's frame work. (04 hours)

MODULE II (06 Hours)

Environmental Analysis: Environmental scanning, Industry Analysis, Porter's dominant economic features . Competitive Environment Analysis ; Porter's Five Forces model, Industry driving forces , Key Success Factors ; concept and implementation. Value Chain Analysis. Internal Analysis: SWOT analysis, creating competitive advantage.

Self-Study: Resource Based view. (02 hours)

MODULE III (08 Hours)

Competitive Strategies : Low cost provider Strategy, Differentiation Strategy , Best cost provider Strategy, Focused Strategy, Strategic Alliances and Collaborative Partnerships, Mergers and Acquisition Strategies, Outsourcing Strategies ,International Business level Strategies.

MODULE IV (04 Hours)

Business planning in different environments: Brief overview of Innovation, integration, Diversification, Turnaround Strategies; GE nine cell planning grid and BCG matrix.

Self-study: Entrepreneurial Level Business planning, Multi stage wealth creation model for entrepreneurs, planning for large and diversified companies (04 hours)

MODULE V (02 Hours)

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

Self-study: Leadership and Culture. Ethical Process and Corporate Social Responsibility. (02 hours)

MODULE VI**(02 Hours)**

Strategic Control: Guiding and evaluating strategies. Establishing Strategic Controls. Operational Control Systems. Monitoring performance and evaluating deviations, challenges of Strategy Implementation.

Self-study: Role of Corporate Governance.

(1 hour)**Case Study:**

- Anupam PVR
- DeBeers case.
- TTD case study

Source: Short Cases by Srinivasan

Course Outcomes: Upon completion of the course student will have the ability to

CO1	Apply knowledge of strategic management theories and concepts to solve business problems
CO2	Nurture critical thinking abilities for decision making with the use of case studies
CO3	Appreciate and develop value based leadership
CO4	Understand, analyse and communicate global, economic and ethical aspects of business using business strategies
CO5	Lead themselves and others in achievement of organizational goals and contributing to the team environment through presentations.

RECOMMENDED BOOKS:

1. Crafting and Executing Strategy, Arthur A. Thompson Jr., AJ Strickland III, John E Gamble, 18/e, Tata McGraw Hill, 2012.
2. Strategic Management, Alex Miller, Irwin McGraw Hill.
3. Strategic Management - An Integrated Approach, Charles W. L. Hill, Gareth R. Jones, Cengage Learning.

REFERENCE BOOKS:

1. Strategic Management: Concepts and Cases, David R, 13/e, PHI.
2. Strategic Management: Building and Sustaining Competitive Advantage, Robert A. Pitts & David Lei, 4/e, Cengage Learning.
3. Essentials of Strategic Management, Hunger, J. David, 5/e, Pearson.

MOOCs Course: Strategy and the Sustainable Enterprise (edX)

Indicative Course Assignment: Select one domestic company and other foreign company in a sector of your choice and identify the mission, vision, objectives and business level strategies adopted by them.

HUMAN RESOURCES MANAGEMENT -FUNCTIONAL ELECTIVES

Course	LEARNING & DEVELOPMENT	Course Code	16MBA4FHLD	SEE Duration	3 Hrs.	Total no. of Lecture Hours
Credits	03	L-T-P-S Hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I

(6 Hours)

Introduction to Employee learning and Development, learning, learned, The Forces Influencing Working and Learning, classification of learned capabilities, learning theories- Reinforcement Theory, Social Learning Theory, Goal Theories, Need Theories, Need Theories, Need Theories, Expectancy Theory, Adult Learning Theory, Information Processing Theory; The basic principles of learning, The Learning Process , Mental and Physical Processes, The Learning Cycle, Age Influences on Learning Implications of the Learning Process for Instruction, Instructional Emphasis for Learning Outcomes

Case study 1: Training and development as a strategy for growth:

Source: <http://businesscasestudies.co.uk/siemens/training-and-development-as-a-strategy-for-growth>

MODULE II

(12 Hours)

Training & Transfer of Training

Training and Learning: Introduction, Relationship, meaning, Designing Effective Training, Forces influencing working & learning, Training Practices. Strategic Training, Training Needs Assessment

Transfer of Training: Introduction, Training Design, Work Environment Characteristics influencing transfer, organizational environments encouraging transfer; Implementation of the training programme.

Case study 2: Developing skills in a large organisation through training and development

A National Grid case study: source: <http://businesscasestudies.co.uk/national-grid/developing-skills-in-a-large-organisation-through-training-and-development>

MODULE III

(7 Hours)

Traditional Training Methods: Presentation Methods, Hands-on Methods, Group Building Methods, Choosing Training methods.

E-Learning & Use of Technology in Training: Technology's Influence on Training, Technology & Multimedia, Computer-Based Training, Developing Effective Online Learning, Blended Learning, Simulations, Mobile Technology & Training Methods, Intelligent Tutoring Systems, Distance Learning, Technologies for Training Support, Technologies for Training Administration, Learning Management Systems (LMSs), Systems for Training Delivery, Support & Administration, Choosing New Technology Training Methods.

Case study 3: 24X7 Learning – Redefining training in India: source: Employee Training and development- Raymond A Noe - Pg. No. 357.

MODULE IV

(5 Hours)

Training Evaluation: Reasons for Evaluating Training, Overview of the Evaluation Process, Outcomes Used in the Evaluation of Training Programs, Determining Whether Outcomes Are Good, Evaluation Practices, Evaluation Designs, Threats to Validity, Types of Evaluation Designs, Considerations in Choosing an Evaluation Design, Determining Return on Investment, Determining Costs, Measuring Human Capital and Training Activity.

MODULE V**(5 Hours)****Employee Development & Career Management**

Employee Development: Introduction, Approaches to Employee Development, The Development Planning Process, Company Strategies for Providing Development, Special Issues in Training and Employee Development.

Careers and Career Management: Introduction, Importance, Career: meaning, A Model of Career Development (Career Stages), Career Management Systems, Roles of Employees, Managers, Human Resource Managers, and Company in Career Management, Evaluating Career Management Systems. Special Challenges in Career Management.

MODULE VI**(4 Hours)**

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 Speed in Design, Focus in Content & Use of Multiple Delivery Methods, Increased Emphasis on Capturing and Sharing Intellectual Capital, Increased Use of True Performance Support, Increased Emphasis on Performance Analysis and Learning for Business Enhancement, Increased Use of Training Partnerships & Outsourcing Training, Training and Development from a Change Model Perspective, Methods to Determine Whether Change is Necessary, Key Issues in Implementing Change.

Course Outcomes: Upon completion of the course student will have the ability to

CO1	Understand the key concepts Training and employee development also its importance in business organizations
CO2	Demonstrate the Information technology used in Training methods
CO3	Critically think, use appropriate tools for evaluating training needs and methods
CO4	Analyze and plan career management and employee development

RECOMMENDED BOOKS:

1. Effective training-Systems, strategies and practices, 2nd edition, Blanchard, Pearson education
2. Noe A Raymond - Employee Training & Development, Mc. Graw Hill Publication

REFERENCE BOOKS:

1. G. Pandu Naik - HRD Solutions for excellence - T & D, Text Research & Cases, Excel Books
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

MOOCs:

<https://www.mooc-list.com/course/instructional-design-effective-learning-openlearning?static=true>

Indicative Course Assignment

1. Soft skill training to Engineering students.
2. Students to design a training program for a specific job role
3. Study training programs and processes in different organizations and analyze their Effectiveness

Course	STRATEGIC TALENT MANAGEMENT	Course Code	16MBA4FHST	SEE Duration	3 Hrs.	Total no. of Lecture Hours
Credits	03	L-T-P-S Hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I (4 Hours)

Talent Management: Meaning and significance of talent management. Attracting and retaining talent, employer branding activities, inculcating performance culture, providing HR leadership to business.

MODULE II (5 Hours)

Competency Mapping: Features of competency methods, historical development, definitions, approaches to 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.

Case study1: Competency approach for recruitment at Barclays: source: Competency mapping Assessment and growth - G. PanduNaik – Pg No. 426-427

MODULE III (5 Hours)

Methods of data collection for mapping.-observation, repertory grid, critical incidence technique, expert panels, surveys, automated expert system, 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.

MODULE IV (10 Hours)

Performance management & employee development:

Performance management: Definition of performance Management, the 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

Employee development: Personal Development plans, 360 degree feedback as a developmental tool, performance management & reward systems: performance linked remuneration system, performance linked career planning & promotion policy.

Case study 2: Linking performance to the Bottom Line: source: Performance management systems and strategies- Dipakkumar Bhattacharyya - Pg No. 51-52.

MODULE V (5 Hours)

Employee engagement- meaning and significance, 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 .

Case study 3: Performance management at Network solutions: source: Performance Management - Herman Aguinis - Pg. No. 31

MODULE VI**(10 Hours)**

Succession & 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.

Course Outcomes: Upon completion of the course student will have the ability to

CO1	Understand the key concepts of competency Mapping
CO2	Analyse and map competencies to acquire right talent
CO3	Critically think, use appropriate tools for evaluating Performance of employees
CO4	Design a career plan for employees

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.
5. Appraising & Developing Managerial Performance- Rao T. V, Excel Books

REFERENCE BOOKS:

1. Chowdhary, Subir, The Talent Era, Pearson Education, New Delhi
2. Appraising & Developing Managerial Performance- Rao T. V, Excel BOOKS
3. Performance Management - Herman Aguinis, Pearson Education, 2007

MOOCs:

<http://study.com/academy/lesson/talent-management-strategies-tools.html>

Indicative Course Assignments:

1. Conduct a study on how talents are acquired and retained – in various industries – and various strategies followed by the respective companies.
2. Role plays the behavioral even interview to collect data for competency mapping for the position of management trainee.
3. Competency mapping of an MBA student.

Course	ORGANIZATIONAL DEVELOPMENT	Course Code	16MBA4FHOD	SEE Duration	3 Hrs.	Total no. of Lecture Hours
Credits	03	L-T-P-S Hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I

(6 Hours)

Introduction: Stories of Change, Pressures for Change: Environmental and Organizational Pressures, Change issues, managing change.

Case Study 1: The Challenger and Columbia Shuttle disasters (Source: Book: Managing Organisational Change-a multiple perspectives approach, Palmer Dunford Akin, Tata McGraw-Hill Edition, Page:334 to 338)

MODULE II

(6 Hours)

Foundation to Organizational Development: Definitions, Objectives of OD, Characteristics of OD, Conceptual frame work of OD, Dynamics of OD, Importance of Organizational Culture in Change Process, Identification of Organization Profile using OCTAPACE values and creating a culture that facilitates OD, History of OD, First order and second order Change, Values, assumptions and believes in OD, characteristics of OD, Foundations of OD.

MODULE III

(8 Hours)

Managing the OD Process: Components of OD Process, Diagnosis, Action & Program Management; Diagnosis: Diagnosing the System, its subunits and Processes, Diagnosis using the Six-box Organizational Model, Third Wave Consulting: The Action Component: nature of OD intervention, analyzing discrepancies: The Program Management Component: Phases of OD Programs, model for managing change – Kurt Lewin’s model. Burke-Litwin model, Porras and Robertson model, Action Research model.

Case Study 2: Boeing debacle (Source: Book: Managing Organisational Change-a multiple perspectives approach, Palmer Dunford Akin, Tata McGraw-Hill Edition, Page:138 to 139)

MODULE IV

(4 Hours)

OD interventions: Definition, factors to be considered, choosing and sequencing intervention activities, classification of OD interventions, results of OD, typology of interventions based on target groups.

MODULE V

(10 Hours)

Human process interventions (individual, group and inter-group human relations): Individual based: coaching, counseling, training, Behavioral modeling, delegating, leading, morale boosting, mentoring, motivation, etc.,

Group based: conflict management, dialoging, group facilitation, group learning, self-directed work teams, large scale interventions, team building, and virtual teams.

Inter-group based: Organization mirroring, third party peacemaking interventions, partnering

Techno structural (Structures, technologies, positions etc.,) & Strategic interventions:

Techno structural: Balanced scorecard; business process reengineering; downsizing and outsourcing;

Comprehensive OD interventions

Implementing Change: Change Management, Contingency and Processual Approaches

Case Study3: The British Airways Swipe Card Debacle Source: Book: Managing Organisational Change-a multiple perspectives approach, Palmer Dunford Akin, Tata McGraw-Hill Edition Page:221 to 223)

MODULE VI**(5 Hours)**

The Future and OD: The changing environment, Fundamental strengths of OD, Implications of OD for the client, ethical standards in OD, OD's future, OD Consultant's role, issues in consultant-client relationship, Power, Politics & OD, Research on OD

Course Outcomes: Upon completion of the course student will have the ability to

CO1	Understand the concepts related to Change Management and apply it in various business scenarios
CO2	Develop value based leadership capabilities to drive Change in an Organisation to improve effectiveness
CO3	Inculcate critical thinking skills in students to make appropriate Change Management decisions
CO4	Analyse the business situation where change is necessitated and recommend the necessary action

RECOMMENDED BOOKS:

1. Organization Development, Behavioural science interventions for Organization Improvement, Wendell L.French, Cecil H.Bell, Veena, Jr, Pearson, PHI.
2. Organizational Design and Development-Concepts and Applications-Dr. Bhupen Srivastava, Biztantra

REFERENCE BOOKS:

1. Organization Development, & Transformation, Managing Effective Change, Wendell L.French, Cecil H.Bell, Jr, TMH
2. Organizational, Design, and Change-Gareth R. Jones, 5th Edition, Pearson Education

MOOCs:

Planning Change and Innovation-<https://www.class-central.com/mooc/1295/open-education-by-blackboard-planning-change-and-innovation>

Indicative Course Assignments:

- 1) Choose any five articles from business section of a newspaper or from a business magazine about Organizations going through change. From each article, find out the rationale behind change, internal or external pressures for this change and various perspectives concerning change. Compare and Contrast. What Commonalities and differences emerged? Draw conclusion from the same. Present the same in the class.
- 2) Read three articles related to either downsizing, implementation of new technology or a merger or acquisition. Discuss the key frontline experiences listed in relation to your chosen change, challenges confronting change Managers, prioritize these experiences that stand out as “deal breakers” and give insights into implementing this change.

Course	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	Course Code	16MBA4FHH	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I

(6 Hours)

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

Case study 1: International HRM, K Ashwathappa, Sadhana Dash, 2nd Edition, “Troubled Team” and “Waiting in New Delhi” – pp 67-69

MODULE II

(6 Hours)

Strategies for International Growth:

Understanding strategy, Nature of Strategic IHRM, Organizational context of IHRM and Dimensions of Strategic IHRM, Exploiting global integration-The logic of global integration, differentiation, Mastering expatriation, the limits of global integration, Becoming locally responsive: 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, extent of HR involvement in acquisition strategies.

MODULE III

(5 Hours)

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, Expatriate failure – reasons and managing failure, Female expatriates, Recent trends in International staffing.

Case Study 2: International HRM, K Ashwathappa, Sadhana Dash, 2nd Edition, “The office equipment Company”, pp 187-188

MODULE IV

(6 Hours)

Training and development in international context:

Context Backdrop of international training, Current scenario in international training and development, Need analysis of cross cultural training (CCT), Training & development of international staff, Theoretical framework for CCT- Tung’s framework, Mendenhall Oddou’s framework, Black and Mendenhall’s Model, types of expatriate training, HCN training, TCN Training, Repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies. Emerging trends in training for competitive advantage.

MODULE V

(6 Hours)

Performance Management:

A conceptual background, perspective of performance appraisal and performance management, Constraints in goal attainment, performance management cycle, Organizational strategy and performance management, Setting individual performance goals, Identifying variables affecting performance, Appraising the performance, third and host country employees, issues and challenges in international performance management, country- specific performance management practices, Assessing subsidiary performance – difficulties in assessment.

MODULE VI

(10 Hours)

International Compensation:

Objectives of compensation, Compensation strategy, Forms of compensation and factors that influence compensation policy, key components of international compensation, Variables influencing compensation, Approaches to international compensation, compensation practices across the countries, social security systems across the countries, global compensation: emerging issues.

International Labour Relations: Key issues, response of labour unions to MNCs

HRM practices in different countries- Japan, USA, UK, Turkey, Middle East, India and China.

Case Study 3: International HRM, Ashwathappa, Sadhana Dash, 2nd Edition, “The Wal-Mart Story” pp320-323

Course Outcomes: Upon completion of the course student will have the ability to

CO1	Define and understand the concepts underlying IHRM
CO2	Apply the strategies of IHRM in business organizations/specific functional areas
CO3	Identify and analyse social, cultural and global issues around IHRM
CO4	Engage students in presentations and seminars by distinguishing the features of IHRM across different countries

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, McGraw 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

MOOCS: <https://www.edx.org/course/international-business-environment-iimbx-im110x><https://www.springboard.com/udemy/international-human-resource-management/>

Indicative Course Assignments:

1. To Study the Socio-Political-Economic System in U.S, U.K, Japan and India and prepare a comparative analysis.
2. Study and compare Recruitment, Selection and Training practices in various countries.
3. Study Indian and US legal aspects involved when deploying an employee on an International Assignment

Course	MANAGERIAL COUNSELLING	Course Code	16MBA4FHMC	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE 1: Nature and scope of guidance (05 Hours)

- Concept and Definition of Guidance and Counselling
- Guidance and Life Goals
- The Counselling Vocation
- The Phases of the Counselling Process (Assessment, Intervention, and Termination)
- Characteristics of an Effective Counsellor
- Personal challenges as a Counsellor

MODULE 2: Fundamental Counselling skills (07 Hours)

- Types of Counselling – Individual and Group, Techniques for Individual and group counselling
- The Client-Counsellor Relationship - The Counsellor as a Role Model, The Counsellor's Needs, Counsellor Objectivity/Subjectivity, Emotional Involvement, Counselor Limits in Practice
- Basic Counselling Skills - Observation Skills, Questioning, Communication Skills (Listening, Feedback, Non-Verbal), Making Notes and Reflections
- The Counselling Interview- History Taking, Interviewing (Characteristics, Types, Techniques)
- Developing Case Histories - Collecting, Documenting Information, Working with Other Professionals
- Identifying Nonverbal cues

MODULE 3: Self-Development of Managers as Counsellors (05 Hours)

- Barefoot Counselling
- Assertiveness and Interpersonal Skills for Counsellors
- Counselling Relationship

MODULE 4: Development of Counselling Skill (08 Hours)

- Introduction to the Important Schools of Counselling
- Psychoanalytic Foundations
- Transactional Analysis
- Gestalt Therapy
- Rational Emotive Therapy
- Person-Centred Approach to Counselling
- An Integrated Model
- Behavioural Therapy

MODULE 5: Counselling Interventions in Organisations (07 Hours)

- Empathy
- Listening and Responding
- Effective Feedback
- Performance Counselling
- Counselling in Problem Situations
- Interpersonal Conflicts

- Midlife Blues
- Integration and Action Plan

MODULE 6: Ethics in counselling

(06 Hours)

- Need for Ethical Standards
- Ethical Codes and Guidelines - Rights of Clients, Dimensions of Confidentiality
- Dual Relationships in Counselling Practices
- The Counsellor’s Ethical and Legal Responsibilities
- Ethical Issues in the Assessment Process

Course Outcomes: Upon completion of the course student will have the ability to

CO1	Understand the significance of counselling and counsellors at work place
CO2	Apply techniques of counselling in real organizational problems
CO3	Analyse problems for counselling, thus employ effective communication styles
CO4	Identify and evaluate ethical standards in the process of counselling

RECOMMENDED BOOKS:

1. Counseling: Pearson New International Edition, A Comprehensive Profession 7th Edition, Nov 2013, ISBN13: 9781292042589, ISBN10: 1292042583
2. Basic counselling skills: a Helper’s manual, Richard Nelson-Jones, Sage publications, 2002

REFERENCE BOOKS:

- 1) Principles & Practice Of Guidance And Counselling, G. Sundaram,, Episcopal Church Eastern Diocese, George C. 1855 Comstock, Pointer Publishers, ISBN 13: 9788179102015, 2006
- 2) Counselling Psychology, P. Sejwal, M. Arora, ISBN13 : 9788183422666, Crescent Publishing House, 2012
- 3) Guidance And Counselling, Ramesh Chandra, Kalpaz Publications, 2007

Course	HR ANALYTICS	Course Code	16MBA4FHHA	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I: (06 hours)

Understanding HR analytics: Predictive HR analytics defined, Understanding the need (and business case) for mastering and utilizing predictive HR analytic techniques, Human capital data storage and ‘big (HR) data’ manipulation, Predictors, prediction and predictive modelling, Current state of HR analytic professional and academic training, Business applications of modelling, HR analytics and HR people strategy, Becoming a persuasive HR function.

HR information systems and data: Information sources, Analysis software options, Using SPSS, Preparing the data, Big data.

MODULE II: (06 hours)

Analysis strategies : From descriptive reports to predictive analytics, Statistical significance, Data integrity, Types of data, Categorical variable types, Continuous variable types, Using group/team-level or individual-level data, Dependent variables and independent variables, types of statistical tests, Statistical tests for categorical data (binary, nominal, ordinal), Statistical tests for continuous/interval-level data, Factor analysis and reliability analysis.

MODULE III: (06 hours)

Diversity analytics - Equality, diversity and inclusion, Approaches to measuring and managing D&I.

Employee attitude surveys –engagement and workforce perceptions - What is employee engagement? How do we measure employee engagement? Interrogating the measures, Conceptual explanation of factor analysis.

MODULE IV: (07 hours)

Predicting employee turnover - Employee turnover and why it is such an important part of HR management information, Descriptive turnover analysis as a day-to-day activity, Measuring turnover at individual or team level , Exploring differences in both individual and team-level turnover.

Predicting employee performance –What can we measure to indicate performance? What methods might we use?

MODULE V: (07 hours)

Recruitment and selection analytics - Reliability and validity of selection methods, Human bias in recruitment selection

Business applications: Scenario modelling and business cases - Predictive modelling scenarios

MODULE VI:**(07 hours)**

Reflection on HR analytics: Usage, ethics and limitations- HR analytics as a scientific discipline, The metric becomes the behaviour driver: Institutionalized Metric- Oriented Behaviour (IMOB), Balanced scorecard of metrics, What is the analytic sample?, The missing group, The missing factor, Carving time and space to be rigorous and thorough , The importance of quality data and measures, Taking ethical considerations seriously, Ethical standards for the HR analytics team, The metric and the data are linked to human beings

Course Outcomes: Upon completion of the course student will have the ability to

CO1	Understand the prominence of numbers in HRM
CO2	Apply statistical tools for business outcomes in HR analytics
CO3	Analyse the outcomes of HR analytics and assist the decision making process
CO4	Apply statistical packages for different cases of HR analytics.

RECOMMENDED BOOKS:

1). “Predictive HR Analytics”, Martien R Edwards & Kirsten Edwards, Kogan page, edition1 , ISBN 9780749473914.

2). “The New HR Analytics: Predicting the economic value of the Company’s Human capital investments, Dr. Jac Fitz-enz

REFERENCE BOOKS:

1) Predictive Analytics for Human Resources”, Jac Fitz-enz , John Mattox II, Wiley and SAS Business Series

CROSS FUNCTIONAL ELECTIVES

Course	PERSONAL GROWTH & INTERPERSONAL EFFECTIVENESS	Course Code	16MBA4XHPG	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I

(4 Hours)

Personal growth - Meaning and concepts, Self-awareness and self-esteem, Life Roles, Social roles and Organizational roles. Nature and scope of personal growth.

Case study 1: Leadership from an Introvert's Perspective: source: organizational behaviour – Stephen Robbins - Pg No.158

MODULE II

(7 Hours)

Feeling, thinking and behaviours, Personality theories, Carl Jung's theory of personality types and Myers Briggs Type Indicator test (MBTI), Trait theories- Guilford Peogut, Emotional intelligence

Case study 2: Is It Okay to Cry at Work? source: organizational behaviour – Stephen Robbins - Pg No.124

MODULE III

(5Hours)

Attitudes, beliefs, Values and their impact on behaviour. Personal change- meaning, nature and requisites. Social adjustments and habit formation. Habits of personal effectiveness. Seven habits of highly effective people. 8th habit by Stephen Covey

MODULE IV

(3 Hours)

Basic functions of mind- Creativity and innovation. Blocks to creativity. Creativity processes and tools- convergent and divergent thinking. Neuro Linguistic Programming

MODULE V

(10 Hours)

Interpersonal relations and personal growth. Interpersonal needs, motivation and behaviour- FIRO-B and Johari Window. Defense Mechanism in groups

Transactional Analysis- Ego states, types of transactions and time structuring. Life position, scripts and games

Case study 3: Sharma technologies use psychological tests:

Source: Competency mapping and assessment & growth - G. Pandu Naik – Pg no. 448

MODULE VI

(10 Hours)

Experience learning methodologies- T-group, sensitivity training, encounter groups and human process labs

(Students may go through personal growth lab for experiential learning)

Pedagogy and Androgogy. Adult Learning Process; learning styles and its relatedness to personality development

Course Outcomes: Upon completion of the course student will have the ability to

CO1	Understand the strengths and weaknesses as individual, as a member of a group/organisation using personality typing and personality theories
CO2	Apply habits of personal effectiveness to be a better leader
CO3	Critically think, use appropriate tools and communicate for better interpersonal relations
CO4	Design transactions and scripts to make the effective organizational team

RECOMMENDED BOOKS:

1. Organizational Behaviour - Human Behavior at work – by John.W.Newstrom and Keith Davis Tata McGraw Hill, 11/e, 2003
2. Human Relations in organizations. Robert N. Lussier, 6th edition, Mc-Graw Hill Education
3. Development Management Skills, Whetten& Cameron, 7th Ed. Pearson, PHI.

REFERENCE BOOKS:

1. Understanding OB – UdaiParek, Oxford University Press.
2. Theories of Personality – Calvin S Hall Et Al, Wiley Publication
3. Seven Habits of Highly Effective People, Stephen R Covey, Simon & Schuster
4. Training in Interpersonal Skills – tips for managing People at work, Stephen

MOOC

<https://www.udemy.com/your-personality-approaches-to-understanding-who-you-are/>

Indicative Course Assignments:

1. Conduct a study on Emotional Intelligence among PG students.
2. Role play the Transactional Analysis.
3. FIRO – B analysis to the group of students.

Course	WORK ETHICS	Course Code	16MBA4XHWE	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P hours	3-0-0	SEE+ CIE	50 + 50	39

MODULE I (8 Hours)

Workplace Ethics: Introduction, Needs, Principals, Development of Personal Ethics, Workplace Ethics for Employees-Ethical behaviour in workplace- Professionalism, Ethical violations by employees, Employee Attitude and Ethics, Employee Etiquettes. Benefits of ethics in Workplace-employee commitment, investor loyalty, customer satisfaction, profits

Case 1: Ethics Versus Technology: source: Ethical Management - SatishModh – PgNo.244-245

MODULE II (6 Hours)

Professionalism at Workplace: Unethical Conduct for employees and employers. Factors leading to Unethical Behaviours, Different unethical behaviours. Measures to control unethical behaviours. Rewarding ethical behaviour

MODULE III (8 Hours)

Business Ethics and Corporate Governance: Overview of Business Ethics, Corporate Governance, Ethical issues inhuman resource management- The principal of ethical hiring, Firing, worker safety, whistle blowing, Equality of opportunity, Discrimination, Ethics and remuneration, Ethics in retrenchment. Ethical Dilemmas at workplace, Ethical issues in global business, corporate responsibility of employers.

Case2: Corporate Governance at Satyam computers: source: Ethical Management – Satish Modh – Pg No. 232-236

MODULE IV (6 Hours)

Workplace Privacy & Ethics: Watching what you say and what you do in the workplace, Hardware, Software and Spyware, Plagiarism and Computer Crimes, Convenience and Death of Privacy, Defence of employee privacy rights.

Case study 3: Monitoring and surveillance – dismissal for Facebook use: source: www.cambridge.edu.au/downloads/academic/workplacerelements/01-CaseStudy1.doc

MODULE V (12 Hours)

Teamwork in the Workplace & Ethics: Teams, Elements of team, Stages of team development, team meetings, team rules, and teams work and professional responsibility, rules of professional responsibility, ASME code of ethics.

Managing Change in Workplace through Ethics: Introduction to Change Management, Models of change, the Ethics of Managing Change, the role of ethics and responsibilities in leading innovation and change, ethics based model for change management, ethics and risks of change management

MODULE VI

(8 Hours)

Ethics, Discrimination and Harassment at Workplace: Discrimination, sexual harassment, Creating awareness about workplace harassment, Vishaka Dutta vs. State of Rajasthan– Supreme Court directions, Compulsory workplace guidelines.

Course Outcomes: Upon completion of the course student will have the ability to

CO1	Understand the meaning of good ethics, doing things right and the obstacles to making good ethical decisions
CO2	Identify ethical issues in human resource management
CO3	Critically think, and identify privacy issues in workplace
CO4	Design a code of conduct for business organization.

RECOMMENDED BOOKS:

Ethical Theory and Business, Tom L. Beauchamp, Norman E. Bowie and Denis Arnold, 8th Edition.

1. Business Ethics, O.C. Ferrell, John Fraedrich, and Linda Ferrell, 9th Edition, Cengage Learning.
2. How technology is compromising Workplace Privacy, Fredrick S Lane 111, AMACOM Div American Mgmts., 2003
3. Ethics in the Workplace, Dean Bredeson, Keith Goree, Cengage Learning, 2011

REFERENCE BOOKS:

1. Ethicsin21stCentury, Mary Alice Trent, Oral Roberts University, Longman.
2. Ethics in workplace, Elizabeth P Tierney, Oaktree press
3. EthicsinWorkplace: SystemPerspective, WilliamFRoth, Pearson, 2014.
4. EthicsintheWorkplace:ToolsandTacticsforOrganizationalTransformation-CraigE.Johnson-SAGEPublications, 2007

MOOCs:

<https://www.canvas.net/browse/santaclarau/courses/creating-an-ethical-corporate-culture-3>

Indicative Course Assignments:

1. Prepare a report on various ethical codes of conduct practiced in organizations.
2. Mini survey on ethical compliance of organizations
3. Presentations on breach of workplace privacy

MARKETING MANAGEMENT -FUNCTIONAL ELECTIVES

Course	RURAL MARKETING	Course Code	16MBA4FMRM	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I: (6 Hours)

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, land distribution, land use pattern, irrigation, development programs, infrastructure facilities, rural credit institutions, rural retail outlets, print media in rural areas, rural areas requirement, rural demand and rural market index, problems in rural marketing.

MODULE II: (6 Hours)

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, Information Search and pre purchase Evaluation, Rise of Consumerism, Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty.

Researching Rural Market: Sensitizing rural market, Research design- reference frame, Research approach, Diffusion of innovation, Development studies, PRA approach, The need for PRA, Sampling, Operational aspects of data collection

MODULE III: (6 Hours)

Rural Marketing of FMCG's: Indian FMCG industry, characteristics of Indian FMCG sector, Challenges in the FMCG industry, Rural Marketing of FMCG's: Select case studies Rural Marketing of Consumer durables: Issues related to consumer durables in the rural market, Rural Marketing of Consumer durables: Select case studies Rural marketing of financial services.

MODULE IV (6 Hours)

Marketing of agricultural inputs

Indian tractor & agri implements industry: A brief overview, Challenges for Indian tractor & agri-implements industry.

Fertilizer industry in India: Marketing of fertilizer industry, classification of fertilizer industry, Challenges for marketing of fertilizer industry, marketing strategies for fertilizer industry.

Indian agrochemical market: Marketing environment for agrochemicals in India.

Seeds market – an overview.

Marketing of agricultural produce: Profiling of Indian agricultural produces marketing, challenges in marketing of agricultural produce, Strategies to promote marketing of agricultural produce, Marketing of rural artisan products, Characteristics of Indian handicrafts industry, Challenges for rural artisan sector.

MODULE V: (9 Hours)

Distribution Strategy: Introduction Accessing Rural Markets, Coverage Status in Rural Markets, 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 Behaviour of the Channel, Prevalent Rural Distribution Models- Distribution Models of FMCG Companies, Distribution Model of Durable Companies, Distribution of fake products, Emerging Distribution Models- Corporate –SHG Linkage, Satellite Distribution, Syndicated Distribution, ITC’s Distribution Model, Petrol pumps and Extension counters, Barefoot agents, Agricultural agents, Agricultural input dealers, Other channels, Ideal distribution model for Rural

Communication strategy: Challenges in Rural Communication, A view of Communication Process, Developing Effective- Profiling the Target Audience, Determining communication objectives, designing the message, selecting the communication channels, deciding the promotion mix, Creating advertisement for rural audiences rural media- Mass media, Non-Conventional Media, Personalized media, Rural Media: The importance of the two-step flow of communication Media Typology, The Media Model, Media innovation, Influence of Consumer Behaviour on Communication strategies

MODULE VI: (6 Hours)

Corporate sector in agri-business: Reasons for increased interest of corporate sector in agribusiness, opportunities, in the agri-business, benefits of corporate driven agri-business system involvement of corporate sector in agri-business: select case studies.

Digitalizing the Indian rural markets-e-rural marketing: select live case studies-ITC e-choupal, TARA haat, EID Parry’s India agriline, Kandhamal Apex Spices Association for Marketing (KASAM)

Course Outcomes: Upon completion of the course student will have the ability to

CO1	Understand the importance of rural marketing, spot opportunities and cope with the challenges involved in Rural Marketing
CO2	Apply the concepts to design distribution, communication strategy and marketing plan in rural area
CO3	Analyze the consumer behavior in the rural areas through research.
CO4	Analyze marketing of Agri Input and output

RECOMMENDED BOOKS:

- Rural Marketing – Pradeep Kashyap& Siddhartha Raut, Biztantra.
- Rural Marketing – Gopal Swamy T. P, 3/e, Vikas Publishing House.

- Rural Marketing – Dogra & Karminder Ghuman, 1/e, TMH.
- Rural Marketing - Sanal Kumar Velayudhan, 2/e, Response Publication, 2007.

REFERENCE BOOKS:

- Rural Marketing – Mathur U. C, 1/e, Excel BOOKS.
- Rural Marketing – Krishnamacharyulu C. G & Lalitha Ramakrishnan, Pearson Education.
- Rural Marketing – Habib Ur Rahman, 1/e, HPH, 2004.
- Rural Marketing – Sukhpal Singh, Vikas Publishers
- Rural Marketing – Minoti Kamat & R. Krishnamoorthy, 3/e, HPH.
- Agricultural Marketing In India – Acharya , Oxford I B H.
- Advertising & Marketing in Rural India- Tej K. Bhatia, 2/e, Macmillan.
- Marketing of Agricultural Products - Richard Kohls and Joseph N. Uhl, 9/e, PHI.

Course	MARKETING CHANNEL MANAGEMENT	Course Code	16MBA4FMCM	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I Marketing Channel Design (06 hours)

Marketing Channel- Activities of a Channel member - Channel Functions- Framework of channel analysis- Designing marketing channels- Segmenting, Targeting and Positioning- Channel Structure, Types of Channel Intermediaries at Each Level- Channel Flows and Costs

MODULE II Channel Integration (06 hours)

Importance of Channel Integration- Vertical Marketing Systems- Types of vertical marketing systems- Corporate VMS, Administered VMS, Contractual VMS- Horizontal Marketing Systems- Hybrid channel system- Designing and Managing Hybrid Channel Systems- Vertical Integration benefits

MODULE III Channel Implementation (04 hours)

Nature of power- sources of power- nature of conflict- sources- Types of conflicts-conflict resolution strategies-strategic alliances in distribution

MODULE IV Selecting Channel Members (06 hours)

Channel member selection- Selection Process, Finding prospective channel members- Applying selection criteria- securing channel members- Motivating channel members- offering support to channel members

MODULE V Evaluating Channel Member Performance (08 hours)

Performance Measures in Marketing Channels- Channel Performance at a Macro Level, Channel Performance at a Micro Level- Models to Diagnose Channel Profitability- Strategic Profit Model; Economic Value Analysis- Appraisal of Channel Members' Contribution- Activity based costing, direct product profit- Result of Channel Performance

MODULE VI Channel Institutions (06 hours)

Retailing- Non-store retailing- Electronic channels- Wholesaling-Logistics and Supply chain in marketing channels- Franchising

Case studies in Indian and International context (03 hours)

Course outcomes

Course Outcomes: Upon completion of the course student will have the ability to

CO1	Apply the knowledge and practices that involved with the development of channel structure, the management of intermediary, and the coordination among channel members to solve business problems
CO2	Appreciate the strategic value of managing a portfolio of distributors effectively for aspects of business
CO3	Classify the strengths and weaknesses of various channels and partnerships for decision making

CO4	Lead themselves and others to develop strategic implications of marketing channels related to other marketing mix with case studies/ assignments
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RECOMMENDED BOOKS:

1. Anne T. Coughlan , Erin Anderson, Louis W. Stern, Adel I. El-Ansary, Marketing Channels, 7th edition, (Englewood Cliffs, NJ: Prentice-Hall, Inc. 2006)
2. Rosenbloom, B. (2004). Marketing Channels: A Management View, 7th Edition, Thomson South-Western.
3. Marketing Channel Management: A Customer-Centric Approach: Pingali Venugopal, Sage Publications

MOOCs: Channel Marketing and Retailing (Coursera)

RECOMMENDED BOOKS:

1. Anne T. Coughlan , Erin Anderson, Louis W. Stern, Adel I. El-Ansary, Marketing Channels, 7th edition, (Englewood Cliffs, NJ: Prentice-Hall, Inc. 2006)
2. Rosenbloom, B. (2004). Marketing Channels: A Management View, 7th Edition, Thomson South-Western.
3. Marketing Channel Management: A Customer-Centric Approach: Pingali Venugopal, Sage Publications

REFERENCE BOOKS:

1. Sales and Distribution Management, Tapan Panda and Sunil Sahadev, Oxford publications
2. Sales & Distribution management by Krishna K Havaldar, Vasant M Cavale, Mc GrawHill
3. Sales and Distribution management by Ramendra Singh, Vikas Publishing

MOOCs: Channel Marketing and Retailing (Coursera)

Course	INTERGRATED MARKETING COMMUNICATIONS	Course Code	16MBA4FMIM	SEE Duration	3 Hrs	Total no. of Lecture Hours 39
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	

MODULE 1 (6 Hours)

Role of IMC in marketing process, IMC planning model, Marketing and promotion Process model. Communication process, steps involved in developing IMC programme, Effectiveness of marketing communications - Purpose, Role, Functions, Types, Advertising appeal in various stages of PLC

MODULE 2 (6 Hours)

Advertising Agency: Type of agencies, Various roles in an ad agency, Services offered by various agencies, Criteria for selecting the agencies and evaluation.

Advertising objectives and Budgeting: Goal setting – DAGMAR approach, various budgeting methods used.

MODULE 3 (6 Hours)

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

MODULE 4 (7 Hours)

Direct Marketing: Features, Functions, Growth, Advantages/Disadvantages, Direct Marketing Strategies.

Promotion: Meaning, Importance, tools used, Conventional/unconventional, drawbacks, push pull strategies, Co-operative advertising,

Public relation/ Publicity:- Meaning, Objectives, tools of public relations, Public relation strategies, Goals of publicity, Corporate Advertising – Role, Types, Limitations, PR Vs Publicity.

MODULE 5 (4 Hours)

Monitoring, Evaluation and control: Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing.

MODULE 6 (7 Hours)

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. Ethics and social responsibility in advertising. Controversial ads vs. socially responsible ads.

Case Studies in Indian & International Context (3 Hours)

Course Outcomes: Upon completion of the course student will have the ability to

CO1	Apply knowledge of marketing communication theories and practices to solve marketing communication problems.
CO2	Understand, analyse, communicate global, economic, legal, and ethical aspects of business
CO3	Lead themselves and others in the achievement of marketing communication goals.
CO4	Foster research skills and their applications in marketing communications.

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, Cenage 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.

MOOCs:

Integrated Marketing Communications from Coursera

Course	RETAIL MANAGEMENT	Course Code	16MBA4FMRE	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I

(7 Hours)

Introduction to Retailing: - Meaning, Nature, Classification, Growing Importance of Retailing, Factors Influencing Retailing, Functions of Retailing, Retail as a career.

Emergence of Organized Retailing: Traditional Retailing, Organized Retailing in India, Retailing in rural India, Retail Environment in India, FDI in retailing, Role of IT in retailing,

MODULE II

(6 Hours)

Theories of Retailing: Wheel of Retailing, The Retail Accordion, Melting Pot Theory, Polarization Theory

Retail Strategy: Developing and applying Retail Strategy, Strategic Retail Planning Process, Retail Organization, The changing Structure of retailing, Classification of Retail Units, Types of Retail Formats

MODULE III

(9 Hours)

Setting up and Managing Retail organization: Size and space allocation, location strategy, factors Affecting the location of Retail, Retail location Research and Techniques, Objectives of Good store Design. Store Layout and Space planning: Types of Layouts, role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories Loss, Exteriors, Interiors. Store Management: Responsibilities of Store Manager, Store Security, Parking Space Problem at Retail Centers, Store Record and Accounting System, Coding System, Material Handling in Stores, Management of modern retail stores.

MODULE IV

(5 Hours)

Retail Pricing: Factors influencing retail pricing, Retail pricing strategies, Retail promotion strategies

MODULE V

(7 Hours)

Relationship Marketing in Retailing: Management & Evaluation of Relationships in Retailing, Research in Retailing: Importance of Research in Retailing, Trends in Retail Research, Areas of Retail Research. Customer Audits, Brand Management in retailing

Internationalization of Retailing: Evolution of International Retailing, Motives of International Retailing, International Retail Environment, Issues in International Retailing

MODULE VI

(5 Hours)

Auditing and Ethics in Retailing: Undertaking Audit, Responding to retail audit, Problems in conducting retail audit, ethics in retailing, social responsibility and consumerism

Course Outcomes: Upon completion of the course student will have the ability to

CO1	Describe and understand the strategies of Retailing in business practices
CO2	Apply various strategies in setting up and managing retail organizations
CO3	Evaluate the effectiveness of merchandising, pricing, location, layouts and promotion decisions in the retail industry
CO4	Create and present a retail plan for a business including strategies to be adopted by retailers

RECOMMENDED BOOKS:

1. Integrated Retail Management - James R. Ogden & Denise Trodden, Biztantra, 2003.
2. Retail Management - Levy & Weitz, 8/e, TMH, 2012.
3. Retailing Management - Swapna Pradhan, 4/e, TMH, 2012.
4. Retail Marketing Management - David Gilbert, 2/e, Pearson Education.
5. The Art of Retailing - A. J. Lamba, McGraw Hill.
6. Retail Management: A Strategic Approach - Barry Berman, Joel R. Evans, Pearson.

REFERENCE BOOKS:

1. Principles of Retail Management - Rosemary Varley, Mohammed Rafiq, Palgrave Macmillan, 2009.
2. Retail Management - Chetan Bajaj, OUP.
3. Managing Retailing - Sinha, Piyush Kumar & Uniyal, OUP, 2010.
4. Retail Management – Arif Sheikh, HPH.
5. Sales & Distribution Management - Tapan K. Panda & Sunil Sahadev, 6/e, OUP
6. Retail Management, Functional Principles and Practices, Gibson G Vedamani, 4th Edition, JAICO Publishing House
7. Retail Management, Global perspective, Dr. Harjith Singh, 3rd Edition, S.Chand.

MOOCs: <http://courses.aiu.edu/Retail-Management.html>

Course	INTERNATIONAL MARKETING	Course Code	16MBA4FMIM	SEE Duration	3Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I

(4 Hours)

Framework of International Marketing – Definition Scope and challenges, Difference between international marketing and domestic marketing, transition from domestic to international markets, Orientation of management and companies, The dynamic environment of International trade – Case Study Nike vs VLW, Global e-marketing – The Death of Distance, communications, , targeting the individual customers, relationship marketing, interactivity , speed to market, living in an age of technical discontinuities, new technologies change the rules of competition, components of the electronic value chain

MODULE II

(6 Hours)

Developing a Global Vision through Marketing Research – Breadth and scope of international marketing research, problems in availability and use of secondary data, problems in gathering primary data, multicultural research – a special problem, Research on internet – a new opportunity, estimating market demand, problems in analyzing and interpreting research information, responsibility for conducting market research, communicating with decision makers, identifying foreign markets, classification based on demand, based on the stage of development, other bases for division of world markets, 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

MODULE III

(5 Hours)

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

MODULE IV

(8 Hours)

Products and Service for consumers: Quality – green marketing and product development, products and culture – analyzing product components for adaptation, products for consumers in global markets, product development, product adaptation , product standardization, marketing consumer services globally – marketing of services, brands in international markets, 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 context

MODULE V

(8 Hours)

Licensing, strategic Alliances, FDI – Introduction, Licensing, Strategic Alliances, Manufacturing Subsidiaries, Entry Modes and Marketing Control, Optimal Entry Strategies, Global Distribution – introduction, distribution as competitive advantage, rationalizing local channels, wholesaling , Retailing, Global Logistics, Parallel distribution, global channel design, International Retailing – International expansion of retailers, international retailing defined, retail format, variations in different markets, general merchandise retailing – issues in international retailing,

MODULE VI**(8 Hours)**

Pricing Decisions – Global pricing framework, pricing basics, marginal cost pricing and its importance, transfer pricing, counter trade, systems pricing, pricing and positioning, price quotation – INCO Terms, preparation of quotations, Promotions decisions – Promotions, international advertising, sales promotion in international markets, international advertising, direct mailing, personal selling, exhibition, generic promotions in international marketing

Recent trends in India’s foreign trade – Institutional infrastructure for exports promotions in India, India’s trade policy, exports assistance, exports documentation and procedures including different stages of documentation, Globalization in India, opportunities, constraints and initiatives –, India – a hub for globalization, Globalization in India – post liberalization, India’s strengths, strategies for sustainable competitive advantage, potential for Made in India, Major Globalization Initiatives from India Companies, WTO regulations and their implications for India, undesirable effects of globalization, government initiatives needed to foster globalization. Future of Global Marketing: Six major Changes

Course Outcomes: Upon completion of the course student will have the ability to

CO1	Define and summarize the framework, environment and research activity of international marketing
CO2	Apply Strategies for Products and Services for consumers and businesses in International markets
CO3	Plan and critique Distribution plans, retailing, pricing, promotions decisions and entry strategies in International Marketing
CO4	Devise and Judge strategies for International marketing scenarios from India’s point of view

RECOMMENDED BOOKS:

- International marketing Management – An Indian Perspective, Varshney and Bhattacharya, Sultan Chand & Sons, New Delhi.
- Global Marketing Management, Keegan, Prentice Hall of India, New Delhi.
- International Marketing, Philip Cateora and John Graham, Tata Mc Graw Hill, New Delhi.
- Export Management, D.C.Kapoor, Vikas Publishing House, New Delhi.

REFERENCE BOOKS:

- Essentials of International Marketing, Donald L. Brady, 1st Edition, Jaico Publishing House, 2011
- Export: What, Where, How, Para Ram, Anupam Publishers, Delhi.

MOOCs:<https://www.mooc-list.com/course/international-b2b-business-business-marketingcoursera>

Course	STRATEGIC MARKETING	Course Code	16MBA4FMSM	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P -S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I

(4 hours)

Introduction and Overview: -Concept and trend, strategic market management- historical perspective, characteristics and trends, Need.

MODULE II

(10 hours)

Strategic Analysis: Environmental Analysis, Internal Analysis, External Analysis, Customer Analysis, Competitor Analysis, Market, Sub-Market Analysis,

MODULE III

(8 hours)

Alternative Business Strategies: Sustainable Competitive Advantage, Strategic options- quality, value, focus, innovation, global strategies

MODULE IV

(6 hours)

Growth Strategies: Penetration, Product –Market Expansion, Vertical Integration, and the Big Idea, diversification, strategies in declining and hostile markets

MODULE V

(4hours)

Implementation: Conceptual Framework and its constituents, obtaining strategic congruence

MODULE VI

(4 hours)

What is a marketing plan? Importance of marketing plan, Key components of a marketing plan, uses of marketing plan, how to design a marketing plan

Case studies both Indian and Global context,

(3 hours)

Course Outcomes: Upon completion of the course student will have the ability to

CO1	Apply knowledge and theories of marketing strategy to solve business problems.
CO2	Appreciate the differences in marketing environment and changes in strategy to enable critical thinking abilities for decision making using case studies
CO3	Understand the role of marketing information systems in building marketing strategies to achieve organizational goals
CO4	Ability to build a marketing plan& develop entrepreneurial thinking with the help of a course based project/ assignment.

RECOMMENDED BOOKS:

1. Strategic Market Management, David A. Aaker, Wiley Publications, 7th Edition
2. Strategic Marketing , Andrew Whalley (e- book)
3. Strategic Marketing Management, Alexander Chernev, Philip Kotler, 7th Edition

REFERENCE BOOKS:

1. Strategic Marketing Management: planning, implementation and control, Richard M.S.Wilson, Colin Gilligan
2. Strategic Marketing Management in Asia: Case Studies and Lessons across Industries, Syed Saad Andaleeb, Khalid Hasan, Emerald Publishing
3. Strategic Marketing: An Applied Approach, Karen Jan Aslem, 1st Edition

MOOCs: Make a Marketing Plan (DBA)

CROSS FUNCTIONAL ELECTIVES

Course	STRATEGIC BRAND MANAGEMENT	Course Code	16MBA4XMBM	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P -S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I

(4 hours)

Introduction to Brand: Origin of Branding, Brand definitions, why do Brands Matter? Branding Of Physical Goods, Services, Retailers and Distributors, People, Organizations, Sports, Arts, and Entertainment, Geographic Locations Etc. Branding Challenges and Opportunities.

MODULE II

(6 hours)

Brand Equity & Identity: Brand Equity basics. Cost Based Method. Price Based method, Customer based brand equity Model, Relation between Customer Equity and Brand Equity, Kapferers Brand Identity prism

MODULE III

(5 hours)

Brand Positioning: Basic concepts of positioning-the three C's of positioning-POP'S and POD's- Positioning Guidelines-Core brand values and Brand Mantras.

MODULE IV

(5hours)

Brand Elements & Secondary Brand Associations: Definition and criteria for choosing brand elements, Brand names, URL's, Logos and Symbols, Characters, Slogans, Jingles, Packaging. Brand Knowledge-Meaning, Dimensions, and conceptualizing the leverage process using company, countries, channels, other brands, characters, events etc

MODULE V

(6 hours)

Brand Equity Measurement: The Brand Value Chain- Brand Tracking- brand Equity Management System- Young & Rubicam's Brand Asset Valuator

MODULE VI

(8 hours)

Growing and Sustaining Brand Equity: Brand Architecture-Brand Hierarchy, Designing a branding strategy-Brand Extension- Meaning, Types, Advantages & Disadvantages, Evaluating Brand Extension Opportunities-Brand Reinforcement, and Brand Revitalizing-Rationale for going International-Advantages and Disadvantages of Global Marketing programs-Building Global customer based brand equity

Case studies both Indian and Global context

(5 hours)

Course Outcomes: Upon completion of the course student will have the ability to

CO1	Apply the knowledge of principles, concepts, and models of branding to solve business problems
CO2	Grasp the significance of brand management with other marketing decision making process
CO3	Assess the issues related to developing and maintaining brand values with global , legal and ethical aspects of business.
CO4	Create a brand including positioning and marketing communication with a team based course project

RECOMMENDED BOOKS:

1. Strategic Brand Management: Building Measuring & Managing Brand Equity – Kevin Lane Keller, 3/e, Pearson Education, 2011.
2. Brand Management: The Indian Context - Moorthi Y L R, Vikas Publication.
3. Strategic Brand Management – Kapferer, JeanNoel, 2/ e, Kogan Page.
4. Brand Management: Text and Cases, U C Mathur, 1/e, Macmillan.
5. Brand Management- MahimSagar , Ane Books Pvt Ltd

REFERENCE BOOKS:

1. Brand Management- Harish V. Verma, 2/e, Excel Books.
2. Compendium Brand Management – Chunnawalla, 1/e, HPH , 2003
3. Managing Indian Brands –Ramesh Kumar S, Vikas.
4. Strategic Brand Management- Richard Elliott & larryPerclu, 1/e, Oxford Press
5. Creating powerful brands – Chernatony, 1/e, Elsevier Publication.
6. Successful Promotions Build Successful brands – Pran K. Chodhury, University

MOOCs: Brand and Product Management (Coursera)

Course	E-MARKETING	Course Code	16MBA4XMEM	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I: (4 Hours)

Introduction, Internet- History, How it works? How people access Internet. Key terms and concepts. What is e-marketing? Understanding marketing strategy, crafting a digital marketing strategy.

MODULE II: (6 Hours)

User Experience Design: Introduction, Key terms and concepts, Understanding UX design, Core principles of UX design, Mobile UX, Step-by-step guide to UX design, Tools of the trade.

Web Development and Design: Introduction, Key terms and concepts. Web design, Web development. Mobile development. Step-by-step guide to building a website.

MODULE III: (6 Hours)

Customer Relationship Management: Introduction, Key terms and concepts, A CRM model. Understanding customers. CRM and data. The benefits of CRM. Social CRM. Step-by-step guide to implementing a CRM strategy. Tools of the trade.

Search Engine Optimisation (SEO) Introduction, Understanding SEO. Search engine friendly website structure. SEO and key phrases. Link popularity. User insights. What not to do. Tools of the trade. Benefits and challenges.

MODULE IV: (10 Hours)

Content Marketing: Introduction, Key terms and concepts, meaning, Strategic building blocks. Content creation. Tools of the trade, Advantages and challenges.

Search Advertising: Introduction, Key terms and concepts. Advertising in search. The elements of a search ad. Targeting options. Bidding and ranking for search ads. Tracking, Tools of the trade. Advantages and challenges.

Online Advertising: Introduction, Key terms and concepts. Types of display adverts. Payment models for display Advertising. Getting your ads online. Targeting and optimising. Step-by-step guide to online Advertising. Advantages and challenges.

Affiliate Marketing: Introduction, Key terms and concepts. The building blocks of affiliate marketing. Setting up a campaign. Tools of the trade. Advantages and challenges.

Video Marketing: Introduction, Key terms and concepts, Video content strategy, Video production step by step, video promotion, Tools of the trade. Advantages and challenges.

Email Marketing: Introduction: Key terms and concepts. Email strategy and planning. Step-by-step process. Tools of the trade. Advantages and challenges.

Mobile Marketing: Introduction, Key terms and concepts. The role of mobile in personal communication. Mobile messaging channels. Location and mobile. Mobile commerce. Integrating mobile into online marketing. Augmented reality. Mobile analytics. Advantages and challenges.

MODULE V: (6 Hours)

Social Media Channels: Introduction, Key terms and concepts, Social media channels: Social networking. Content creation, Bookmarking & aggregating and Location & social media. Tracking social media campaigns.

Social media marketing: Rules of engagement. Advantages and challenges.

Social Media Strategy: Introduction, Key terms and concepts. Using social media to solve business challenges. Step-by-step guide to creating a social media strategy. Documents and processes. Dealing with opportunities and threats. Step-by-step guide for recovering from an online brand attack. Social media risks and challenges.

MODULE VI: (4 Hours)

Data Analytics: Introduction, Key terms and concepts. Working with data. Setting objectives, goals and KPIs. Tracking and collecting data. Analysing data. Tools of the trade. Advantages and challenges

Conversion Optimisation: Introduction, Key terms and concepts. What can you test? Designing tests. Step-by-step guide to conversion optimisation. Tools of the trade.

Case Studies in Indian & International Context (3 Hours)

Course Outcomes: Upon completion of the course student will have the ability to

CO1	Apply knowledge of E-marketing theories and practices to solve business problems
CO2	Foster Analytical and critical thinking abilities for data based decision making
CO3	Understand, analyse, communicate global, economic, legal, and ethical aspects of E-marketing
CO4	Foster research skills and their applications in E-marketing

RECOMMENDED BOOKS:

1. The Essential Guide to Online Marketing, Rob Strokes, Quirk, ISBN: 9781936126323
2. E-Marketing, Judy Strauss and Raymond Frost, Prentice Hall, 7th Edition, 2013
3. Internet Marketing: Integrating Online and Offline Strategies. M. L. Roberts and Debra Zahay, Cengage Publishing, 3rd edition, 2013

REFERENCE BOOKS:

1. Digital Marketing: Strategy, Implementation and Practice, Chaffey D., Ellis- Chadwick F., Pearson, 5th Edition, 2012.
2. The New Rules of Marketing and PR: How to Use Social Media, Blogs, News Releases, Online Video, and Viral Marketing to Reach Buyers Directly, David Meerman Scott, 2nd Edition, Jan 2010
3. E-Commerce: An Indian Perspective, P. T. Joseph, Prentice Hall, 4th Edition, 2013

MOOCs:

“Digital Marketing, Social Media and E-Commerce for Your Business” at edX started on April 18, 2016.

FINANCIAL MANAGEMENT - FUNCTIONAL ELECTIVES

Course	MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING	Course Code	16MBA4FFMA	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I: Mergers – Types of Mergers (Theory) (4 Hours)

Theories of mergers – operating, financial and managerial synergy of mergers – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities, impact of M&A activities on the stakeholders

MODULE II: M&A – A strategic Perspective (Theory) (4 Hours)

Industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A, SWOT analysis, BCG matrix, Porter’s Five forces model.

MODULE III: Corporate Restructuring (Theory) (4 Hours)

Corporate restructuring – significance, different methods of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnerships – Demergers, Employee Stock Ownership Plans (ESOP)

MODULE IV: Merger Process (Theory) (4 Hours)

Merger Process: Dynamics of M&A process- identification of targets-negotiation-closing the deal. Five-stage model – due diligence (detailed discussion). Process of merger integration – organizational and human aspects – managerial challenges of M & A
Merger Process Integration: Organizational and Human Aspects, managerial challenges.

MODULE V: Methods of Financing Mergers and Accounting for Amalgamation (Theory & Problems) (13 Hours)

Cash Offer, Share Exchange Ratio, Merger as a Capital Budgeting Decision, Valuing merger using free cash flow technique. Post-merger EPS, PE, share price calculations.
Accounting For Amalgamation: mergers in the nature of purchaser – Pooling of interest method, Purchase Method.

MODULE VI: Takeovers and Legal Aspects (Theory) (10 Hours)

Takeovers: types, strategies, defense, financial defense, Methods of resistance, antitakeover amendments, poison pills.
Legal Aspects in M&A’s: Competition Commission of India, provisions of Company’s Act 1956, Indian Income Tax act 1961 – SEBI takeover code, Provisions of Competition Act.

Course Outcomes: Upon completion of the course student will have the ability to

CO1	Foster analytical abilities to assess the value creation of various corporate restructuring activities
CO2	Analyse the M&A transactions and deal financing
CO3	Do research and Valuation of a company pre and post M&A activities

Question Paper: 60% Theory, 40% Problems
Case study from Module V (Problem)

RECOMMENDED BOOKS:

1. Mergers and Acquisitions, The ICFAI University Press
2. Fred Weston, Kwang S Chung, Susan E Hoag – Mergers, Restructuring And Corporate Control – Pearson Education, 4/e
3. Mergers acquisitions and Business valuation – Ravindhar Vadapalli – Excel books, 1/e 2007
4. Ashwath Damodaran – Corporate Finance-Theory And Practice – John Wiley & Sons

REFERENCE BOOKS:

1. Sudi Sudarsanam – Value Creation from Mergers and Acquisitions – Pearson Education, 1/e, 2003
2. Shukla & Grewal- Advanced Accounts Vol 2 – S.Chand & Sons
3. Valuation for mergers Buyouts & Restructuring – Arzak Wiley India (P) Ltd.

Indicative Course Assignment:

- Analysis of any current merger

MOOC COURSE

<http://pages.stern.nyu.edu/~igiddy/mergers.html>

Course	DERIVATIVES	Course Code	16MBA4FFDR	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S	3-0-0-0	SEE+ CIE	50 + 50=100	39

MODULE I: (3 Hours)

Introduction to Derivatives Market - Derivatives -Meaning & definition, Types of derivatives- functions of derivative markets, Exchange traded versus OTC derivatives- traders in derivatives markets. Development of Commodity and Financial Derivatives. Role of SEBI in regulating derivatives market. Mergers of FMC and SEBI (Theory)

MODULE II: (10 Hours)

Forwards, futures: Meaning of forwards and futures, specification of futures, differences between forward and future contract, valuation of futures, and valuation of long and short forward contract. Mechanics of buying & selling futures, Margins, Hedging using futures - Index futures interest rate futures-arbitrage opportunities. (Theory & Problems)

Case Study 1: Convergence Matters.

Source: Commodity Markets operations, Instruments and applications, Niti Nandini Chatnani Tata Mc Graw Hill PP 128-129

MODULE III: (10 Hours)

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 future – interest rate options. Concept of exotic option. Hedging & trading strategies involving options,

Valuation of option: Basic model, one step binomial model, Black and Scholes analysis, option Greeks. Arbitrage profits in options.(Theory & Problems)

MODULE IV: (6 Hours)

Swaps: Mechanics of Swap transaction –Interest rate swaps –Currency Swaps –Equity & Commodity Swaps-valuation of swaps (Theory & Problems)

Case study 2: 18-1 Arvind Mills Limited: Dollar-Rupee swap.

Sources: Derivatives & Risk Management -Jayanth Rama Varma, 1/e Tata McGraw Hill, 2011, PP18.21-18.32

MODULE V: (5 Hours)

Commodity futures: Introduction of commodity future, difference between commodity derivative and financial derivatives Commodity futures trading in India –Present Indian scenario, Exchange Multi-commodity exchanges –commodity futures contracts, global commodity Trading mechanism, Uses of commodity futures. (Theory)

Case Study 3: Ban the Futures Commodity Markets.

Sources: Commodity Markets operations, Instruments and applications, Niti Nandini Chatnani Tata Mc Graw Hill PP 69

MODULE V: Interest Rate markets-

(5 Hours)

Type of rates, Zero rates, Bond pricing, Determining Zero rates, Forward rules, Forward rate agreements (FRA), Treasury bond & Treasury note futures, Interest rate derivatives (Black model) **(Theory & Problems)**

Course Outcomes: Upon completion of the course student will have the ability to

CO1	Apply knowledge of derivatives such as forward, futures, options and swaps to hedge risk
CO2	Critically think and evaluate risk in derivatives
CO3	Analyze various pricing model of derivatives
CO4	Conduct research in the domain of Derivatives

RECOMMENDED BOOKS:

1. Options Futures & Other Derivatives - John C. Hull & Sankarshan Basu 9/e, Pearson Education.
2. Options & Futures- Vohra & Bagri, 2/e, TMH

REFERENCE BOOKS:

1. Derivatives & Financial Innovations – Bansal, TMH
2. Derivatives & Risk Management -Jayanth Rama Varma, 1/e Tata McGraw Hill, 2011.
3. Commodity and Financial derivatives – S Kevin, 2/e PHI
4. Fundamentals of Financial Derivatives, N. R. Parasuraman, 2/e Wiley India .
5. Commodity Markets operations, Instruments and applications, Niti Nandini Chatnani Tata Mc Graw Hill

MOOCs:

<https://www.edx.org/course/pricing-options-mathematical-models-caltechx-bem1105x-1>

Indicative Course Assignment:

1. Current Developments in Derivatives.
2. To collect latest information on contracts and rates.
3. To prepare a report on reference price on major commodity contracts and the exchange.

Course	STRATEGIC CREDIT MANAGEMENT	Course Code	16MBA4FFSC	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S	3-0-0-0	SEE+ CIE	50 + 50=100	39

MODULE I: (06 Hours)

Credit management in banks-Screening of applications-Appraisal of credit-Sanction limit Post sanction compliance – Monitoring supervision –Review- Government policies for credit extension- Credit institutions- Principles of good lending- Borrower study and bankers opinion- Credit policy by banks- Government regulation of credit -Prudential norms.

MODULE II: (07Hours)

Over view of credit policy and loan characteristics-The credit process –Characteristics of different types of loans- Evaluating commercial loan requests – Financial statement analysis Cash flow analysis- Projections-Management of the firm and other factors –Feasibility study – Fundamental credit issues - Credit analysis-Different types of borrowers – Balance sheet analysis for lending – Forms of advances secured and unsecured advances- Short term and long term advances.

Case 1: Credit Is Inevitable In Banking: A Case Study Of Premier Bank On Credit Appraisal & Assessment

Source: www.borjournals.com/a/index.php/jbmssr/article/view/250

MODULE III: (07 Hours)

Evaluating consumer loans – Types- Credit analysis of consumer loans- Risk–return analysis of consumer loans- Customer profitability analysis and loan pricing- Fixed Vs floating rates Loan and advances against pledge- Hypothecation- Mortgage – Lien- Advances against goods- Document to title to goods – Life insurance policies – Stock exchange securities. Fixed deposit receipts –Book debts- Supply bills- Real estates – Advance against collateral securities

MODULE IV: (05 Hours)

Agricultural finances and Retail lending- Crop loans- Crop insurance schemes- Dairy Sericulture- Poultry- Animal husbandry – Horticulture – Gobar gas – Kissan credit cards

MODULE V: (06Hours)

Financing to small scale industries and large scale industries- Term lending- Syndicated loan system- Role of development banks in industrial finance- Working capital finance Turnover method – Modified version of MPBF – Cash budget approach- Long term finance Project financing –Industrial sickness and BIFR. 60

Case 2: Credit Appraisal Procedures and Disbursement of Loans to Micro, Small and Medium Enterprises with Special Reference to Lakshmi Vilas Bank Ltd-Chennai

Source: www.arjbm.com/issues/volume2/issue1/final%201.pdf

MODULE VI:**(08 Hours)**

NPA management – Introduction- Identification of NPAs- Asset classification- Prudential norms- Capital adequacy – International Banking Regulation-Basel II – asset classification provisioning – effect of NPA on profitability - Assessment procedure- Pre-sanction appraisal – Post sanction supervision- Monitoring systems for existing and likely NPAs—Tools to manage NPAs –Compromise scheme, Lok Adalats, Corporate Debt Restructuring, Willful defaulters, SARFAESI Act, Asset Reconstruction Companies

Case 3: A case study of recovery position of non-performing assets of punjab national bank of India and HDFC bank limited.

Source: www.tjprc.org/download.php?fname=2-35-1362029351-15..A%20Case%20Study...

Course Outcomes: Upon completion of the course student will have the ability to

CO1	Apply the concept of credit management keeping in banking operations
CO2	Develop analytical skills for lending decisions.
CO3	Analyse various financing schemes related to agriculture, retail loans and SMEs.
CO4	Identify and assess the impact of development in the literature on credit Management

RECOMMENDED BOOKS:

1. Strategic Credit Management in Banks, Popli.G.S. and Puri S. K. ,PHI,2013
2. Banking Theory and Practice - Shekar and Shekar, 19/e, Vikas Publishing House, 2009.
3. Bank Management - W. Koch Scott, Timothy, Cengage Learning, New Delhi.

REFERENCE BOOKS:

1. Industrial Finance - Vishwanathan R, Macmillan, New Delhi.
2. Banking and Financial System - Prasad K, Nirmala and Chandradas. Himalaya Publishing House, Mumbai.
3. Managing Banking Risks - Cade, Eddic, Woodhead Publishers, England.

MOOCs NPTEL: Commercial banking credit risk modeling & management.
nptel.ac.in/syllabus/syllabus_pdf/110104048

Indicative Course Assignment:

1. Identify the role of Debt Recovery Tribunals.
2. Write a report on CIBIL and its role in credit evaluation
3. Identify the NABARD initiatives – Lead bank schemes – Retail banking advances – Concept – Retail banking products – Consumer credit financing

Course	INTERNATIONAL FINANCIAL MANAGEMENT	Course. Code	16MBA4FFIF	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I

(8 Hours)

International financial Environment- The Importance, rewards & risk of international finance- Goals of MNC- International Business methods.

Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Equilibrium & Disequilibrium, Trade deficits, Capital account convertibility, International Monetary System: Evolution, Gold Standard, Bretton Woods's system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

Case 1: Case on "BOP Situation in India"

Source: P.G.Apte, International Financial Management, sixth edition, Chapter 4, Pg No.88.

MODULE II

(6 Hours)

Foreign Exchange Market: Function and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behavior-Cross Rates- - Bid – Ask – Spread

Case 2: "Case of a Leading Laptop Trader in India" on Forex Management

Source : P.G.Apte, International Financial Management, sixth edition, Chapter 7, Pg No.185.

MODULE III(Theory & Problem)

(6 Hours)

Foreign exchange risk Management: Hedging against foreign exchange exposure – Forward Market- Futures Market- Options Market- Currency Swaps-Interest Rate Swap- problems on both two way and three way swaps.

MODULE IV

(5 Hours)

International Financial Markets and Instruments:- Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes, Zero coupon Bonds International Money Markets, International Banking services –Correspondent Bank, Representative offices, Foreign Branches. Forward Rate Agreements

MODULE V

(6 Hours)

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, Arbitrage, Types of Arbitrage – Locational, Triangular and Covered Interest Arbitrage

MODULE VI

(8 Hours)

Foreign Exchange exposure: Management of Transaction exposure-Management of Translation exposure- Management of Economic exposure-Management of political Exposure- Management of Interest rate exposure.

International Capital Budgeting: Concept, Evaluation of a project, Factors affecting, Risk Evaluation, Impact on Value, Adjusted Present Value Method

Case 3: Case of “Albion Computers PLC” which involves determining and managing operating and economic exposure.

Source: Eun and Resnick, Fourth edition, Chapter 9, Pg No.229 and 242.

Course Outcomes: Upon completion of the course student will have the ability to

CO1	Understand the International Financial system, foreign exchange market and its components
CO2	Apply the theories of International finance in business.
CO3	Foster analytical thinking on derivative trading strategies in Foreign exchange risk management
CO4	Evaluate and assess the firm’s exposure to risk in International environment using problems and cases.

RECOMMENDED BOOKS:

1. International Finance Management - Eun&Resnick, 4/e, Tata McGraw Hill.
2. International Corporate Finance - Jeff Madura, Cengage Learning, 10/e 2012.
3. International Financial Management – VuythakeshSharan, 5/e, PHI, 2011.
4. Multinational Financial Management – Alan C. Shapiro, 8/e, Wiley India Pvt. Ltd., 2011.
5. International Financial Management – MadhuVij, 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.

MOOCs: International Monetary Fund – www.edx.org/school/iimfx

Indicative Course Assignment: A team of 5 students will be given the task of comparing an Indian company and a foreign company in terms of its exposure, profitability, market share, foreign exchange earnings and strategies.

Course	FINANCIAL REPORTING	Course Code	16MBA4FFFR	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I (6 Hours)

Basis of Financial Reporting – Purpose of financial reporting, users of financial reports, conceptual framework for preparation and presentation of financial statements.

Understanding Financial Statements - Structure of Financial Statements: Introduction, Statement of Financial Position (Balance Sheet), Statement of Earnings (Income Statement), and Statement of Cash Flows (Cash Flow Statement).

Additional disclosure statements: Need for Additional Statements, Auditor’s Report, Director’s Report, Funds Flow Statement, Electronic Dissemination, and Corporate Governance.

MODULE II (8 Hours)

Financial Analysis – Meaning of Analysis and Interpretation, steps involved, Objectives, Techniques – Comparative, Common size, Trend analysis and Ratio Analysis – Liquidity, Profitability, Efficiency/Turnover, solvency ratios, Financial ratios. Preparing financial statements using ratios.

Case 1: Case on Preparation and analysis of Financial statements for Mr.Shashi’s Business (Source: Accounting for Managers, Maheshwari and Maheshwari, Case No. 2.1, 3/e, Cases chapter, Pg No.5.5)

MODULE III (7 Hours)

Funds Flow statement – Meaning, Uses, Schedule of changes in working capital, Preparation of funds flow statements, treatment of provision for taxation and proposed dividends.

MODULE IV (6 Hours)

Cash Flow statement – Concept, Sources of cash, classification of cash inflows and outflows, Preparation of cash flow statement – both direct and indirect method. Difference between Cash flow and funds flow statement.

Case 2: Case on “Cash flow statement of Reliance Industries Ltd” (Source: Case No. 4.1, Pg No. 246, Ramachandran and Ram kumar Kankani, 4/e, Mc Graw Hill Education)

MODULE V (6 Hours)

Accounting Standards in India & International Financial Reporting standards (IFRS) – Basic Framework

Case 3: Case on “Adjustment in Depreciation by Hexaware Technologies” (Source: Case No. 9.7, Pg No. 619, Ramachandran and Ram kumar Kankani, 4/e, Mc Graw Hill Education)

MODULE VI**(6 Hours)**

Contemporary Issues in Accounting and reporting: Human Resource Accounting and reporting, Accounting for Price-Level changes, Value Added Accounting and Reporting, social and environmental reporting, Forensic Accounting and Reporting.

Course Outcomes: Upon completion of the course student will have the ability to

CO1	Understand dimensions of financial reporting.
CO2	Apply the knowledge of financial reporting to prepare various financial statements.
CO3	Develop critical thinking skills to analyse the financial soundness of the business.
CO4	Communicate International accounting standards and contemporary issues in Accounting

RECOMMENDED BOOKS:

1. Accounting for Management- S.N.Maheshwari and Suneel Maheshwari -, 3/e, Vikas Publication, 2014.
2. Financial Accounting for Management – Ramachandran and Ram kumar Kankani, 4/e, Mc Graw Hill Education, 2016.
3. Lal, Jawahar, Corporate Financial Reporting: Theory & Practice, Taxmann Applied Services, New Delhi.

REFERENCE BOOKS:

1. Raiyani, J. R. and Lodha, G., International Financial Reporting Standard (IFRS) and Indian Accounting Practices, New Century Publications.
2. Singh, N. T. and Agarwal, P., Corporate Financial Reporting in India, Raj Publishing, Jaipur.
3. Elliott, Barry and Jamie Elliott - Financial Reporting and Analysis, Prentice Hall International.

MOOCs: Introduction to Financial statement analysis and Interpretation by university of Pennsylvania - <https://www.coursera.org/learn/wharton-accounting>

Indicative Course Assignments

1. Various Accounting standards.
2. Analyze the company's financial statements
3. Observe leading company's corporate governance.
4. Human resource accounting.
5. Environmental accounting.

Course	PROJECT APPRAISAL, PLANNING & CONTROL	Course Code	16MBA4FFPA	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I (Theory)

(04Hours)

Planning & Analysis Overview: Capital budgeting concepts, objectives and Phases, levels of decision making, Resource Allocation Framework: Key criteria for allocation of resource – elementary investment strategies – Portfolio planning tools: BCG, GE, SPACE. Interface between strategic planning and capital budgeting

MODULE II (Theory & Problems)

(08Hours)

Generation

and screening of project ideas: Generation of ideas – monitoring the environment – regulatory framework for projects – corporate appraisal – preliminary screening – project rating index – sources of positive NPV – qualities of a successful entrepreneur – the porter model for estimation of profit potential of industries.

Market and demand analysis, Technical analysis (steps to be discussed in detail).

Financial Analysis: Estimation of cost of project and means of financing – estimates of sales and production – cost of production – working capital requirement and its financing – estimates of working results – breakeven points – projected cash flow statement – projected balance sheet. Project cash flows: Basic principles of measurement of cash flows – components of the cash flow streams – viewing a project from different points of view – definition of cash flows by financial institutions and planning commission – biases in cash flow estimation. Appraisal criteria: Net Present Value – benefit cost ratio – internal rate of returns urgency – payback period – accounting rate of returns – investment appraisal in practice.

MODULE III(Theory & Problems)

(06 Hours)

Types and measure of risk – simple estimation of risk – sensitivity analysis – scenario analysis – Monte Carlo simulation – Decision tree analysis – selection of projects under risk – risk analysis in practice.

Special decision situations: Choice between mutually exclusive projects of unequal life – optimal timing decision – determination of economic life – interrelationships between investment and financing aspects – inflation and capital budgeting, International Capital Budgeting.

Portfolio theory and capital budgeting. Divisional WACC and project-specific WACC.

MODULE IV(Theory & Problems)

(05Hours)

Social Cost Benefit Analysis (SCBA): Rationale for SCBA – UNIDO approach to SCBA – Little and Mirle approach to SCBA.

Multiple projects and constraints: Constraints – methods of ranking – mathematical programming approach – linear programming model – Qualitative Analysis: Qualitative factors in capital budgeting – strategic aspects – strategic planning and financial analysis – informational

asymmetry and capital budgeting – organizational considerations. Environmental appraisal of projects: types and dimensions of a project – meaning and scope of environment – Environment – Environmental resources values – environmental impact assessment and environmental impact statement

MODULE V (Theory)

(08 Hours)

Financing of Projects, capital structure, internal accruals, equity capital, preference capital, debentures, methods of offering, Term Loans, Working capital advances, Project financing structures, financial institutions and their information requirement, credit risk rating.

MODULE VI (Theory & Problems)

(08 Hours)

Project Management: Forms of project organization – project planning – project control – human aspects of project management – prerequisites for successful project implementation.

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

Project review and administrative aspects: Control of in-progress projects, The Post-audit, Abandonment Analysis, administrative aspects of capital budgeting, agency Problem, evaluating the capital budgeting system of an organization.

QUESTION PAPER: 40% THEORY, 60% PROBLEMS

Course Outcomes: Upon completion of the course student will have the ability to

CO1	Develop project plans and appraise projects for business development
CO2	Analyze and manage project risks
CO3	Evaluate various sources of financing for a project
CO4	Research on project performance, project closure or abandonment situations

RECOMMENDED BOOKS

1. Project Planning: Analysis, Selection, Implementation and Review – Prasanna Chandra, 7/e, TMH, 2011.
2. Project Management and Control – Narendra Singh, HPH, 2003.
3. Project Management – Bhavesh M. Patel, 2/e, Vikas Publication.

REFERENCE BOOKS

1. Project Management for Business and Technology: Principles and Practice – Nicholas, John M., 2/e, Pearson.
2. Project Management: The Managerial Process – Gray & Larson, 4/e, TMH, 2011.
3. Project Management – Choudhury, 1/e, TMH. 7.

MOOCs: Fundamentals of Project Planning and Management.

www.coursera.org/learn/project-management

Indicative Course Assignment:

1. Write a report on Project financing in India: Means of finance – norms and policies of financial institutions, SEBI guidelines.
2. Identify the structure of financial institutions in India – schemes of assistance term loans procedures project appraisal by financial institutions.

CROSS - FUNCTIONAL ELECTIVES

Course	PERSONAL FINANCE	Course Code	16MBA4XFPF	SEE Duration	3 Hours	Total No. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I (5 Hours)

Planning personal Finances

Personal Finance basics, Time value of Money (**problems**)
Financial aspects of career planning,

Case 1. “Triple trouble for the sandwich generation”, Personal Finance: Jack R Kapoor, Les R Dlabay, Robert J Hughes, 8th Edition, Mc Graw Hill. p 28.

Case 2. “Out of work but not out of Bills”, Personal Finance: Jack R Kapoor, Les R Dlabay, Robert J Hughes, 8th Edition, Mc Graw Hill. p 101

MODULE II (4 Hours)

Managing your Personal Finances (Theory)

Financial services: savings plans and payment accounts Introduction to consumer credit
Choosing a source of credit: the costs of credit alternatives.

MODULE III (6 Hours)

Consumer purchasing strategies and Legal Protection
The housing decision: Factors and Finances. (Theory & Problems)

MODULE IV (8Hours)

Insuring your resources

Life Insurance (**Problems of premium calculation – lumpsum, level and limited**), ULIPS, General Insurance –Marine and Fire Insurance, Motor vehicle Insurance, Health Insurance.

Case 3: “Life Insurance for the young Married”, Personal Finance: Jack R Kapoor, Les R Dlabay, Robert J Hughes, 8th Edition, Mc Graw Hill. p.403.

MODULE V (8 Hours)

Investing Fundamentals, Investing in stocks (**problems on fundamental valuation**), Investing in Bonds (Problems **on Bond yield calculation**), Investing in Mutual Funds (problems **on NAV, ranking of mutual funds**), Investing in Real Estate and Gold.

MODULE VI Retirement planning and Estate planning, Wealth Management as a profession, Planning tax strategy (Problems on personal tax calculation)

Question Paper: 50% Theory, 50% Problems

Case on selection of investment alternatives for investors with different risk profiles. (Construction of investment portfolio with broad asset classes)

Course Outcomes: Upon completion of the course student will have the ability to

CO1	Evaluate various savings plans, consumer credit and purchasing decisions including housing
CO2	Take optimal Life and General Insurance subscription decisions
CO3	Analyze retirement plans and estate planning mechanisms
CO4	Research for personal investment, portfolio and tax planning

RECOMMENDED BOOKS:

1. Personal Finance: Jack R Kapoor, Les R Dlabay, Robert J Hughes, 8th Edition, Mc Graw Hill.
2. Planning Your Personal Finance, Joehnk M D

REFERENCE BOOKS

1. The New Wealth Management: The Financial Advisor's Guide to Managing and Investing Client Assets, Harold Evensky, Stephen M. Horan, Thomas R. Robinson, Roger Ibbotson
2. Personal Finance and Investments: A Behavioural Finance Perspective, Keith Redhead.

MOOCs: <https://www.coursera.org/learn/family-planning>

Indicative Course Assignments:

1. Analyse the investment portfolio of different economic class in India
2. Analyse NRI Investment portfolios
3. Analyse the impact of budget on personal finance
4. Analyse the impact of credit decisions on Personal finance
5. Do evaluation of an investment portfolio for 5 years

Course	COST MANAGEMENT	Course Code	Course Code	16MBA4XFCM	3 Hours	Total No. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I: (9 Hours)

Cost Management: Introduction to Cost Management, Elements of cost, Classification of costs –Methods of costing, a strategic view to cost Management, Preparation of cost sheet. (Theory & Problems)

Case Study 1: Cost Classification Exercise –Case 8: Case in Financial Management IM Pandey Ramesh Bhat 3E PP35-38

MODULE II: (7 Hours)

Overheads :Overheads, classification and Collection, Difference between cost allocation and cost Apportionment, Simultaneous equations, Absorption of overhead, Theory on under and over absorption of overhead. (Theory & Problems)

Case Study 2: -Star Engineering Company -Case 9: Case in Financial Management IM Pandey Ramesh Bhat 3E PP39-43

MODULE III: (9 Hours)

Decision Making Techniques:

Marginal costing-nature and scope –Applications-Break even charts and points, Decision making (all types with full problems) Differential Cost Analysis, Advantages and Disadvantages of Marginal costing. (Theory & Problems)

Case Study 3: Sulphuric Acid Plant - Case 10: Case in Financial Management IM Pandey Ramesh Bhat 3E PP45-48

MODULE IV:

Budgetary control (5 Hours)

Budgetary control: - Objectives of Budgetary control, Functional Budgets, Master Budgets, Key factor problems on production budgets and flexible budgets.

(Theory & Problems)

MODULE V: Standard costing: (5 Hours)

Comparison with budgetary control, analysis of variances, Problems on Materials and labour Variances. (Theory & Problems)

MODULE VI: Activity Based Costing: (4 Hours)

Activity based costing, cost drivers, cost Analysis under ABC (unit level, Batch level and product sustaining Activities), Benefits and weakness of ABC. Traditional V/s Activity based system. Simple problems on ABC. (Theory & Problems)

Course Outcomes: Upon completion of the course student will have the ability to

CO1	Apply the concepts of cost management techniques to solve business problems
CO2	Analyse and critique the Costing Information.
CO3	Evaluate the cost information for cost ascertainment, planning, control and decision making
CO4	Engage students to deliver seminar topics by analyzing the case studies in the area of in Cost Management

RECOMMENDED BOOKS:

1. Cost Accounting: Theory and Practice –Bhabotosh Banerjee, 13th Edition, PHI.
2. A text book of Cost and Management Accounting –Arora M.N, 11th Editions, Vikas.

REFERENCE BOOKS:

1. M Y Khan & P K Jain, Cost Accounting, Tata McGraw Hill Publishing Company, 6th Edition, 2000.
2. Jawaharlal, Cost Accounting, Tata McGraw Hill Publishing Company Limited, 5th Edition, 2013.
3. Case in Financial Management IM Pandey Ramesh Bhat 3E

MOOCs: <http://nptel.ac.in/courses/110101003/26>

Indicative Course Assignment:

- Choose a product get details about cost and prepare a cost sheet.
- Activity based costing and its applications

GENERAL MANAGEMENT -FUNCTIONAL ELECTIVES

Course	MANAGEMENT OF TECHNOLOGY	Course Code	16MBA4FGMT	SEE Duration	3 Hrs.	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I

(6 Hours)

Technology management - introduction – definitions – concepts – main technologies and their characteristics.

Technology development and acquisition - forecasting – generation and development

MODULE II

(8 Hours)

Technology absorption and diffusion - absorption – assessment – evaluation – diffusion

Selection and implementation of new technologies – automation decisions

Case Study: 1 Technology adoption by apparel manufacturers in Tirupur town, India

(Source: **Journal of Fashion Marketing and Management: PUBLICATION DATE: Vol. 13, 2009**)

MODULE III

(8 Hours)

Strategic decision models: project management in adoption and implementation of new technologies –strategic cost analysis

Case Study: 2 Strategic technology management in the auto component industry in India.

(Source: **Journal of Advances in Management Research: PUBLICATION DATE: Vol. 8, 2011**)

MODULE IV

(6 Hours)

Managing new generation technologies: commercializing new and innovative technologies – invention –innovation – intellectual property rights

MODULE V

(6 Hours)

Knowledge based techniques: role of artificial intelligence techniques – knowledge management techniques for technology management

Case Study: 3 Knowledge Management Implementation in the Indian Public Sector: A Case Study at NTPC. (Source: **Enhancing Organizational Performance through Strategic Initiatives: Handbook of Management Cases: PUBLICATION DATE: pages 41-53, 2009**)

MODULE VI

(5 Hours)

Competitive advantages through new technologies: product development – from scientific breakthrough to marketable product – mechanism for technology transfer and acquisitions

Course Outcomes: Upon completion of the course student will have the ability to

CO1	Understand Various Technology management methods used in business organizations
CO2	Understand technology forecasting
CO3	Commercialize the technological inventions to solve business problems.
CO4	Evaluate technology of strategic decision for project management

RECOMMENDED BOOKS:

1. Management of new Technologies for global Competitiveness – Christian N Madu – Jaico Publishing house - Pearson education -2007
- 2 Handbook of Technology Management - Gaynor – McGraw Hill

REFERENCE BOOKS:

1. Technological systems and development – James – Allied publisher
2. Technology Transfer – Nell Sullivan – Cambridge University
3. Management of Technology Change – Rao A S – Global Business Press
4. Banking New Technology in marketing - Nichlos

MOOCs:

<https://www.class-central.com/mooc/1924/canvas-net-technology-and-the-future-managing-change-and-innovation>

Course	INTERNATIONAL BUSINESS MANAGEMENT	Course Code	16MBA4FGIB	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I

(6 Hours)

Globalisation

Meaning and implications - Globalisation of markets and production - The emerging global economy - Drivers of Globalisation. Modes and entry strategies of international business the globalisation debate: arguments for and against- trends in international trade. Differences between domestic and international business.

MODULE II

(6 Hours)

International Business Environment

Cultural aspects –values and norms– **social** structure– religious and ethical systems – Language – education – implications of cultural differences on business. International business environment – Political and legal factors – political systems – legal systems– Economic factors – the determinants of economic development.

Case1: The Poorest Continent (Source: International Business, Charles WL Hill, Arun K Jain, 6th edition, Tata McGraw-Hill)

MODULE III

(8 Hours)

Instruments of International trade policy

Tariffs, subsidies, local content requirements, administrative policies, anti-dumping policies. Political and economic arguments for intervention - Development of the world trading system –GATT –the Uruguay round of negotiations. WTO - genesis and functions – the future of WTO. **International Monetary System (IMF)**, Overview of IMF and World Bank

Case 2: Subsidy Dog Fight – Boeing versus Airbus (Source: International Business, Charles WL Hill, Arun K Jain, 6th edition, Tata McGraw-Hill)

MODULE IV Regional Integrations (8 Hours)

Trading Blocks nature and levels of integration– arguments for and against regional integration - Trading blocks– European Union, ASEAN, APEC, NAFTA, SAARC, ANDEAN PACT and MERCOSUR.

Case 3: Agricultural Subsidies and Development (Source: International Business, Charles WL Hill, Arun K Jain, 6th edition, Tata McGraw-Hill)

MODULE V: Multinational Corporations

(6 Hours)

Organisation, design and structures – headquarters and subsidiary relations in multinational corporations (MNC).

MODULE VI: Foreign Exchange Market (5 Hour)

Functions–nature of foreign exchange market – the trading mechanism – exchange rate determination –balance of trade – stability of exchange rate - currency convertibility - Expatriation and Repatriation.

Course Outcomes: Upon completion of the course student will have the ability to

CO1	Understand the Forex market
CO2	Apply various political, legal, cultural & economic factors prevalent globally to manage International business
CO3	Analyse international/global trade policies & regional trade integrations
CO4	Lead themselves towards achieving MNCs goals, thereby contributing towards their operations

RECOMMENDED BOOKS:

1. Charles W L Hill. And Arun Kumar Jain. International Business: competing in the global market place, McGraw-Hill, 2007.2.
2. John D. Daniels Lee H Radebaugh, International Business: Environments and Operations Addison Wesley, 2007.

REFERENCE BOOKS:

1. Oded Shenkar Yadong Luo : International Business –John Wiley &Co., 2006.
2. Wild J. John, Wild L. Keneth and Han C. Y. Jerry, International Business: An integrated approach, Prentice Hall International

MOOCS:

Course on EDX titled “IIMBx: IM110x International Business Environment and Global Strategy” <https://courses.edx.org/courses/course-v1:IIMBx+IM110x+1T2016/courseware/9745373e83c245329023e98b19a567fa/b686652d9c144fbdb45987eadbe65324/>

Indicative Course Assignment:

The following cases given in the text book titled International Business by Charles W L Hill and Arun Jain will be given as assignments.

- CASE STUDY 1: THE TRAGEDY OF CONGO
- CASE STUDY 2: THE RUSSIAN RUBLE CRISIS AND ITS AFTERMATH
- CASE STUDY 3: AGRICULTURAL SUBSIDIES AND DEVELOPMENT
- CASE STUDY 4: FDI IN VENEZUELA’S PETROLEUM INDUSTRY.
- CASE STUDY 5: THE POOREST CONTINENT

(Note: These assignments are indicative in nature. Other assignment are also rolled out with similar theme related to syllabus, based on development in the field and contemporary issues that might emerge)

Course	BUSINESS LAW	Course Code	16MBA4FGBL	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I **(6 Hours)** Law of Contract: Essential elements: Types, Discharge and Remedies for Breach of Contract. Negotiable instruments act: Nature and characteristics of Negotiable instruments, kinds of negotiable instruments, Parties to negotiable instruments, Negotiation, presentment, discharge and dishonor of negotiable instruments / Law of insurance – general principles of insurance, life, fire and marine.

MODULE II **(6 Hours)** Law of Agency: Essentials, kinds of agents, rights and duties of agent and principal, creation of agency, termination of agency
Bailment and Pledge: Bailment, definition, essential elements, rights and duties of bailor and bailee. Pledge – essentials, rights and duties of pledger and pledgee
Sale of goods Act: Essentials, sale v/s agreement to sell. Condition v/s warranties, rights of unpaid seller.
Arbitration: objectives and scope, Arbitral Tribunal, arbitral award, modes of arbitration. Appointment, remuneration and termination of arbitrator.

MODULE III **(5 Hours)** FEMA: Objectives, scope and provisions.
Consumer Protection Act: Objectives, definition, consumer protection council and state consumer protection council.
Factories Act, Shops and establishment act.

MODULE IV **(6 Hours)** Companies Act: definition, characteristics and kinds of companies, steps in formation of company. Memorandum of association, articles of association, prospectus.
Shares: Kinds of shares, kinds of debentures. Directors: appointment, power, duties and liabilities. Meeting and resolutions: types of meetings. Auditor: Appointment, rights and liabilities. Modes of winding up of a company.
Law of partnership: Definition, essentials of partnership, formation of partnerships, kinds of partners, authorities, rights and liabilities of partners, registration of partnership, dissolution of partnership firm

MODULE V **(8 Hours)** The information technology act, 2000: significance of e-commerce and e-governance, paperless society importance terms in it act, digital signature, certifying authority, computer resources, cybercrimes, offences and penalties.

The Indian patent act, 1970 & 2004: patent, patentee, inventions and non-inventions, EMR, grant of patent, opposition to patent, surrender of patent, infringement of patent, WTO and patent rules, decided cases on basumathi rice, turmeric, tomato and pharma products.

MODULE VI

(8 Hours)

Women and human rights at work-place: gender equality, harassment of women in organisation, types, fundamentals rights, nature of human rights, nhrc, un protocol on human rights, job reservation in private sectors, discrimination, whistle blowing, pros and cons, supreme court on protecting women rights at workplace.

Environment protection act, 1986: concepts of environment, environment pollution, environment pollutants, hazardous substance, occupier, types of pollution, global warning, causes for ozone layer depletion, remedies, powers and rules of central government to protect and promote environment in India.

Course Outcomes: Upon completion of the course student will have the ability to

CO1	Understand the relationship between business law principles and everyday business activities, and problems
CO2	Identify and explain the laws that impact upon business in areas relating to Law o
CO3	Demonstrate a sound knowledge of the laws which impact upon different business Organizations
CO4	Ability to evaluate women and human rights at work place.

RECOMMENDED BOOKS:

1. Saravanavel & Sumathi – Busines Law for Management – HPH
2. N D Kapoor – Elements of Mercantile Law – Sultan Chand
3. 1. S.S. Gulsan, Business Law, 3rd Edition, EB

REFERENCE BOOKS:

4. 2. Akhileshwar Pathak, Legal Aspects of Business, 2nd edition, TMH
5. 3. K.R. Bulchandani, Business Law for Management, 4th edition, HPH.Manmohan Prasad – Principles of business law and Management - HPH
6. M C Kuchhal – Business Law –Vikas, 4/e, 2005
7. Gulshan – Business Law – Excel Books
8. Students Guide to Merchantile & Commercial Law – Rohini Aggrawal – Taxmann, 2004

MOOCS:

<http://study.com/academy/course/business-law-course.html#about>

Course	MANAGEMENT OF START-UPS	Course Code	16MBA4FGMS	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I (6 hours)

Introduction: History of the Corporation, Startups vs Large Companies, Customer vs. Product Development, Entrepreneurial mind set, Entrepreneurial process. New Venture.

MODULE II (6 Hours)

Practice of Innovation: Purposeful Innovation, Innovative opportunity, Principles of Innovation. Sources: The unexpected, Process Need, Industry & Market structures, demographics, Perception, New Knowledge, Bright Idea.

MODULE III (6 hours)

Business Models and Customer Development: Value Proposition, Customer Segments, Revenue Streams, Key Resources, Customer Development Processes, Minimum Viable Product, Market Opportunity Analysis

MODULE IV (6 hours)

Patents, Copyrights and Trademarks: Protecting the ideas, Difference among Patent, copy right & trade mark. Patent cost. Timing. Ideas that could be patented. Legal requisites for patenting.

MODULE V (08 hours)

Organizing the Business Entity: Selecting and structuring a business entity. Corporations and limited liability companies. Limited, unlimited liability. Tax and control features. Organizational documents.

The legal framework of the employment relationship. Contract formation, interpretation and disputes. Contracts with accelerators and incubators. Ownership, compensation and governance issues. Dividing ownership. Stock as compensation. Vesting and options. Tax. Timing. Founders and early employees. The composition and role of a governing board.

MODULE VI (07 hours)

Financing the venture and legal compliance: Debt and equity. Capital from founders. Friends and family. Angels. Venture capital. Strategic investors. Crowd funding. Interpreting and negotiating a term sheet. Investor roles in management and governance. The interplay of sequential investors. The role of counsel.

Selling and buying the venture. Preparing for an acquisition. Financial and strategic buyers. The negotiation process. Diligence. The process and the risks. Broken deals. Other exits and long-term strategies. Going public. Strategic partnerships. Other exits and long-term strategies (cont.). Strategic partnerships and joint ventures. Preparing for an IPO.

- Case Study:** 1. Droom
 2. New Age Hotelier
 3. One Step Ahead

Source: Business Today

Course Outcomes: Upon completion of the course student will have the ability to

CO1	Understand the functioning of Business
CO2	Understand the nuisances of Business plan
CO3	Gain knowledge of legal compliances for new ventures
CO4	Develop the business model for their business idea

RECOMMENDED BOOKS:

1. Start-up Equation – A visual Guidebook for building your start-up. By Steven Fisher and Ia-Nae Duane. Mc GrawHill
2. Innovation and Entrepreneurship by Peter Drucker, Elsevier

REFERENCE BOOKS:

1. New venture creation by [Jeffry A Timmons](#), [Stephen Spinelli](#) . Mc GrawHill
2. Brad Feld and Jason Mendelson, Venture Deals 2nd edition, John Wiley & Sons, 2013
3. Jones, Gary (1998) Starting Up. How to launch and grow the new business. Natwest Small Business Handbooks, Financial Times Prentice Hall

MOOCs:NPTEL and other online course/Material :

http://nptel.ac.in/syllabus/syllabus_pdf/109105098.pdf
www.startup-buzz.com

Indicative Course Assignment:

Develop a business model for a chosen idea and prepare a business plan to for seeking finance from an Angel Investor

Course	PERFORMANCE MANAGEMENT & COMPETITIVE ADVANTAGE	Course Code	16MBA4FGPM	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I

(5 Hours)

Introduction Definition of performance Management, the 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.

MODULE II

(8 Hours)

Performance appraisal system implementation: Defining performance, determinants of performance, performance dimensions, approaches to measuring performance, diagnosing the causes of poor performance, differentiating task from contextual performance, choosing a performance measurement approach. Measuring results and behaviours, gathering performance information, implementing performance management system. Conducting Staff Appraisals: Introduction, need, skills required, the role of the appraiser, job description & job specification, appraisal methods, raters errors, data collection, conducting an appraisal interview, follow up & validation, present thoughts & future directions.

Case study:1; Appraising the secretaries at sweet water state university – Pg No. 349, HRM by Gary Dessler - Pearson

MODULE III

(6 Hours)

Performance management & employee development: Personal Development plans, 360 degree feedback as developmental tool, performance management & reward systems: performance linked remuneration system, performance linked career planning & promotion policy,

Case study:2; Dabur – The Case of a People Integrated PMS – Pg No. 125, Performance Management systems and strategies by Dipak kumar Bhattacharyya - Pearson

MODULE IV

(6 Hours)

Managing Team performance: Importance of Teams, Types of Teams and Implications for performance Management, purpose and challenges of team performance management, including team performance in the performance Management system.

MODULE V

(6 Hours)

Principles of competitive advantage: The value chain – identifying value activities, defining the value chain, linkages with in the value chain, vertical linkages, the buyer's value chain.

Competitive scope and value chain – segment scope, vertical scope, geographic scope, Industry scope, coalitions and scope, competitive scope and business definition, the value chain and industry structure. The value chain and organizational structure

Case Study: 3; World Wide Conference Center, Inc. - Pg No. 153, Performance Management by Herman aguins - Pearson

MODULE VI

(8 Hours)

Achieving interrelationship: Impediments to achieving interrelationships – sources of impediments, interrelationships and equity, differences in impediments among firms. Organizational mechanism for achieving interrelationships - Horizontal structure , Horizontal systems, Horizontal Human Resource practices, Horizontal conflict resolution, the corporate role in facilitating interrelationships, Interrelationships and the mode of diversification. Managing Horizontal organization – promising examples, Japanese firms and interrelationships, A New organizational form.

Course Outcomes: Upon completion of the course student will have the ability to

CO1	Understand various performance management process and performance appraisal methods
CO2	Apply various performance appraisal methods to solve business problems
CO3	Assess and evaluate performance of employees
CO4	Analyse the relationship between performance of employee and competitive advantage

RECOMMENDED BOOKS:

1. Performance Management – Herman Aguinis - Pearson education -2007
- 2 Competitive Advantage: Creating and Sustaining Superior Performance - E. Michael Porter - Free press -2004

REFERENCE BOOKS:

1. The Talent Management Hand Book- Lance A Berger & Dorothy R Berger – Tata Mc-Graw Hill
2. Appraising & developing Managerial performance - T.V Rao, Excel Books

MOOCs: <https://www.coursera.org/learn/employee-performance/>

Course	TOTAL QUALITY MANAGEMENT	Course Code	16MBA4FGTQ	SEE Duration	3 Hrs.	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE I

(5 Hours)

Introduction to total quality management

Concepts of quality and total quality, costs of quality, organizing for quality control, statistical quality control, concepts of quality assurance, total quality control & management, benefits of TQM.

MODULE II

(5 hours)

Quality management philosophies

Evolution of TQM, Quality philosophies, Deming philosophies, Deming cycle, Deming's 14 points, Juran philosophy, quality trilogy & universal break through sequence, Steps for quality improvement, Philips Crosby's tenet, quality is free, absolutes of quality, 14 steps for quality improvement, Taguchi's quality loss functions, Feigenbaum's philosophy.

MODULE III

(6 hours)

Managing for quality and high performance

Top management commitment and involvement, customer involvement and focus, designing product and process for quality, developing supplier partnership, customer services, employee involvement and empowerment, quality at the source, quality circles, TQM models, quality standards and awards – ISO 9001 – 2000, ISO 14000, QS 9000, Deming Prize, Malcolm Baldrige Quality awards, European quality awards, designing high performance work teams, training, team work and co-operation, compensation and recognition, overcoming resistance to change, employee motivation and performance, appraisal for achieving high quality performance.

MODULE IV

(5 hours)

Process management and quality control tools

Tools for quality planning, Quality Function Deployment (QFD), concepts and techniques, six sigma concept, Deming's PDCA cycle, Poka Yoke and 7 QC tools

MODULE V

(5 hours)

Strategic management for Total Quality

Total quality and competitive advantage, strategic planning and total quality improvement strategies, quality planning process, strategy development, management tool for implementing policy deployment, quality culture and leadership, organizing for total quality, TQM organization, recognizing organizations for TQM.

MODULE VI**(8 hours)****Benchmarking**

Evolution of benchmarking, concepts, advantages, limitations of benchmarking, areas to benchmark, levels and types of benchmarking, benchmarking process, role of benchmarking in TQM.

Business process re-engineering

Principles, concepts, applications, benefits and limitations of re-engineering, re-engineering process and its relevance to TQM

Concepts of Capability Maturity Models

Case studies with Indian context**(5 hours)**

1. TQM practices in Travel Services, *Journal of scientific and industrial research*, Vol 59, Sep 2000, pg,73-737

2 The Quest for Excellence: A Case Study of TQM Practice in Tata Steel. www.cpmr.org.in

3. Implementation of total quality management Case study: British Airways. *Bulletin of the Transylvania University of Brasov Series V: Economic Sciences • Vol. 8 (57) No. 1 – 2015*

Course Outcomes: Upon completion of the course student will have the ability to

CO1	Evaluate the principles of quality management and to explain how these principles can be applied within quality management systems
CO2	Identify the key aspects of the quality improvement cycle and to select and use appropriate tools and techniques for controlling, improving and measuring quality
CO3	Critically appraise the organisational, communication and teamwork requirements for effective quality management
CO4	Critically analyse the strategic issues in quality management, including current issues and developments, and to devise and evaluate quality implementation plans

RECOMMENDED BOOKS:

1. Total Quality Management Prof. K Shridhar Bhat HPH, 1/e, 2004
2. Total Quality Management – Dr. B Janakiraman, Prof. R K Gopal – PHI, 2005
3. Total Quality Management – James R Evans – South Western Publishers, 2/e, 2000
4. Total Quality Management R P Mohanty, R R Lakhe Jaico, 2003

REFERENCE BOOKS:

1. Management Guide to Quality And Productivity – M R Gopalan, John Bicheno – Biztantra, 2/e, 2004
2. Quality Management – Kaniska Bedi – Oxford Publication, 2004
3. Quality Management Creating And Sustaining Organizational Effectiveness C S Summers – Pearson/ PHI, 2004
4. Total Quality Management – Poornima M Charantimath

CROSS FUNCTIONAL ELECTIVES

Course	SOCIAL ENTREPRENUERSHIP	Course Code	16MBA4XGSE	SEE Duration	3 Hrs.	Total no. of Lecture Hours
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	39

MODULE: I

(6 hours)

Introduction to Social Entrepreneurship, Meaning of social entrepreneurship, societal entrepreneurship and different forms, General developments in Entrepreneurship, Social Entrepreneurship in practice, Social Entrepreneurship policy, Social Entrepreneurship theories, rethinking social initiatives by Business, Social Entrepreneurship and for profit setting, Framework for future research in Social Entrepreneurship.

Case Study: 1 Patagonia: Social enterprise

(Source: Harvard Business Review: PUBLICATION DATE: August 11, 2010 PRODUCT #: 711020-PDF-ENG)

MODULE: II

(5 hours)

Philanthropy and Hybrid Ventures, Leadership that facilitates societal transformation, the Competitive Advantage of Corporate Philanthropy, Social entrepreneurship as entrepreneurial and Competitive as business

Case Study: 2 Innovation and Social Entrepreneurship: Newman's own Inc.

(Source: Harvard Business Review: PUBLICATION DATE: October 07, 1998 PRODUCT #: 399052-PDF-ENG)

MODULE: III

(8 hours)

Non-profits, Governments and Social Entrepreneurship-Inductive typology, measuring and managing performance, Capital/Funding/Financing: Sources of Financing for New Non-profit Ventures, Marketing in Social ventures, Focusing the Social Marketing Concept, Challenges in Social Entrepreneurship, institutionalization of social entrepreneurship, scaling/legal issues, Social entrepreneurship and Corporate Social Responsibility.

Module: IV

(6 hours)

Introduction, Meaning, types and nature of social responsibilities, CSR Principles and Strategies, Models of CSR, Best Practices of CSR, Need for CSR, Designing Your CSR Strategy: Examining the social and environmental systems in which the company operates to target relevant opportunities for impact, Conducting an inventory of your current CSR efforts, Creating a blueprint for change, Driving environmental and social benefit within three distinct areas—engaging in philanthropy, optimizing operational impact, and creating shared value, Consolidating your efforts around key objectives, Evolving your CSR activities to align with organizational goals and capabilities, Identifying opportunities that benefit the organization as

well as the community, Building your ability to create shared business and social value over time, Making the business case for your CSR strategy.

Module: V

(8 hours)

Driving Social Responsibility throughout the Organization: Integrating CSR best practices into key business areas, disseminating policy effectively, and embedding CSR within the culture, Building CSR expertise and capabilities, Integrating social responsibility metrics into general performance management systems, Measuring social and business impact, Communicating the goals and impact of CSR efforts to colleagues, shareholders, and other stakeholders.

Case Study-3: Akshaya Patra: Feeding India's Schoolchildren, Authored by DAVID UPTON CHRISTINE ELLIS SARAH LUCAS AMY YAMNER, Harvard Business School, 9-608-038 DECEMBER 17, 2007.

https://www.akshayapatra.org/apadmin/uploads/userfiles/images/pdf/harvard_business_school_study.pdf

Module: VI

(6 hours)

Managing Risk and Decision Making: Evaluating complex environments and potential impacts before investing capital or making business decisions, Decentralizing CSR to allow for local differences and optimizations across the organization, regionally and globally, Identifying current vulnerabilities and predicting future pitfalls, Preparing for crisis scenarios, Integrating CSR initiatives in vendor and supplier agreements, interacting effectively with diverse internal and external stakeholders.

Course Outcomes: Upon completion of the course student will have the ability to (BNS)

CO1	Gain insight on Social Entrepreneurship and understand the challenges in Social Entrepreneurship
CO2	Identify opportunities that benefit the Organization as well as the Community through CSR strategies by creating social value over time
CO3	Drive the CSR activities in organizations by integrating it with Performance Management Systems
CO4	Predict the pitfalls taking into account the possible crisis scenarios and its implication and strategize accordingly

RECOMMENDED BOOKS:

1. Social Entrepreneurship: Theory and Practice – February 2, 2012- by Ryszard Praszki (Author), Andrzej Nowak (Author)
2. Corporate Social Responsibility in India, Sanjay K. Aggarwal

REFERENCE BOOKS:

1. Social Entrepreneurship: What Everyone Needs to Know- by David Bornstein
2. Getting Beyond Better: How Social Entrepreneurship Works Hardcover – October 6, 2015- by Roger L. Martin (Author), Sally Osberg (Author), Arianna Huffington (Foreword)
3. Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause – 29 Sep 2008, by Philip Kotler (Author), Nancy Lee (Author)
4. Corporate Social Responsibility: Readings and Cases in a Global Context – Import, 6 Dec 2007 by Andrew Crane (Editor), Dirk Matten (Editor), Laura Spence (Editor).

MOOCS:

<https://www.mooc-list.com/course/identifying-social-entrepreneurship-opportunities-coursera>

<https://www.mooc-list.com/course/communicating-corporate-social-responsibility-csr-edx>

Indicative Course Assignments:

1. Interact with leading social entrepreneurs who are using business skills to address complex social problems and submit a report on Opportunities, Issues and Challenges faced by 21st Century Social Entrepreneurs.
2. Develop business plan for a social venture

Course	CHANGE AND KNOWLEDGE MANAGEMENT	Course Code	16MBA4XGCK	SEE Duration	3 Hrs.	Total no. of Lecture Hours 39
Credits	03	L-T-P-S hours	3-0-0-0	SEE+ CIE	50 + 50	

PART A- MANAGING CHANGE

MODULE I

(6 Hours)

Change: Introduction, meaning, need, implications.

Personal Change: Meaning, understanding personal change, and personal change process, components of personal change: Self-awareness, self-analysis, self-efficacy, self-esteem, organizational roles - making organizational roles effective and role efficacy, Importance.

MODULE II

(8 Hours)

Organizational Change: Definition, nature, types, forces, models of organizational change – Force Field, Kurt Lewis, Systems, 7 Stage and Contemporary Activities Research, Managerial approaches for implementing change, perspectives on change, understanding the change process, Change management: leading the change process, facilitating change, dealing with individual and group resistances, intervention strategies, develop learning Organization.

Case Study 1: Organizational Change: Case Study of General Motors, <https://www.asee.org/documents/zones/zone1/2014/Student/PDFs/159.pdf>

MODULE III

(8 Hours)

Organizational Culture & Change: Corporate Culture, types of culture, importance, nature, formal & informal components of organizational culture, functions, creating & sustaining culture, designing strategy for cultural change – trans global& cross cultural contents, researches on cultural differences in Organizations, Organizational Culture & leadership, emerging trends in Organizational culture.

Creativity & Innovation: Meaning, need, components of creativity & innovation, Organizational Constraints, Organizational environment for Creativity & Innovation.

PART B- KNOWLEDGE MANAGEMENT

MODULE IV

(5 Hours)

Introduction: Definition, evolution, need, drivers, scope, approaches in Organizations, strategies in organizations, components and functions, understanding knowledge; Learning organization: five components of learning organization, knowledge sources, and documentation.

MODULE V**(6 Hours)**

Essentials of Knowledge Management: Knowledge creation process, knowledge management techniques, -Knowledge creation process, systems and tools, organizational knowledge management architecture and implementation strategies, building the knowledge corporation and implementing knowledge management in organization.

MODULE VI**(6 Hours)**

Knowledge management system life cycle: Managing knowledge workers, knowledge audit, and knowledge management practices in organizations, few case studies.

Case Study 2: “Knowledge management in India – A case study of an Indian bank” – ICICI Wise Guy www.nepjol.info/index.php/JNBS/article/viewFile/2078/1906

Case study 3: “Xerox creates a knowledge sharing culture through grass root efforts” – Knowledge Management in Practice, Published by the American Productivity and Quality Centre.

Futuristic KM: Knowledge Engineering, Theory of Computation, Data Structure.

(NOTE: Proportionate weightage - based on number of hours allotted - should be given to both the parts while setting question papers)

Course Outcomes: Upon completion of the course student will have the ability to

CO1	Understand and explain the fundamentals concepts of organizational change and knowledge management
CO2	Apply the organizational models to optimize change initiatives
CO3	Critically evaluate organizational change process and knowledge sharing practices
CO4	Engage students to deliver seminar topics by analyzing real case studies in the area of Change and Knowledge Management

RECOMMENDED BOOKS:

1. Knowledge Management – a resource book – A Thohothathri Raman, Excel, 2004.
2. Knowledge Management- Elias M. Awad Hasan M. Ghazri, Pearson Education
3. Change and Knowledge Management – B.Janikiraman, P.V. Raveendra, Shubha Muralidhar –Biztantra – first edition 2010.

REFERENCE BOOKS:

1. Change Management, concepts and applications, Radha R. Sharma, TMH
2. Managing Organizational Change - V Nilkant, S Ramnarayan Response Books 2004.

3. Managing organizational change, Palmer, Dunford, Akin, Tata Mc-Graw Hill edition
4. Organization Change and Development, Kavith Singh, Excel Books
5. Change & Knowledge Management-R.L. Nandeshwar, Bala Krishna Jayasimha, Excel Books, 1st Ed.
6. Management of Organizational Change – K Harigopal – Response Books, 2001
7. The KM Toolkit – Orchestrating IT, Strategy & Knowledge Platforms, Amrit Tiwana, Pearson, PHI, 2nd Edition.
8. The Fifth Discipline Field Book – Strategies & Tools For Building A learning Organization – Peter Senge Et Al. – Nicholas Brealey – 1994
9. Knowledge Management – Sudhir Warier, Vikas publications
10. Leading with Knowledge, Madanmohan Rao, Tata Mc-Graw Hill.

MOOCs:

<https://www.edx.org/course/knowledge-management-big-data-business-hkpolyux-ise101x-0>

Indicative Course Assignments:

1. To study the changes of a merger /acquisition – from both individual and organizational perspective
2. To study the KM practices in different sectors. Each student will take one sector and do a comparative analysis.