



## **B M S College of Engineering Department of Management Studies and Research Centre**

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### **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. 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.

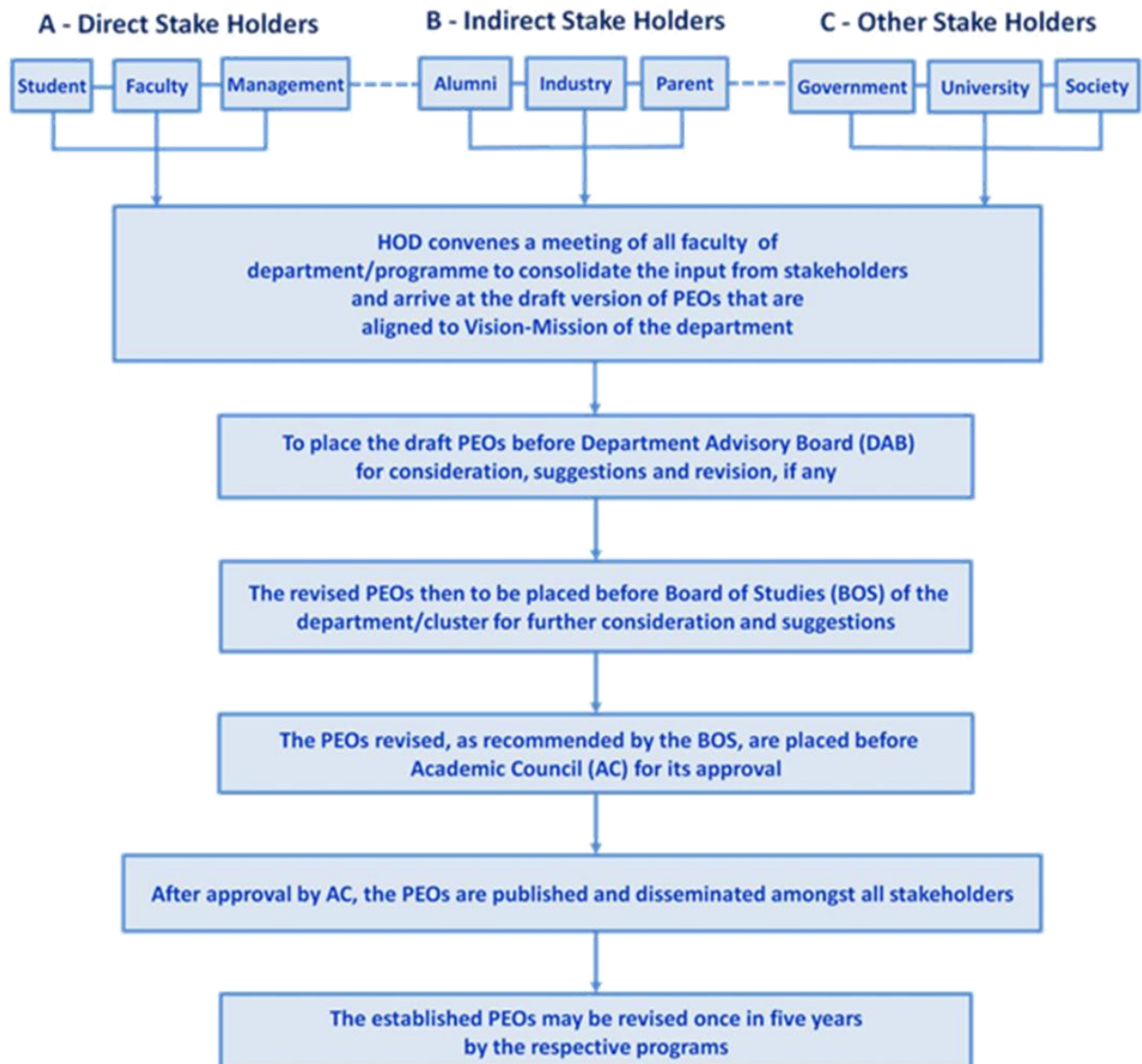
### **VISION**

**Develop leaders through Quality Management Education, Research and Entrepreneurship contributing to the Society**

### **MISSION**

- 1. To enhance the knowledge and capabilities to meet the Global challenges though suitable curriculum**
- 2. To be concerned and connected with the societal issues**
- 3. To foster collaborative contributions through training**
- 4. To inculcate sense of professional ethics, commitment and integrity**

# PROCESS OF 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, analyze, 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: 2**

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 way 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 2018-2020

### Masters of Business Administration Programme

I Semester	II Semester	III Semester	IV Semester	Total
24+1= 25 Credits	24+1=25 Credits	21 + 4= 25 Credits	15 + 10=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 – 5 units
II	6	4	24+1 (Seminar) = 25	52 hours – 5 units
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	III Sem = 3 IV Sem = 1	3	09 (III Sem) 03 (IV Sem)	39 hours – 5 units
No. of Functional Electives in each specialization	3 to be chosen out of 6	3	9	39 hours – 5 units
No. of Cross Functional Electives in each specialization	1 to be chosen out of 2	3	3	39 hours – 5 units
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 (F):** 6 courses will be offered in each specialization out of which the student is required to choose 3 courses.

**Cross Functional Electives (X):** 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 F & X from the same specialization.

### I SEMESTER Total credits: 25

Sl. No	Course code	Course title	L	T	P	Hours/ week	Credits	IA	Exam	Total Marks
1	18MBA1PCMO	Management Process and Organizational Behavior	4	0	0	4	4	50	50	100
2	18MBA1PCME	Managerial Economics	4	0	0	4	4	50	50	100
3	18MBA1PCAC	Accounting for Managers	4	0	0	4	4	50	50	100
4	18MBA1PCMM	Marketing Management	4	0	0	4	4	50	50	100
5	18MBA1PCBC	Business communication	4	0	0	4	4	50	50	100
6	18MBA1PCBA	Business Analytics	4	0	0	4	4	50	50	100
7	18MBA1SRCI	Seminar I	0	0	2	2	1	50	50	100
		<b>Total</b>				<b>26</b>	<b>25</b>			<b>700</b>

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

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

**English – Zero credit mandatory course (18MBA1NCEN):** 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	Hours/ week	Credits	IA	Exam	Total Marks
1	18MBA2PCOR	Operations Research	4	0	0	4	4	50	50	100
2	18MBA2PCFM	Financial Management	4	0	0	4	4	50	50	100
3	18MBA2PCHR	Human Resource Management	4	0	0	4	4	50	50	100
4	18MBA2PCBR	Business Research Methods	4	0	0	4	4	50	50	100
5	18MBA2PCBG	Business Government & Society	4	0	0	4	4	50	50	100
6	18MBA2PCMS	Management Information System	4	0	0	4	4	50	50	100
7	18MBA2SRSI	Seminar II	0	0	2	2	1	50	50	100
		<b>Total</b>				<b>26</b>	<b>25</b>			<b>700</b>

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

CO1	Understand the real situation related to social issues
CO2	Illustrate various issues related social issues
CO3	Analyse the changing scenario of socially relevant topics which make a real difference in people's life
CO4	Demonstrate knowledge sharing by using IT tools
CO5	Engage students to deliver seminar topics by analysing real case studies in the area of socially relevant projects

**Business Mathematics – Zero credit mandatory course (18MBA2NCBM):** This course will have 2 lecture hours per week and will help the students to improve their mathematical skills required for business. The course is compulsory for the 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.



### III SEMESTER

Total credits: 25

Sl. No	Course code	Course title	L	T	P	Hours/ week	Credits	IA	Exam	Total Marks
1	18MBA3PCOM	Operations Management	3	0	0	3	3	50	50	100
2	18MBA3PCMB	Macro Business Environment	3	0	0	3	3	50	50	100
3	18MBA3PCED	Entrepreneurship Development	3	0	0	3	3	50	50	100
4		Functional Elective 1	3	0	0	3	3	50	50	100
5		Functional Elective 2	3	0	0	3	3	50	50	100
6		Functional Elective 3	3	0	0	3	3	50	50	100
7		Cross Functional Elective 1	3	0	0	3	3	50	50	100
		<b>Total</b>				<b>21</b>	<b>21</b>			
8	18MBA3NTOS	Internship	0	0	8	8	4	50	50	100
							<b>25</b>			<b>800</b>

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

CO1	Understand the functional departments of an organization
CO2	Analyse the complexities of each department of an organization
CO3	Present the report in a written form
CO4	Engage students to deliver the findings of the internship through oral presentations

**SPECIALISATION: HUMAN RESOURCE MANAGEMENT ELECTIVES**

<b>Course Code</b>	<b>Course Title</b>
<b>Functional Electives</b>	
18MBA3FHRS	Recruitment & Selection
18MBA3FHCM	Compensation Management
18MBA3FHLI	Legal Environment & Industrial Legislations
18MBA3FHOS	Organization Structure , Process & Design
18MBA3FHKM	Knowledge Management
18MBA3FHER	Employee Retention Management
<b>Cross Functional Electives</b>	
18MBA3XHOL	Organizational Leadership & Team Building
18MBA3XHPR	Public Relations

**SPECIALISATION: MARKETING MANAGEMENT ELECTIVES**

<b>Course Code</b>	<b>Course Title</b>
<b>Functional Electives</b>	
18MBA3FMCB	Consumer Behaviour
18MBA3FMBM	Business Marketing
18MBA3FMMR	Marketing Research
18MBA3FMMS	Services Marketing
18MBA3FMMS	Marketing Metrics
18MBA3FMMP	Product Management
<b>Cross Functional Electives</b>	
18MBA3XMSM	Sales Management
18MBA3XMEM	Event Marketing & Management

**SPECIALISATION: FINANCIAL MANAGEMENT ELECTIVES**

<b>Course Code</b>	<b>Course title</b>
<b>Functional Electives</b>	
18MBA3FFAF	Advanced Financial Management
18MBA3FFIM	Investment Management
18MBA3FFFR	Financial Reporting
18MBA3FFRI	Risk Management & Insurance
18MBA3FFMF	Micro Finance
18MBA3FFMB	Merchant Banking & Financial Services
<b>Cross Functional Electives</b>	
18MBA3XFVC	Venture Capital Financing
18MBA3XFPB	Principles & Practice of Banking

### **SPECIALISATION: GENERAL MANAGEMENT ELECTIVES**

<b>Course code</b>	<b>Course Name</b>
<b>Functional Electives</b>	
18MBA3FGIM	Innovation Management
18MBA3FGPM	Project Management
18MBA3FGSC	Supply Chain Management
18MBA3FGFB	Managing Family Businesses
18MBA3FGCR	Customer Relationship Management
18MBA3FGCN	Conflict Management & Negotiation
<b>Cross Functional Electives</b>	
18MBA3XCGB	Corporate Governance and Business Ethics
18MBA3XGIP	Intellectual Property Rights

**IV SEMESTER****Total credits: 25**

Sl. No	Course code	Course title	L	T	P	Hours/ week	Credits	IA	Exam	Total Marks
1	18MBA4PCSM	Strategic Management	3	0	0	3	3	50	50	100
2		Functional Elective 4	3	0	0	3	3	50	50	100
3		Functional Elective 5	3	0	0	3	3	50	50	100
4		Functional Elective 6	3	0	0	3	3	50	50	100
5		Cross Functional Elective 2	3	0	0	3	3	50	50	100
		<b>Total</b>				<b>15</b>	<b>15</b>			
6	18MBA4PWFT	Final Project	0	0	20	20	10	75	75	150
							<b>25</b>			<b>650</b>

**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:

CO1	Ability to engage in Literature review to identify the problem/ identified problem
CO2	Ability to identify the management theories and practices to solve the identified problem
CO3	Ability to identify the research methodology and hypothesis for data based decision making
CO4	Ability to plan the research using the Gantt chart
CO5	Ability to prepare the suggestions and recommendations which incorporates professional values and makes business sense
CO6	Ability to submit a written report, poster and video presentation
CO7	Ability to explain the work through an oral presentation that includes economical , legal, and ethical aspects of business

### **SPECIALISATION: HUMAN RESOURCE MANAGEMENT ELECTIVES**

<b>Course Code</b>	<b>Course Title</b>
<b>Functional Electives</b>	
18MBA4FHLD	Learning & Development
18MBA4FHST	Strategic Talent Management
18MBA4FHOD	Organizational Development
18MBA4FHHI	International Human Resource Management
18MBA4FHMC	Managerial Counseling
18MBA4FHHA	HR Analytics
<b>Cross Functional Electives</b>	
18MBA4XHPG	Personal Growth & Interpersonal Effectiveness
18MBA4XHWE	Work Ethics

### **SPECIALISATION: MARKETING MANAGEMENT ELECTIVES**

<b>Course Code</b>	<b>Course Title</b>
<b>Functional Electives</b>	
18MBA4FMRM	Rural Marketing
18MBA4FMCM	Marketing Channel Management
18MBA4FMIM	Integrated Marketing Communications
18MBA4FMRE	Retail Management
18MBA4FMIM	International Marketing
18MBA4FMSS	Strategic Marketing
<b>Cross Functional Electives</b>	
18MBA4XMBM	Strategic Brand Management
18MBA4XMEM	E-Marketing

**SPECIALISATION: FINANCIAL MANAGEMENT ELECTIVES**

<b>Course Code</b>	<b>Course Title</b>
<b>Functional Electives</b>	
18MBA4FFMA	Mergers, Acquisitions and Corporate Restructuring
18MBA4FFDR	Derivatives
18MBA4FFSC	Strategic Credit Management
18MBA4FFIF	International Financial Management
18MBA4FFTM	Tax Management
18MBA4FFPA	Project Appraisal, Planning & Control
<b>Cross Functional Electives</b>	
18MBA4XFPF	Personal Finance
18MBA4XFCM	Cost Management

**SPECIALISATION: GENERAL MANAGEMENT ELECTIVES**

<b>Course Code</b>	<b>Course Title</b>
<b>Functional Electives</b>	
18MBA4FGMT	Management of Technology
18MBA4FGIB	International Business Management
18MBA4FGBL	Business Law
18MBA4FGMS	Management of Start-ups
18MBA4FGPM	Performance Management & Competitive Advantage
18MBA4FGTQ	Total Quality Management
<b>Cross Functional Electives</b>	
18MBA4XGSE	Social Entrepreneurship
18MBA4XGCK	Change and Knowledge Management

# COURSE GUIDELINES

## 1. Credited Theory Courses with Lecture Component only

- One Lecture Hour per week will be equal to One Credit
- One credit will have a course content of Thirteen hours
- Four credit courses in first and second semester
- Three 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 by the course instructor

## 2. Zero Credit Mandatory Courses

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

## 3. Seminar

- Two Hours / week
- Topics on contemporary issues in the field of Management (Seminar I) and Social issues (Seminar II)
- Students will work individually for Seminar I and in teams for Seminar II. They will make a presentation and submit a report.
- 85% Attendance is mandated

## 4. Projects

### a). Internship

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

### b). Final Project

- Individual student will work in a Company / Independently
- Six Weeks field work during the Fourth Semester
- Two hours of practical work / week will be equal to one credit
- The students will affiliate with a company/independently based on their specialization to do a research and submit a report

## 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

<b>Theory</b>	<b>AAT</b>			
<b>Test</b>	<b>Quiz/Case Discussion / Course Assignments</b>	<b>Total CIE</b>	<b>Total SEE</b>	<b>Total Marks Grading</b>
<b>40 Marks</b>	<b>10</b>	<b>50 Marks</b>	<b>50 Marks</b>	<b>100 Marks</b>

- **CIE**
  - Both the tests are compulsory as per the guidelines of the College. Each test will be conducted for 40 marks and will be converted to 20 marks
  - Quiz /Case Discussion /Course Assignment or any AAT decided by the course instructor to be conducted for 10 marks
  - **Rubrics for Case Discussion & Course Assignments** - as decided by the course instructor
- **SEE**

### SEE Question Paper Pattern

- Part A will consist of 7 questions of 5 mark each. Student is expected to answer 6 questions
- Part B will consist of 6 questions of 10 mark each. Student is expected to answer 5 questions
- Part C will be a compulsory case study for 20 marks. There can be 3 to 4 sub questions.
- The questions framed must be mix of all modules. Due Weightage to all modules should be given based on the contact hours
- Conducted for 100 marks



## 2. Zero Credit Mandatory Courses:

Theory		Total CIE
Test	Quiz	
40 Marks	10 Marks	50 Marks

- Assessment and Evaluation based only on CIE
- CIE
  - Both the tests are compulsory as per the guidelines of the College. 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

## 3. Seminars I:

Every week, 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/Alumni/Academics 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 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.

### 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** \_\_\_\_\_

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

#### 4. Internship

#### INTERNSHIP EVALUATION

<b>Internal Evaluation - CIE</b>	<b>Viva Voce Examination - SEE</b>			<b>Total Marks</b>
	<b>Internal</b>	<b>External</b>	<b>Average</b>	
<b>50 Marks</b>	<b>50 Marks</b>	<b>50 Marks</b>	<b>50 Marks</b>	<b>100 Marks</b>

#### RUBRIC

**Student Presenter:** \_\_\_\_\_

**Evaluator:** \_\_\_\_\_

**Date** \_\_\_\_\_

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

**5. Final Project**

**FINAL PROJECT EVALUATION**

<b>Average of Internal &amp; External Report Evaluation</b>	<b>Viva Voce Examination - SEE</b>			<b>Total Marks</b>
	<b>Internal</b>	<b>External</b>	<b>Average</b>	
<b>75 Marks</b>	<b>75Marks</b>	<b>75 Marks</b>	<b>75 Marks</b>	<b>150 Marks</b>

**FINAL PROJECT EVALUATION RUBRIC**

**Student Presenter:** \_\_\_\_\_

**Evaluator:** \_\_\_\_\_

**Date**\_\_\_\_\_

<b>Attributes</b>	<b>&gt;80% (13-15 marks)</b>	<b>(&gt;40 %=&lt; 80%) (7-12 marks)</b>	<b>=&lt; 40% (1-6 marks)</b>	<b>Final Score</b>
<b>Knowledge and Content (Report)</b>				
Objectives content - Introduction	Substantially well scripted  Clearly written	Reasonably written.  Written, but logic is missing.	Not very clear  Not well written	15
Theoretical concepts	Clearly identified and used in the work	Identified and reasonably used	Not clearly identified and used	15
Methodology , Statement of problem(SOP)	SOP- very clear  Methodology- well suited for the problem	SOP- reasonably clear  Methodology- can be improvised	SOP- Not clear  Methodology- Not clear	15
Literature review	>10 literature collected in the problem area meaningfully and gap identified	>5 and =<10 literature collected in the problem area	= < 5 literature randomly collated	15
Data Collection (quality & quantity) and Data Analysis	Adequacy of data  Analysis of higher order and suitable for the data with clear understanding of the use of analysis	Primary / secondary data collected but of inadequate quality  Analysis done , but without understanding the requirement of the analysis	Inadequate – secondary/ primary data (quality & quantity)  Basic analysis done.	15
Poster and video presentation	Clearly articulated poster.  Meaningful presentation.	Reasonably articulated poster and video presentation.	Less clarity in poster and video presentation.	15
Results & Findings & recommendations	Articulated with implementable suggestions which makes business sense	Reasonably articulated and suggestions are fair.	Not very clearly articulated.  Suggestions very routine.	15

Bibliography	Followed the standard referencing style	Followed different referencing styles	Written but not followed any referencing style	15
Timelines (Gantt Chart /Weekly reports)	Gantt chart available and followed	Gantt chart available but not followed	Gantt chart not available	15
Overall quality and completeness of the report with originality	Good quality and complete (plagiarism <10%)	Reasonable quality and completeness (plagiarism >10-20%)	Acceptable quality and completeness (plagiarism >20-25%)	15
<b>Presentation &amp; Viva-Voce</b>				
Graphics (use of PowerPoint)	Slides organized extraordinarily	Slides reasonably organized	Slides not well organized	15
Mechanics	Grammar appropriately used	Reasonable usage of grammar	Usage of grammar is poor	15
Elocution/Language	Good clarity and command over language	Reasonable clarity in using language	Lack of clarity in usage of language	15
Length and Pace	Timing managed accurately	Reasonably managed time	Timing not maintained	15
Overall impression (Q&A)	Good clarity of concepts and high confidence	Average clarity of concepts and average confidence	Lack of clarity in concepts and poor confidence	15



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

**SEE - Question Paper Pattern:**  
**I Semester End Examination - MBA Degree Examination**

Course: \_\_\_\_\_

Course Code: \_\_\_\_\_

**Duration: 3 Hours**

**Max Marks: 100**

Q.No.	Questions	Marks
<b>PART – A (Answer any SIX only)</b>		
1		5
2		5
3		5
4		5
5		5
6		5
7		5
8		
<b>PART – B (Answer any FIVE only)</b>		
9		10
10		10
11		10
12		10
13		10
14		10
15		10
<b>PART – C</b>		
16	<b>CASE STUDY ( Maximum 2 or 3 Questions only)</b>	20

PART – A to have questions of Low level difficulty

PART – B to have questions of Medium level difficulty

PART – C to have a case covering important concepts

All the Units of the course to be COVERED

<b>Course</b>	<b>MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR</b>	<b>Course Code</b>	<b>18MBA1PCMO</b>	<b>SEE Duration</b>	<b>3 Hours</b>	<b>Total No. of Lecture Hours</b>
<b>Credits</b>	<b>04</b>	<b>L-T-P hours</b>	<b>4-0-0</b>	<b>CIE+ SEE</b>	<b>50 + 50</b>	<b>52</b>

## **PRINCIPLES OF MANAGEMENT**

### **UNIT I (06 hours)**

Management – Introduction: Definition of management, nature, purpose and functions, management as a field of study (as science, art, craft and profession), the functions of managers, 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.

### **UNIT II (10 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, difference between organization and organizing, types of Organization: formal and informal organizations, its importance; Organizational structure

### **UNIT III (10 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.

## **ORGANIZATIONAL BEHAVIOUR**

### **UNIT IV (14 hours)**

Organizational Behavior – Introduction, definition, goals, elements, historical development of Organizational behaviour, fundamental concepts, contributing disciplines to OB, Challenges and Opportunities of O.B, The future of OB.

**Individual Behaviour:** Introduction, foundations of individual behavior:

**Personality:** Definition, determinants, personality traits, types, from concepts to skills, Big Five model of personality and personality attributes influencing OB.

To administer instruments to measure personality – MBTI, JOHARI Window and FIRO -B

**Perception:** Meaning, factors influencing perception, theories, perceptual errors, the link between perception and individual decision making.



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

**Attitudes:** definition, sources of attitudes, types of attitudes, cognitive dissonance theory 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

## UNIT V

(12 hours)

**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.

**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,

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

<b>CO1</b>	Learn and apply techniques in General Management and Organization Behaviour to solve business problems
<b>CO2</b>	Analyze and assess facets of Business environment for various Organizational purposes
<b>CO3</b>	Nurture leadership skills required to manage the team effectively, in order to achieve Organization's objectives
<b>CO4</b>	Inculcate critical thinking skills in students to enable them to analyze business data and cases and make decisions related to General Management and Organization Behaviour
<b>CO5</b>	Develop value based leadership through oral presentation and assignments

## RECOMMENDED BOOKS

1. Management - A Global Perspective - Harold Koontz, Heinz Weirich - TMH 6th edition, 2004.
2. Management-A.F. Stoner, R. Edward Freeman, Daniel R Gilbert. J.R-Pearson Education, 6<sup>th</sup> Edition
3. Organizational Behaviour - Stephen Robbins Et Al - Pearson Education, 12<sup>th</sup> 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 21<sup>st</sup> Century: Identify and give account of the lives of any five men or women of 21<sup>st</sup> 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.

<b>Course</b>	<b>MANAGERIAL ECONOMICS</b>	<b>Course Code</b>	<b>18MBA1PCME</b>	<b>SEE Duration</b>	<b>3 Hours</b>	<b>Total No. Of Lecture Hours</b> <b>52</b>
<b>Credits</b>	<b>04</b>	<b>L-T-P-S hours</b>	<b>4-0-0-0</b>	<b>CIE+ SEE</b>	<b>50+ 50</b>	

**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. **(Only Theory)**

**MODULE II: Fundamental Concepts of Managerial Economics. (06 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. **(Only Theory)**

**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. **(Only Theory)**

**MODULE IV: Cost Analysis, Production analysis & Profits. (14 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 functions with 2 variable inputs and Laws of returns to scale, Indifference Curves, ISO-Quants & ISO-Cost line, Economies of scale, Diseconomies of scale. Break Even Analysis – Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions. **(Only Theory)**.

**MODULE V: Market structure and pricing practices. (14 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. **(Only Theory)**

**Course Outcomes: The student will be able to**

CO1	Learn and apply the principles and practices of microeconomics to solve business problems.
CO2	Understand and analyse the demand, cost, production, pricing, profit and capital management aspects of business.
CO3	Think, analyse, assess, summarise and present (oral and written) using cases and data for decision making.
CO4	Formulate 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](http://www.edx.org/course/introduction-ManagerialEconomics-IIMBX).

**Indicative Course Assignments:**

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

**Question Paper:** 100% Theory.

<b>Course</b>	<b>ACCOUNTING FOR MANAGERS</b>	<b>Course Code</b>	<b>18MBA1PCAC</b>	<b>SEE Duration</b>	<b>3 Hours</b>	<b>Total No. of Lecture Hours</b>
<b>Credits</b>	<b>04</b>	<b>L-T-P Hours</b>	<b>4-0-0</b>	<b>CIE+ SEE</b>	<b>50 + 50</b>	<b>52</b>

**UNIT I: Introduction, emerging issues in accounting (Theory and Problems)**

**(14 Hours)**

Importance & scope of accounting, Accounting concepts, conventions, GAAP & Accounting Standards (IND AS), Users of accounting statements. Introduction to Corporate Governance, HRA, Forensic Accounting, Window Dressing, Ethics in Accounting, Sustainability Reporting. Accounting equations, Journals, Ledgers, Subsidiary Books (theory only), Cash book (problems on three column cash book only), Trial Balance.

**UNIT II: Preparation of Final Accounts (Theory and Problems)**

**(14 Hours)**

Preparation of Final Accounts of Sole Traders, Preparation of final accounts / statement of companies.

**UNIT III: Analysis of Financial Performance (Theory and Problems)**

**(12 Hours)**

Different tools of Analysis: Comparative Statements, Common Size Statements, Ratio analysis.

**UNIT IV: Depreciation & Inventory Valuation (Theory and Problems)**

**(08 Hours)**

Concepts & methods of depreciation, Problems on SLM & WDV. Concepts of Inventory and methods of valuation - Problems on LIFO, FIFO & weighted average.

**UNIT V: Fundamentals of Taxation (Theory)**

**(04 Hours)**

Basic concepts of Taxation, Five heads of Income, Rate of Income Tax of current assessment Year for Individuals only

**(Question Paper: 80% Problem and 20% Theory)**

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

<b>CO1</b>	Understand the accounting cycle.
<b>CO2</b>	Apply the effect of business transactions on organizations' accounting records.
<b>CO3</b>	Analyze the accounting system to prepare financial statements and to interpret them.
<b>CO4</b>	Communicate accounting Concepts, principles, Indian / International framework to variety of audience.

### **Recommended Books**

1. Financial Accounting for Management, Paresh Shah, Oxford Uni. Press, 2<sup>nd</sup> Ed., 2013
2. Financial Accounting: A Managerial Perspective, Narayanaswamy R, 5/e , PHI, 2014
3. Financial Accounting- P. C. Tulsian –Pearson Education India, 1/e, 2002

### **Reference Books**

1. Financial Accounting, Jain S. P and Narang K L, Kalyani Publishers.
2. A Text book of Accounting For Management, Maheswari SN, Maheswari Sharad K. Maheswari, 2/e, Vikas Publishing house (P) Ltd.
3. Advanced Accountancy, RL Gupta & M. Radhaswamy, Sultan Chand Publications, 2002
4. Accountancy – Vol I & Vol II, B.S. Raman –Universal Publishers, 2002

### **MOOC Course**

<https://courses.edx.org/courses/course-v1:IIMBx+AC101.1x+1T2016/course/>

### **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	18MBA1PCMM	Duration SEE	3 Hours	Total No. of Lecture Hours
Credits	04	L-T-P hours	4-0-0	CIE + SEE	50 + 50	52

**UNIT 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.

**UNIT II (10 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

**UNIT III (12 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

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

**UNIT IV (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

## UNIT V

(06 Hours)

**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: Upon completion of the course, students will have the ability to**

<b>CO1</b>	Understand & apply marketing concepts to solve marketing problems
<b>CO2</b>	Analyze & evaluate the marketing mix of a product or a service
<b>CO3</b>	Ability to create an Integrated Marketing Communications plan for an organization
<b>CO4</b>	Create & present a marketing plan for a given entity.

### 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, 1<sup>st</sup> 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	18MBA1PCBC	SEE Duration	3 Hours	Total No. of Lecture Hours
Credits	04	L-T-P hours	4-0-0	CIE + SEE	50 + 50	52

**UNIT I (08 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.

**UNIT II (10 Hours)**

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

Written communication: Purpose of writing, clarity in writing, principles of effective writing, systematic writing process: The 3X3 writing process for business communication: Pre writing-Writing-Revising. Coherence, electronic writing process.

**UNIT III (10 Hours)**

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.

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

**UNIT IV (12 Hours)**

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.

**UNIT V (12 Hours)**

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

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

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

<b>CO1</b>	Understand the principles of communication required for working with internal teams and external stakeholders.
<b>CO2</b>	Apply the skills of oral communication and written communication to enhance interpersonal relationships and leadership ability.
<b>CO3</b>	Analyse the situation and apply the appropriate communication strategy and systems.
<b>CO4</b>	Ability to gain critical thinking skills by evaluating communication requirements.

**Indicative Course Assignments**

- Self-Study Component: Review the book ‘How to Talk to Any One’ by Leil Lowndes
- Prepare 6 minutes presentation on National Geographic's Documentary (Min 1 hr.) E.g.: The Great Indian Railways (IRFCA).
- Write report connecting self to a character in the movie ‘Finding Nemo’.
- Make a video resume to apply for a desired job position in any fortune 500 company.

**Recommended books:**

- 1. Business Communication: Concepts, Cases and Applications- P D Chaturvedi, Mukesh Chaturvedi, Pearson Education,
- 2. Business Communication, Process and Product- Mary Ellen Guffey, Thomson Learning.
- 3. Basic Business Communication- Lesikar, Flatley TMH
- 3. 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>

<b>Course</b>	<b>BUSINESS ANALYTICS</b>	<b>Course Code</b>	<b>18MBA1PCBA</b>	<b>Duration SEE</b>	<b>3 Hours</b>	<b>Total No. of Lecture Hours</b>
<b>Credits</b>	<b>04</b>	<b>L-T-P hours</b>	<b>4-0-0</b>	<b>CIE+ SEE</b>	<b>50 + 50</b>	<b>52</b>

**UNIT I (Theory) (05 Hours)**

**Introduction to Business analytics:** Evolution and scope and importance of Business analytics.

Metrics and data classification; Criteria for a good measurement - data reliability, validity and sensitivity (concept and tools).

Decision models – Descriptive decision models, Predictive Decision Models, Prescriptive Decision Models.

**UNIT II (Theory & Problems) (08 Hours)**

**Descriptive Analytics: Visualizing and Exploring Data**

Data Tabulation: Diagrams & Graphs, Graphs for discrete and continuous data. Bar graphs, Pie diagram.

Concepts of univariate, bivariate and multivariate analysis.

Data summarization: Descriptive Statistics: Measures of central tendency – Mean, Median, Mode, HM, GM; Measures of dispersion – Range, Mean deviation, Quartile deviation, Standard deviation; Coefficient of Variation; skewness (Karl Pearson’s measure), kurtosis. (Problems on central tendency, dispersion and skewness (for raw, discrete and continuous data))

**UNIT III (Theory & Problems) (14 Hours)**

**Probability and Hypothesis Testing**

Concepts and definition of Probability, Random variables, Probability distributions – Discrete & Continuous. Binomial, Poisson, Normal and exponential distributions – Baye’s theorem. (Problems only on Binomial, Poisson and Normal Distribution and Baye’s Theorem).

Inferential Statistics - Hypothesis testing – meaning, steps, Type 1 and Type 11 Error, Parametric and Non Parametric tests, concept of p value.

Parametric tests – 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 of independence of variables, run test, sign test, Mann-Whitney U Test, Wilcoxon Signed-Rank test, Kruskal- Wallis test.

**UNIT IV (Theory & problems) (12 Hours)**

**Predictive Analytics**

Correlation and Regression analysis: Problems on Karl Pearson correlation & Spearman’s Rank correlation. Simple regression & multiple regressions (problems on simple regression)

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

**UNIT V (Theory)**

**(10 Hours)**

**Introduction to Data Mining**

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

**Prescriptive Analytics** (Concept and scope discussion only)

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

**Question Paper: 70% problems, 30% Theory**

**Case Question from Unit III or IV (Numerical Question)**

**Course outcomes: Upon completion of the course, students will have the ability to**

<b>CO1</b>	Apply Business Analytics concepts in various business domains
<b>CO2</b>	Evaluate descriptive statistics, probability and conduct hypothesis testing in business context.
<b>CO3</b>	Develop predictive analytical models
<b>CO4</b>	Comprehend some common approaches used in data mining and also understand the scope of prescriptive analytical models

**RECOMMENDED BOOKS:**

- (1) Business Analytics – Methods, Models and Decisions, James R. Evans, 1st edition, Prentice Hall, 2013
- (2) Fundamentals of Statistics, S.C Gupta, 6th edition, Himalaya Publishing House, 2007
- (3) Operations Research – Theory & Applications, J K Sharma, 5<sup>th</sup> edition, Macmillan Publishers, 2013

**REFERENCE BOOKS:**

- (1) Analyzing Multivariate Data, James Lattin, Douglas Carroll and Paul Green, Thomson Learning, 2003
- (2) Essentials of Business Analytics – Camm, Chohran& Fry, Cengage learning 2015
- (3) Quantitative methods, N D Vohra, 4<sup>th</sup> Edition, Tata McGraw Hill, 2010.

**MOOCs:**

Introduction to Data Analytics - [https://onlinecourses.nptel.ac.in/noc15\\_mg05](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

<b>Course</b>	<b>OPERATIONS RESEARCH</b>	<b>Course Code</b>	<b>18MBA2PCOR</b>	<b>SEE Duration</b>	<b>3 Hours</b>	<b>Total No. of Lecture Hours</b>
<b>Credits</b>	<b>04</b>	<b>L-T-P Hours</b>	<b>4-0-0</b>	<b>CIE+ SEE</b>	<b>50 + 50</b>	<b>52</b>

**Unit I: Introduction to Operations Research (Theory) (05 Hours)**

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

**Unit II: Linear Programming & Transportation Model (Theory and Problems) (12 Hours)**

LP Model: Application of LPP in Management, Advantages of LPP, Formulation of LPP, Solution of LPP by Graphical method (all special cases), Formulation of Dual.

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

**Unit III: Network Analysis (Theory & Problems) (12 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)

**Unit IV: Theory of Games and Queuing Models (Theory & Problems) (12 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 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.

**Unit V: Replacement, Job Sequencing and Simulation (Theory & Problems) (11 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.

Simulation: Terminology, Process of Simulation, Monte Carlo Method, Waiting Line Simulation Method, Inventory Management Simulation. Applications.

**(Question Paper: 90% Problem and 10% Theory)**

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

<b>CO1</b>	Understand the nature of Operations Research.
<b>CO2</b>	Develop the mathematical models of Operations Research to solve business problems.
<b>CO3</b>	Use the analytical models for making business decisions using Operations Research techniques.
<b>CO4</b>	Communicate the results of quantitative analysis to various aspects of business.

**Recommended Books**

1. Quantitative Techniques in Management, Vohra N D, Mc Graw Hill Education, 4th Edition.
2. Quantitative Techniques in Management, Sharma J K., Trinity Press, 3rd Edition
3. Quantitative Techniques for Managerial Decisions, Srivastava UK, Shebnoy GV, Sharma SC, New Age Techno Press, 3rd Edition

**Reference Books**

1. Operations Research, Pannerselvam, PHI, 2nd Edition
2. Operations Research, Taha Hamdy A., Pearson Publishing, ninth Edition
3. Applied Operations Research, Sharma JK, Trinity Press.
4. Quantitative Techniques for Decision Making, Sharma Anand, Himalaya Publishing House, Revised Third Edition.

**MOOC Course:** <http://nptel.ac.in/courses/110106062/>

**Indicative Course Assignment:** Students will be asked to solve different cases from each Unit.

Course	FINANCIAL MANAGEMENT	Course Code	18MBA2PCFM	SEE Duration	3 Hours	Total No. of Lecture Hours
Credits	04	L-T-P	4-0-0	CIE + SEE	50+ 50	52

**UNIT I (Theory & problems) (12 hours)**

**Financial Management:** Introduction to financial management, objectives of financial management –profit maximization and wealth maximization.

**Indian financial system :** Structure & functions of Indian financial system, Significance of Primary and secondary markets and its instruments, Derivatives, Behavioral Finance, Venture Capital, Financial Modelling.

**Raising of Long term sources of financing:** Shares, Debentures, Retained earnings and Term loans.

**Working capital Management:**

Introduction, Factors, Policy, Determination of operating cycle and cash cycle, Estimation of working capital requirements of a firm (Does not include Cash, Inventory & Receivables Management).

**UNIT II (Theory & problems) (10 hours)**

**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.

**UNIT III (Theory & problems) (10 hours)**

**Investment decisions:** Introduction, Need, Capital budgeting process, Investment evaluation techniques –Payback period, accounting rate of return, Net present value, Internal rate of return, Profitability index & discounted payback period. Estimation of cash flow for new project & replacement projects.

**UNIT IV (Theory & problems) (10 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.

**UNIT V (Theory & problems) (10 hours)**

**Capital structure and dividend decisions** – Designing 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).

**(QUESTION PAPER- 60% Problems, 40% Theory)**



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

<b>CO1</b>	Understand the basics of financial environment
<b>CO2</b>	Imbibe the knowledge of financial management theories and practices to solve business problems
<b>CO3</b>	Develop analytical and critical thinking skills of financial decisions by associating tools and techniques for data based decision
<b>CO4</b>	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, 10<sup>th</sup> edition,2010
3. Financial Management by Khan M Y& Jain P K , 6/e, McGraw -Hill publication, 2014

**REFERENCE BOOKS:**

1. Fundamentals of Financial Management, Brigham & Houston, 12/e, Cengage Learning, 2009.
2. Financial Management A Step-by-Step Approach – N.R.Parasuraman, 1/e, Cengage, 2013.
3. Financial Management, Sheeba Kapil, 2/e, Pearsons Publication, 2016.

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

**Indicative Course Assignments:**

1. Analysing Time value concepts using Excel.
2. Capital budgeting, Capital structure, dividend decision, working capital practices in India

Course	HUMAN RESOURCE MANAGEMENT	Course Code	18MBA2PCHR	Duration SEE	3 Hours	Total No. of Lecture Hours
Credits	04	L-T-P hours	4-0-0	CIE + SEE	50 + 50	52

## UNIT 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

## UNIT II

(08 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.

## UNIT III - Human Resource Development

(14 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.

**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.

### **Overview of Change Management**

#### **UNIT IV**

**(10 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.

#### **UNIT V**

**(10 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: Upon completion of the course, students will have the ability to**

<b>CO1</b>	Understand and apply the fundamental concepts in People Management
<b>CO2</b>	Analyse the business situation and utilize the people management skills
<b>CO3</b>	Develop critical thinking skills to make decisions involving people
<b>CO4</b>	Gain knowledge on Industrial Relations to handle people related issues

#### **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; 5<sup>th</sup> Edition, TMH.
2. Human Resource Management - Cynthia Fisher, Shaw – Wiley /Biztantra, 5/e, 2005
3. Human Resource Management – Gary Dessler, Person Publications, 10<sup>th</sup> Edition
4. Human Resource Management – Robert L Mathias, 9<sup>th</sup> 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	18MBA2PCBR	Duration SEE	3 Hours	Total No. of Lecture Hours
Credits	04	L-T-P hours	4-0-0	CIE + SEE	50 + 50	52

**UNIT I (08 hours)**

**Introduction to Business research:** Meaning, Types of research – exploratory & conclusive. Objectives of business research, Research applications in business decisions, Steps in Business Research. Criteria for a good 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:** Conducting Literature review. Importance of Literature Review in Research.

(Theory)

**UNIT II (10 hours)**

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

Experimental designs – concepts and classifications – pre-experimental, Quasi experimental, True experimental and statistical designs. Validity of experimental designs.

(Theory)

**UNIT III (10 hours)**

**Sampling:** Census vs Sampling, need for sampling, types of sampling, types of probability and non-probability sampling techniques. Sample size calculation for mean and proportion.

(Theory & problems)

**Data Collection and Processing:** Primary and secondary data, data collection methods and instruments for quantitative and qualitative research.

Attitude Measurement and scaling, questionnaire designing, Editing, coding & Tabulation of data, Diagrammatic representation of data

(Theory)

**UNIT IV (12 hours)**

**Descriptive and inferential statistics:**

Univariate and bivariate analysis (concepts and applications of central tendency, dispersion, Coefficient of variation, skewness, correlation and regression)

Hypothesis testing: Parametric tests-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)

**UNIT V (12 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)

*Question paper shall be predominantly theory only with sample size calculation problems on mean and proportion. (7 OR 10 Marks)*

**Case question can be from any UNIT, addressing the research methodology steps.**

**Course Outcomes: Upon completion of the course, 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

<b>Course</b>	<b>BUSINESS, GOVERNMENT AND SOCIETY</b>	<b>Course Code</b>	<b>18MBA2PCBG</b>	<b>Duration SEE</b>	<b>3 Hours</b>	<b>Total No. of Lecture Hours</b>
<b>Credits</b>	<b>04</b>	<b>L-T-P hours</b>	<b>4-0-0</b>	<b>CIE + SEE</b>	<b>50 + 50</b>	<b>52</b>

**UNIT I: (04 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

**UNIT II: (12 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.

**Business Ethics**

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.

**UNIT III: (08 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.

**UNIT IV: (14 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.

**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.

**UNIT V: (14 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: Upon completion of the course, students will have the ability to**

<b>CO1</b>	Comprehend the elements of business, government and society and their interrelationship.
<b>CO2</b>	Apply the knowledge of BGS to solve the business problem.
<b>CO3</b>	Analyze and present the interaction among business, government and a society based on qualitative data.
<b>CO4</b>	Discern and analyze the legal and ethical aspects of the 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.



<b>Course</b>	<b>MANAGEMENT INFORMATION SYSTEM</b>	<b>Course Code</b>	<b>18MBA2PCMS</b>	<b>SEE Duration</b>	<b>3 Hours</b>	<b>Total No. of Lecture Hours</b>
<b>Credits</b>	<b>04</b>	<b>L-T-P hours</b>	<b>4-0-0</b>	<b>CIE + SEE</b>	<b>50 + 50</b>	<b>52</b>

**UNIT 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

**UNIT II: Information Systems (10 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

**UNIT III: Business applications (10 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.

**UNIT 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.

**UNIT V: Application of Software in Business (10 Hours)**

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

**E-Governance and Impact of IT on Society**

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: Upon completion of the course, students will have the ability to**

CO1	Understand the role of Information Technology in Management
CO2	Apply IT Solutions for Business Problem Solving
CO3	Relate to the usage of Internet and its role in managing a business
CO4	Analyse the impact of IT on society

**Composition:** 100% Theory.

**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, 12<sup>th</sup> 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.

### THIRD SEMESTER SCHEME AND SYLLABUS

Sl. No	Course code	Course title	L	T	P	Hours / week	Credits	IA	Exam	Total Marks
1	18MBA3PCOM	Operations Management	3	0	0	3	3	50	50	100
2	18MBA3PCMB	Macro Business Environment	3	0	0	3	3	50	50	100
3	18MBA3PCED	Entrepreneurship Development	3	0	0	3	3	50	50	100
4		Functional Elective 1	3	0	0	3	3	50	50	100
5		Functional Elective 2	3	0	0	3	3	50	50	100
6		Functional Elective 3	3	0	0	3	3	50	50	100
7		Cross Functional Elective 1	3	0	0	3	3	50	50	100
		<b>Total</b>				<b>21</b>	<b>21</b>			
8	18MBA3NTOS	Internship	0	0	8	8	4	50	50	100
							<b>25</b>			<b>800</b>

### HUMAN RESOURCE MANAGEMENT ELECTIVES

Course Code	Course Title
<b>Functional Electives</b>	
18MBA3FHRS	Recruitment & Selection
18MBA3FHCM	Compensation Management
18MBA3FHLI	Legal Environment & Industrial Legislations
18MBA3FHOS	Organization Structure , Process & Design
18MBA3FHKM	Knowledge Management
18MBA3FHER	Employee Retention Management
<b>Cross Functional Electives</b>	
18MBA3XHOL	Organizational Leadership & Team Building
18MBA3XHPR	Public Relations

### MARKETING MANAGEMENT ELECTIVES

Course Code	Course Title
<b>Functional Electives</b>	
18MBA3FMCB	Consumer Behaviour
18MBA3FMBM	Business Marketing
18MBA3FMMR	Marketing Research
18MBA3FMSM	Services Marketing
18MBA3FMMM	Marketing Metrics
18MBA3FMPPM	Product Management
<b>Cross Functional Electives</b>	
18MBA3XMSM	Sales Management

18MBA3XMEM	Event Marketing & Management
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### FINANCIAL MANAGEMENT ELECTIVES

Course Code	Course title
<b>Functional Electives</b>	
18MBA3FFAF	Advanced Financial Management
18MBA3FFIM	Investment Management
18MBA3FFFR	Financial Reporting
18MBA3FFRI	Risk Management & Insurance
18MBA3FFMF	Micro Finance
18MBA3FFMB	Merchant Banking & Financial Services
<b>Cross Functional Electives</b>	
18MBA3XFVC	Venture Capital Financing
18MBA3XFPB	Principles & Practice of Banking

### GENERAL MANAGEMENT ELECTIVES

Course code	Course Name
<b>Functional Electives</b>	
18MBA3FGIM	Innovation Management
18MBA3FGPM	Project Management
18MBA3FGSC	Supply Chain Management
18MBA3FGFB	Managing Family Businesses
18MBA3FGCR	Customer Relationship Management
18MBA3FGCN	Conflict Management & Negotiation
<b>Cross Functional Electives</b>	
18MBA3XCGB	Corporate Governance and Business Ethics
18MBA3XGIP	Intellectual Property Rights

**THIRD SEMESTER MBA COURSE  
CORE PAPER**

<b>Course</b>	<b>OPERATIONS MANAGEMENT</b>	<b>Course Code</b>	<b>18MBA3PCOM</b>	<b>SEE Duration</b>	<b>3 Hrs</b>	<b>Total n o . of Lecture 39 Hours</b>
<b>Credits</b>	<b>03</b>	<b>L-T-P hours</b>	<b>3-0-0</b>	<b>SEE+ CIE</b>	<b>50 + 50</b>	

**MODULE I: Introduction to Operations and Productivity (5 Hours)**

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

**(Theory and Problems)**

**MODULE II: Break even analysis (7 Hours)**

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

**(Theory and Problems)**

**MODULE III : Forecasting (8 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.

**(Theory and Problems)**

**MODULE IV: Designing operations (9 Hours)**

**Location strategic:** The Strategic importance of location, factors affecting facility location decisions, Methods of evaluating location Alternatives, service location strategy.

**Layout Strategies:** The Strategic importance of layout, types of layout –office layout, Retail Layout, Warehouse and storage layouts, fixed position Layout, process –oriented layout, work cell, product oriented layout .

**Human Resources, job design and work measurement**

Human resource strategy for competitive advantage, work schedules, Job design, ergonomics and the work environment, method analysis , tools of method analysis ,labour standards -historical experiences, time studies, work sample

**(Theory and Problems)**

**MODULE V:**

**Managing Operations:**

**(10 hours)**

**Purchase Management;** Importance, objectives, purchasing cycle, role of purchase manager- vendor rating

**Inventory management:** Importance of inventory, types of inventory, Managing inventory, Inventory models –EOQ, probabilistic model and safety stock, single period model, fixed period model and ABC.

**Aggregate planning:** Nature of aggregate planning, aggregate planning strategies, methods for aggregate planning, and aggregate planning, in services.

Material Requirements planning (MRP) and ERP: MRP structure, MRP management, MRP II, MRP in services, Enterprise Resource Planning (ERP)

**(Theory and Problems)**

**Question Paper: 60% Problems, 40% Theory**

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

CO1	Apply various aspects of operations management to solve business problems
CO2	Make data driven decision in the domain of Operations Management
CO3	Analyse operation processes from different perspectives such as forecasting productivity, workflow, quality and break even.
CO4	Use and communicate concepts of Operations management for organisational effectiveness through oral presentations and written reports.

**RECOMMENDED BOOKS:**

1. Operations Management- Operations Management Eleventh Edition by Jay Heizer.
2. Operations Management - Richard B. Chase, 15/e, TMH
3. Production and Operations Management – Ashwathappa K, & Sridhar BhatK,Himalaya publication
4. Operations Management, Mahadevan, 2/e Pearson

**REFERENCE BOOKS**

1. 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. Report on operations of Manufacturing and service industry considering any company.
2. Inventory management of a company.
3. Report on location and layout strategies.

Course	MACRO BUSINESS ENVIRONMENT	Course Code	18MBA3PCMB	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** (10 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. Globalisation - Impact on Indian Economy across Sectors. Technological Environment: Technology and Development, Integrating technology with Business.

**MODULE II** (7 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 III** (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 MODULEs since 1991. Industry Analysis: Textiles, Electronics, Automobile, FMCG, Telecom and Pharma Sectors.

**MODULE IV** (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 V** (8 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.

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

<b>CO1</b>	Apply the concepts of Macro Economics to solve business problems.
<b>CO2</b>	Analyze and Communicate the Macro Environment of Global, economic, legal and ethical aspects of business.
<b>CO3</b>	Adopt the policies for various sector to develop Entrepreneurial thinking and business acumen.
<b>CO4</b>	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)

**Indicative course Assignment:**

1. Preparing a report on the impact of Govt. of India budget on the various industry.
2. Assessment of the impact of recent economic reforms done Govt. of India.

<b>Course</b>	<b>ENTREPRENEURSHIP DEVELOPMENT</b>	<b>Course Code</b>	<b>18MBA3PCED</b>	<b>SEE Duration</b>	<b>3 Hrs</b>	<b>Total no. of Lecture Hours 39</b>
<b>Credits</b>	<b>03</b>	<b>L-T-P hours</b>	<b>3-0-0</b>	<b>SEE+ CIE</b>	<b>50 + 50</b>	

### **MODULE I**

**(6 Hours)**

**Entrepreneur:** Meaning, Definition and concept of Enterprise, Entrepreneurship and Entrepreneurship Development, Characteristics and Skills of Entrepreneurship, 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

### **MODULE II:**

**(6 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. Factors affecting Entrepreneurial mobility, Types of Entrepreneurial mobility. Entrepreneurial Motivation: Meaning and concept of Motivation, Motivation theories

### **MODULE III**

**(7 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**

**(8 Hours)**

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**

**(12 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.

**Women Entrepreneurship:** Meaning, Characteristic features, Developing Women Entrepreneurship in India.

**International Entrepreneurship Opportunities:** The nature of international entrepreneurship, Importance of international business to the firm, 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**

<b>CO1</b>	Apply the competencies of entrepreneurs in real time
<b>CO2</b>	Evaluate a business opportunity, recognize the sources of various funding and create a business plan
<b>CO3</b>	Analyse and interpret different Government schemes
<b>CO4</b>	Decipher the intricacies of family business and Social Enterprise

**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.

**THIRD SEMESTER MBA**  
**HR SPECIALIZATION -FUNCTIONAL ELECTIVES**

Course	RECRUITMENT & SELECTION	Course Code	18MBA3FHRS	SEE Duration	3 Hrs	Total no. of Lecture
Credits	03	L-T-P hours	3-0-0	SEE+ CIE	50	39

**MODULE I** **(04 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** **(05 Hours)**

**Legal Aspects and Organization Policy:**

Nationality, gender, age, job reservation for weaker sections of the society, equal opportunity employment, employment of foreign workers and visa restrictions, agreement with employee unions, organizational policy on hiring.

**Human resource planning:**

Meaning and significance of human resource planning, data gathering, analysis, decision making and budget approval in HR planning.

**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 and cost analysis.

**MODULE III** **(10 Hours)**

**Recruitment:** Meaning and significance, principles of recruitment, strategic choices in recruitment – automating, outsourcing, contracting and recruiting

**Hiring Process:**

**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

**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

**MODULE IV** **(10 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.

**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 V

(10 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.

### Induction and deployment

Meaning, significance, methods, and contents introducing new employee to the existing employees in person or through communication. Showing all the departments and facilities to the new employee. Basic rules to be followed at work to deal with people issues, processes and task issues. Deployment of right person to right position.

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

CO1	Apply the key concepts of recruitment and selection to evaluate applicants fairly and in an unbiased manner
CO2	Critically think in adopting appropriate tools for evaluating recruitment and selection methods
CO3	Analyze the importance of Recruitment and selection thus enabling them to design recruitment advertisement
CO4	Deploy right person to the right position thus helping in accomplishing the aims of organization
CO5	To nurture research skills in Recruitment and selection through assignments and presentations.

### 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 assignment:**

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	18MBA3FHCM	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)**

Compensation and Reward Management Introduction, Concept of Compensation, System of Compensation, Organizational Compensation Policy, Concept of Reward, Reward Systems, Total Reward System in Practice, Cost to company (CTC): demystified, New Trends in Compensation Management, The 3-P Compensation Concept

Industry's Compensation Policy: Introduction, Compensation Policies, Compensation Strategy at Micro (Company), Developing a Total Compensation Strategy, Concept of Internal Equity, Job Evaluation, External Parity, The Compensation Structure.

**MODULE II (6 hours)**

Performance-linked Compensation: Introduction, Performance and Behaviour, Principal Pay Strategies, Forms and Types of Performance-linked Reward System/Contingent Pay, Explosive Growth Interest in Long-term Incentive Plans

**MODULE III: (10 hours)**

Benefits and Services: Introduction, Fringe Benefits, Employee Benefits and Services, Classification of Employee Benefits Employees Services "Fringe", Constitution and Statutory Welfare Provisions in India, Voluntary Welfare Amenities in India, Select Social Security Conventions of the ILO, Administration of Benefits and Services, The Future of Fringe Benefits.

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.

**MODULE IV (5 hours)**

Managerial Remuneration: Introduction, Theoretical Explanations for Setting Executive Compensation, Elements of Managerial Compensation, Executive Compensation Packages, Players and Elements in Setting Executive Compensation, Issues and Criticisms of Executive Compensation, Is Managerial Compensation Reasonable? Strategies for Managing Talented Employees Emerging Trends, CEOs Compensation Package.

**MODULE V (9 hours)**

Tax Planning: Introduction, Tax Planning: Concept and Importance, Salary and Wages: Differences and Treatment, Tax Implication of Employee Compensation Package to the Employer, Important Sections of Income Tax Rules, 1962, Provision to Minimise Tax Liability, Tax Planning and Tax Implications of Compensation Package to the Employee Tax Efficient Compensation Package, Perquisites and Recent Changes in Taxation

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

<b>CO1</b>	Understand the concepts of compensation system followed in the organisation
<b>CO2</b>	Analyse the economic, legal, strategic and ethical aspects of pay systems in any industry and organizations
<b>CO3</b>	Design a compensation package for employees of different level and sectors
<b>CO4</b>	Analyse the role of government and taxation process related to compensation

**RECOMMENDED BOOKS:**

1. Compensation- Milkovich G. T, Newman J .M, &VenkataRatnam C. S., McGraw-Hill Irwin,2009.
2. Compensation Management - Deb Tapomoy, Excel Books, 2009.
3. Employee Reward - Michael Armstrong, Universities Press, 2007.
4. Compensation and Reward Management - B D Singh, Excel Books 2011

**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 Assignment:**

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



Course	LEGAL ENVIRONMENT & INDUSTRIAL LEGISLATIONS	Course Code	18MBA3FHLLI	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P hours	3-0-0	SEE+ CIE	50 + 50	39

**Part A  
LEGAL ENVIRONMENT**

**MODULE I (4 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 (4 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 (4 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 (5 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. Arun Monappa - Industrial Relations, Tata McGraw Hill Publishing Company Ltd., 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**

**(19 Hours)**

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

- Shops and Establishment Act, 1961
- Contract Labour (Regulation and Abolition) Act, 1970
- Industrial Employment Standing Orders Act, 1946.
- Factories Act 1948,
- Industrial Disputes Act, 1947
- Trade Union Act, 1926
- Payment of Wages Act, 1936
- Minimum Wages Act, 1948
- Workmen's Compensation Act
- Employees' State Insurance (ESI) Act, 1948,
- The Maternity Benefit Act, 1961
- 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**

<b>CO1</b>	Understand the Indian Legal and Regulatory Environment and learn to apply the appropriate labour laws to protect the interest of both employees and employers
<b>CO2</b>	Cultivate value based leadership capabilities to drive business
<b>CO3</b>	Develop critical thinking skills to ensure justice to the different stake holders
<b>CO4</b>	Assess the legal and ethical implications on business and present the same, orally and through assignments

**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

Course	ORGANIZATION STRUCTURE, PROCESS & DESIGN	Course Code	18MBA3FHOS	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)

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.

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, 3<sup>rd</sup> revised edition, Page: 354-357)

### MODULE II

(9 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; Types of Structure

### MODULE III

(7 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 IV

(7 hours)

Organization Designs: 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, 3<sup>rd</sup> revised edition, Page: 338-340)

## MODULE V

(8 hours)

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, Co-opting, 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: Organization Theory, Stephen P. Robbins, Mary Mathew, Pearson, 3<sup>rd</sup> revised edition, Page: 354-357)

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

CO1	Study the logic behind developing Management techniques and Practices so that it can be applied in various business scenarios
CO2	Develop value based leadership capabilities necessary to improve Organizational Effectiveness
CO3	Develop critical thinking skills to help them make appropriate business decisions
CO4	Analyse the business situation and use the appropriate management techniques

### 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:

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

Course	KNOWLEDGE MANAGEMENT	Course Code	18MBA3FHK M	SEE Duration	3Hrs.	Total No. of Lecture Hours
Credits	03	L-T-P hours	3-0-0	SEE+CE	50 +50	39

### MODULE I

(8 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.

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.

### MODULE II

(6 hours)

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.

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 III

(8 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 IV

(9 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 Lieh 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 V****(8 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: Upon completion of the course student will have the ability to**

<b>CO1</b>	Understand the fundamental concepts in the study of knowledge and its creation, acquisition, representation, dissemination, use and re-use, and management
<b>CO2</b>	Apply KM cycles and tools for the advantage of organization functioning
<b>CO3</b>	Critically evaluate the KM practices across different sectors
<b>CO4</b>	Create communities of practice for KM sharing 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, 2<sup>nd</sup> Edition.
3. Change and Knowledge Management by Dr. B Janakiram, Dr. P V Raveendra & Shubha Muralidhar, Biztantra publications, 1<sup>st</sup> 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.

<b>Course</b>	<b>EMPLOYEE RETENTION MANAGEMENT</b>	<b>Course Code</b>	<b>18MBA3FHER</b>	<b>SEE Duration</b>	<b>3 Hrs.</b>	<b>Total no. of Lecture Hours</b>
<b>Credits</b>	<b>03</b>	<b>L-T-P Hour</b>	<b>3-0-0</b>	<b>SEE+ CIE</b>	<b>50 + 50</b>	<b>39</b>

**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: 2How 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 (8 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 (9 hours)**

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

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 V (8 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**

<b>CO1</b>	Understand the causes of employee attrition and apply skills to assess if attrition is controllable or uncontrollable
<b>CO2</b>	Critically analyse the business environment and take appropriate action to manage the situation
<b>CO3</b>	Develop critical thinking skills and adopt appropriate practices to reduce attrition
<b>CO4</b>	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.

**MOOC's:** <https://www.mooc-list.com/course/rural-healthcare-staffing-stability-effective-tools-and-practice-css>

**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



## HR SPECIALISATION: CROSS FUNCTIONAL ELECTIVES

<b>Course</b>	<b>ORGANIZATIONAL LEADERSHIP AND TEAM BUILDING</b>	<b>Course Code</b>	<b>18MBA3XHOL</b>	<b>SEE Duration</b>	<b>3 Hrs.</b>	<b>Total no. of Lecture Hours 39</b>
<b>Credits</b>	<b>0 03</b>	<b>L-T-P Hours</b>	<b>3-0-0</b>	<b>SEE+CIE</b>	<b>50+50</b>	

### 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

**(6 hours)**

Leadership behaviour, 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

**(8 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.

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 V

**(12 hours)**

Team Learning & mentoring Teams Team Learning

The Manager - as a socialized worker – Teams of Groups - Characteristics of 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**

<b>CO1</b>	Understand the dynamics and behaviours of leaders and the team members..
<b>CO2</b>	Foster learning teams in organizations
<b>CO3</b>	Analyse tools and techniques of leading teams.
<b>CO4</b>	Analyse different leadership styles and their application in business situations

**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:**

1. To conduct a comparative studies of different leadership styles and present the same in the class.
2. To study the team behaviour in both formal and informal teams

<b>Course</b>	<b>PUBLIC RELATIONS</b>	<b>Course Code</b>	<b>18MBA3XHPR</b>	<b>SEE Duration</b>	<b>3 Hrs</b>	<b>Total no. of Lecture Hours</b>
<b>Credits</b>	<b>03</b>	<b>L-T-P hours</b>	<b>3-0-0</b>	<b>SEE+ CIE</b>	<b>50 + 50</b>	<b>39</b>

### **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**

**(8hours)**

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**

**(9 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**

**(7hours)**

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**

**(9 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)

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**

<b>CO1</b>	Define and understand the role of PR for effectiveness and long term Sustainability of the organization
<b>CO2</b>	Apply the methods of PR for solving the business issues
<b>CO3</b>	Employ different techniques and approaches to maintain good relationship with different external stake holders.
<b>CO4</b>	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.

### THIRD SEMESTER MBA

#### MARKETING SPECIALIZATION -FUNCTIONAL ELECTIVES

Course	CONSUMER BEHAVIOUR	Course Code	18MBA3FMCB	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

(10 hours)

##### Introduction to the study of Consumer Behaviour and Consumer Research:

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.

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 II

(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 III

(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 IV

(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 V**

**(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**

<b>CO1</b>	Apply Knowledge of consumer behavior principles, theories, concepts and techniques to solve business problems
<b>CO2</b>	Classify the different consumer behaviour and their impact on purchasing decisions
<b>CO3</b>	Propose the effectiveness of various advertisement and promotions and their attempts to influence the behaviours of individuals across various aspects of business
<b>CO4</b>	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

**Indicative Course Assignments:** Group based course project

Course	BUSINESS MARKETING	Course Code	18MBA3FMBM	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P hours	3-0-0	SEE+ CIE	50 + 50	39

### MODULE 1

(8 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 2

(6 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 3

(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 4

(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 5

(10 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. Business-to-Business forms of E-Commerce.

**Pricing & Promotional Strategies:** Price Determinants, Factors that Influence the Pricing Strategies, Pricing Methods, concept of learning curves, Pricing Strategies, Pricing Policies, 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.

**Case Studies in Indian & International Context**

(03 hours)

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

**CO1.** Understand the theory & apply the concepts of B2B markets.

**CO2.** Analyse the purchase situation of an organization and associated inter-personal relationships.

**CO3.** Analyse the marketing mix of a B2B entity.

**CO4.** Present a report on the business marketing scenario of an organization in industrial market.

#### **RECOMMENDED BOOKS:**

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

#### **REFERENCE BOOKS:**

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



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

**MOOC:** International B2B (Business to Business) Marketing from Coursera

**Indicative Course Assignment:** Group based course project

Course	MARKETING RESEARCH	Course Code	18MBA3FMMR	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: (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: (10 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.

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

**MODULE IV: (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 V:**

**(08 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 analyze 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, 5<sup>th</sup> Edition
3. William G.Zikmund et.al. Essentials of Marketing Research , Cengage Learning , 2010, 4/e

**MOOCS COURSE**

Inferential Statistics (Coursera)

**Indicative Course Assignment:** Group based course project

Course	SERVICES MARKETING	Course Code	18MBA3FMSM	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)

**Introduction to services:** Concepts, 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.

**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.

## MODULE II

(8 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.

## MODULE III

(8 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 IV

(7 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 V**

**(8 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.

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

**CO1:** Understand the theory & apply the concepts of Service Marketing.

**CO2:** Analyse the various GAPs in services using a GAP model and various ways to solve them.

**CO3:** Evaluate the importance of Service triangle and the role played by in services.

**CO4:** Present a SERVQUAL report for a service.

### **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](http://www.ServicesMarketing.com) - Selling the Invisible (Open Learning)

**Indicative Course Assignment:** Group based course project

Course	MARKETING METRICS	Course Code	18MBA3FMMM	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P hours	3-0-0-0	SEE+ CIE	50+50	39

**MODULE I (4 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 (8 hours)**

**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 (7 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 (12 hours)**

**Product, Portfolio Management, Pricing Strategy & Promotion:** Trial, Repeat, Penetration, growth percentage and CAGR, Cannibalization rate, Price premium, Reservation price, Percent Good Value, Price Elasticity of Demand. Baseline Sales, Incremental Sales, and Promotional Lift, Redemption Rates for Coupons/ Rebates, Percent Sales on Deal, Pass-Through.

**MODULE V (8 hours)**

**Sales Force and Channel Management:** Sales Force goals, Sales Force Compensation, Sales Force results, Pipeline Analysis, Numeric Distribution, ACV Distribution, and PCV Distribution

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

Upon successful completion of this course, students will be able 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)**

**Indicative Course Assignment:** Group based course project

Course	PRODUCT MANAGEMENT	Course Code	18MBA3FMPPM	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)

Introduction to Product – Levels and Classification, Product Management, Marketing Organization and its structures, The Role of Sales Force, Implications of Global Marketing, Changes affecting product management, changes in marketing organizations. Marketing Planning: Concept and purpose, Components of the Marketing Plan, Marketing Plan process

## MODULE II

(8 Hours)

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

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

## MODULE III

(6 Hours)

Developing Product Strategy: Elements of Product Strategy, Selection of Strategic Alternatives, Positioning: Choice of customer targets, Choice of Competitor targets, the core strategy, Product Strategy over the life cycle

New Products: Product Modification, Getting ideas for new product, Formal testing of slightly new products

## MODULE IV

(6 Hours)

Pricing Decisions: Measuring perceived value and price, psychological aspects of price, Competition and pricing, Pricing Objectives, pricing tactics, ethical issues

## MODULE V

(8 Hours)

Advertising Decisions: The target audience, setting advertising budgets, evaluating ad copy, media selection, evaluating advertising effects

Promotions: Promotion Objectives, Promotion Budgeting, Final customer promotions, trade promotions, evaluating customer promotions, evaluation trade promotions.

**Case studies in Indian and International context**

**(03 hours)**

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

Upon successful completion of the course the student will be able 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:** <https://www.coursera.org/learn/brand-management>

**Indicative Course Assignment:** Group based course project



## MARKETING SPECIALISATION: CROSS FUNCTIONAL ELECTIVES

Course	SALES MANAGEMENT	Course Code	18MBA3XMSM	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: (6 hours)

Introduction to sales management: Meaning, Evolution, 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: (8 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: (9 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.

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

### MODULE IV: (8 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 V: (8 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 the concepts of Sales Management in business and summarize the selling skills and sales process

CO2: Apply Selling strategies and adopt the best solution to a given business problem

CO3: Compare the different recruitment and compensation strategies

CO4: Building sales plan and critique the same for any organization

**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

**Indicative Course Assignment:** Group based Article critiques and Classroom based Sales Activities

<b>Course</b>	<b>EVENT MARKETING &amp; MANAGEMENT</b>	<b>Course Code</b>	<b>18MBA3XMEM</b>	<b>SEE Duration</b>	<b>3 Hrs</b>	<b>Total no. of Lecture Hours</b>
<b>Credits</b>	<b>03</b>	<b>L-T-P- S hours</b>	<b>3-0-0-0</b>	<b>SEE+ CIE</b>	<b>50 + 50</b>	<b>39</b>

**MODULE I: (7 hours)**

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

**MODULE II: (10 hours)**

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

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

**MODULE III: (7 hours)**

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

**MODULE IV: (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, Guerrilla Marketing, Measurement Methods

## **MODULE V:**

**(6 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:** Explore the different sources of funding for Events, critique the different options and adopt the best feasible event to the requirement of the business

**CO4:** Effectively plan 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

### **Indicative course Assignment**

- Report - visiting few events
- Conduct an Event and submit a detailed report

**THIRD SEMESTER MBA  
FINANCIAL MANAGEMENT SPECIALIZATION –  
FUNCTIONAL ELECTIVES/CROSS FUNCTIONAL ELECTIVES**

**SPECIALISATION: FINANCIAL MANAGEMENT ELECTIVES**

<b>Course Code</b>	<b>Course title</b>
<b>Functional Electives</b>	
18MBA3FFAF	Advanced Financial Management
18MBA3FFIM	Investment Management
18MBA3FFCT	Financial reporting
18MBA3FFRI	Risk Management & Insurance
18MBA3FFMF	Micro Finance
18MBA3FFMB	Merchant Banking & Financial Services
<b>Cross Functional Electives</b>	
18MBA3XFVC	Venture Capital Financing
18MBA3XFPB	Principles & Practice of Banking

**THIRD SEMESTER MBA**  
**FINANCIAL MANAGEMENT SPECIALIZATION -FUNCTIONAL ELECTIVES**

Course	ADVANCED FINANCIAL MANAGEMENT	Course Code	18MBA3FFAF	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**

**(3 Hours)**

**Strategic Financial Management** - Difference between Financial Management and Strategic financial Management, Components of Financial strategy – Financing decisions(Capital structure), Dividend decisions & Investment decisions – capital budgeting & working capital. Role of finance in strategic decisions – Cash flows, business performance measurement, optimal capital structure, Risk assessment & management, Profitability ratios & tax optimization.  
**(Theory)**

**MODULE II**

**(16 Hours)**

**Management of working capital:**

**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.**(Theory & Problems)**

**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. **(Theory & Problems)**

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

**MODULE III**

**(12 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. **(Theory & Problems)**

**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. **(Theory & Problems)**

## **MODULE IV**

**(4 Hours)**

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

**(Theory & Problems)**

## **MODULE V**

**(4 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.

**(Theory Only)**

**(QUESTION PAPER- 70% Problems, 30% Theory)**

**Cases:** Cases shall be dealt in Cash management, Receivables management & Inventory management.

**Course Outcomes: Students shall be able to:**

CO1: Apply various financial management decisions in their business.

CO2: Analyze risks involved and thereby assess optimal capital structure and dividends in various project decisions.

CO3: Understand various contemporary issues in managing business/sick units

CO4: Develop research skills in the area of financial management.

### **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.
7. 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	18MBA3FFIM	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)**

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. **(only Theory)**

### **MODULE II**

**(8 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.

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. **(Theory & Problems)**

### **MODULE III**

**(8 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 only)**

### **MODULE IV**

**(7 Hours)**

Modern Portfolio Theory: Markowitz Model -Portfolio Selection, Opportunity set, Efficient Frontier. Sharpe's single index model, 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. **(Theory & Problems)**

### **MODULE V**

**(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 period returns, Measures of portfolio performance. (**Theory & Problems**)

**Course outcomes: The student will be able to**

CO1: Understand the capital market and various Instruments for Investment.

CO2: Assess the risk and return associated with investments and value securities.

CO3: Analyze the Economy, Industry and Company framework for Investment Management.

CO4: Learn 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, Bailey, 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](http://www.springboard.com/udemuy/goldman-sachs) investment-management.

**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.

**Question Paper:** 40 % Theory 60% problems.

Course	Financial Reporting	Course Code	18MBA3FFFR	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

(09 Hours)

Basics of Corporate Financial Reporting – Meaning, Purpose and objectives of Corporate financial reporting, qualitative characteristics of Financial reporting, users of financial reports, Indian Financial reporting system – Roles of SEBI, Companies Act 2013, corporate reporting practices in India.

**Additional disclosure statements:** Theories, motives & need for disclosure, Disclosure requirements as per companies act, Need for Additional Statements, Auditor’s Report, Director’s Report, Funds Flow Statement, Electronic Dissemination, and Corporate Governance.

**Understanding Financial Statements** -Conceptual framework for preparation and presentation of financial statements of companies.

**Preparation of Financial Statements:** Statement of Earnings (Profit and Loss account/Income Statement), Statement of profit and loss appropriation, Statement of Financial Position (Balance Sheet).

(Preparation of final accounts of companies in Horizontal format).

(Theory & Problems)

#### MODULE II

(10 Hours)

**Financial statement Analysis** – Meaning and limitations 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.

(Theory & Problems)

#### 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.

(Theory & Problems)

#### MODULE IV

(7 Hours)

**Cash Flow statement**– Concept, Sources of cash, classification of cash inflows and outflows, Difference between Cash flow and funds flow statement, uses and limitations of cash flow analysis. Preparation of cash flow statement – both direct and indirect method.

(Theory & Problems)

## **MODULE V**

**(6 Hours)**

### **Contemporary Issues in Accounting and reporting:**

Accounting Standards in India & International Financial Reporting standards (IFRS) – Basic Framework of all 44Ind-AS issued by the Institute of chartered accountants in India. Convergence of IFRS and Ind-AS.

Human Resource Accounting and reporting, Accounting for Price-Level changes, Inflation accounting, Value Added Accounting and Reporting, social and environmental accounting, Forensic Accounting and Reporting, corporate governance and Auditing.

**(Theory only)**

**Question Paper: 60% problems, 40% Theory**

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

CO 1: Students shall understand various dimensions of financial reporting.

CO 2: Students shall apply the knowledge of financial reporting to prepare various financial statements.

CO 3: Develop critical thinking skills to analyze the financial soundness of the business.

CO 4: Students shall communicate International accounting standards and contemporary issues in Accounting.

### **REFERENCE BOOKS:**

1. Financial Accounting and Reporting- Elliott, Barry and Jamie Elliott , Prentice Hall International, 14/e.
2. Financial Accounting for Management –Ramachandran and Ram kumarKankani, 4/e, Mc Graw Hill Education, 2016.
3. Corporate Accounting:S.N.Maheshwari and S. K.Maheshwari, 4/e, Vikas Publications,

### **RECOMMENDED BOOKS:**

4. Accounting for Management- S.N.Maheshwari and Suneel Maheshwari -, 3/e, Vikas Publication, 2014.
5. Financial Accounting for management – Paresh Shah, Oxford publishing, 2<sup>nd</sup>/e, 2013.
6. Accounting for Management – M.N..Arora, Himalaya publishing House, 2017.

**MOOCs:**

- Introduction to Financial statement analysis and Interpretation by university of Pennsylvania - <https://www.coursera.org/learn/wharton-accounting>

**Cases :**

Cases will be dealt in Cash flow analysis, Funds flow analysis & Financial statement analysis

**Indicative course assignment:**

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.
6. Indian accounting standards(IND AS) revised as on 2017.
7. IFRS convergence

<b>Course</b>	<b>RISK MANAGEMENT &amp; INSURANCE</b>	<b>Course Code</b>	<b>18MBA3FFRI</b>	<b>SEE Duration</b>	<b>3 Hours</b>	<b>Total No. of Lecture Hours</b>
<b>Credits</b>	<b>03</b>	<b>L-T-P-S hours</b>	<b>3-0-0-0</b>	<b>SEE+ CIE</b>	<b>50 + 50</b>	<b>39</b>

## **MODULE I**

**(8 Hours)**

### **Introduction to risk management (Theory)**

Risk – risk and uncertainty – types of risk - Risk management process – Objectives of risk management – appropriate risk management techniques – implement and monitor the risk management program. Risk management by individuals and corporations. Rationale for risk management in organizations – understanding the cost of risk – risk management and societal welfare

### **Risk identification and measurement: (Theory & problems)**

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 in risk management (**problems**).

**Evaluating the frequency and severity of losses** – risk control – risk financing techniques.

Risk management decision methods – Pooling arrangements and diversification of risk (**problems**).

## **MODULE II**

**(7 Hours)**

### **Introduction to Insurance (Theory)**

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 in 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.

Recent developments in the Indian Insurance Sector.

## **MODULE III**

**(8 Hours)**

### **Life Insurance (Theory & problems)**

**Basics of Life Insurance** – Growth of actuarial science- features of life insurance.

Traditional and endowment life insurance policies.

Life insurance contract – life insurance documents – insurance premium calculations (**Problems on traditional, whole life and annuity – single and level premiums**)

**Life insurance classification** – classification on the basis of duration – premium payment – participation in profit – number of persons assured – payment of policy amount.

Money back policies. Child insurance policies.

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

Ulips vs Traditional Insurance, Ulips vs Mutual funds.

Performance of private and Public Life Insurance Companies.

## **MODULE IV**

**(9 Hours)**

### **General Insurance (Theory)**

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

**Health Insurance and medical 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

**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

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

## **MODULE V**

**(7 Hours)**

### **Management of insurance companies (Theory & problems)**

**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 (**problems**), investment income and the timing of claims payments, administrative costs, profit loading, capital shocks and underwriting cycles, price regulation.

Insurance Marketing

**Question Paper: 70% Theory, 30% Problems**

**Case study: Suitability of various life insurance products. A client profile can be narrated to identify the requirement of life insurance.**

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

CO1: Identify and measure Individual and Business risk

CO2: Evaluate Life Insurance subscription decisions

CO3: Analyze 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, 10<sup>th</sup> 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 OpportMODULEy: 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.

<b>Course</b>	<b>MICRO FINANCE</b>	<b>Course Code</b>	<b>18MBA3FFMF</b>	<b>SEE Duration</b>	<b>3 Hours</b>	<b>Total No. of Lecture Hours</b>
<b>Credits</b>	<b>04</b>	<b>L-T-P Hours</b>	<b>3-0-0</b>	<b>CIE+ SEE</b>	<b>50 + 50</b>	<b>39</b>

**MODULE I: Poverty and Need of Microfinance (Theory)**

**(08 Hours)**

Sources and Consequences of Poverty, Informal Sector. The Nature of the Market Failure - Credit provision to the poor, collateral, borrowing, repayment, social collateral, peer networks Overview of Microfinance: Indian Rural financial system, introduction to Microfinance, Microfinance concepts, products, (savings, credit, insurance, pension, equity, leasing, hire-purchase service, Microfinance in kind, Micro-remittances, Micro-Securitization, franchising etc.), Microfinance models ( Generic models viz. SHG, Grameen, and Co-operative, variants SHG NABARD model, SIDBI model, SGSY model, Grameen Bangladesh model, NMDFC model, credit unions etc. unbranded primitive models)

Microfinance, Development, Income generating activities and Micro Enterprise Market (demand) analysis, financial analysis including sources. Technological analysis, Socio-economic analysis, Environmental analysis. Logical framework, Implementation & Monitoring

**MODULE II: Credit Delivery Methodology and Catalyst Role of NGOs (Theory)**

**(10 Hours)**

Associations; Bank Guarantees CommMODULEy Banking, Cooperatives, Credit Unions, Grameen Model, SHG, Individual, Intermediaries, Could be individual lenders, NGOs, micro credit programmes, and Commercial bank

Educating and formation of SHGs, Linkages with Banks & Markets, Liaisoning with Govt. Dept. Capacity building of SHGs members about value additions, record keeping etc.

Purpose base, Activity base, Economic class base Open bidding, etc. Pricing saving products, Amount of savings base, Attendance at periodical meeting Adding to corpus.

Gender issues in Microfinance and Conflict resolution in Microfinance -Client impact studies measuring impact of Microfinance and Micro enterprises

**MODULE III: Commercial Microfinance (Theory)**

**(07 Hours)**

MFIs: Evaluating MFIs- Social and performance metrics, fund structure, value-added services  
The Rise of Commercial Microfinance: Transforming NGOs. Structure of Microfinance  
Industry and Constraints on MFI Growth. The partnership model – MFI as the servicer Investing  
in Microfinance Sources of capital, profit vs. non-profit investing-Accessing Capital Markets for  
funds Managing MFIs

Management talent, corporate governance, ownership Viability of MFIs Subsidy dependence  
and sustainability of MFIs-Role of effective interest rates on viability-Operating Self-  
sufficiency- Financial Self-sufficiency Credit Rating of MFIs

Need and basic criteria/indicators for rating MFIs-Credit rating agencies in India and abroad-  
CAMEL – ACCION rating tools: An introduction Monitoring parameters including risk  
monitoring and Delinquency Management Follow-up methods- Recovery of loan-Provisions for  
Loan-loss reserve

**MODULE IV: Financial Inclusion: (Theory) (07 Hours)**

Overview of Lead Bank Scheme (LBS) and Service Area Approach (SAA) and the framework  
envisaged under LBS and SAA for achieving co-ordination at various levels-aimed at  
facilitating effective implementation of the financial inclusion initiative. Rangarajan Committee  
on financial inclusion – initiatives of GOI and RBI towards financial inclusion - Prime  
Minister’s Jan-Dhan scheme of financial inclusion and measurement of financial inclusion.  
Financial inclusion and SME finance.

**MODULE V: Strategic Issues in Microfinance (Theory) (07 Hours)**

Sustainability, Going to Scale and Managing the “Last 100 Meters”, Opening New Markets,  
Gender, Finance Plus, Housing Finance Micro-insurance: products, eligibility, insurance  
premium and claim administration systems, regulatory guidelines.

**COURSE OUTCOMES: Upon completion of the course, students will have the ability to**

**CO1:** Understand of role of Microfinance in addressing the problem of poverty and income  
generating activities to the poor people.

**CO2:** To appreciate the Financial Institution’s and NGOs as partners in socioeconomic  
development process of the poor.

**CO3:** To develop leadership skills by tackling complex social issues from a policy  
perspective.

**CO4:** To analyze the various reasons for the existence of MFIs, and the challenges MFI.

## **RECOMMENDED BOOKS**

1. Beatriz Armendariz and Jonathan Morduch, "The Economics of Microfinance", Prentice-Hall of India Pvt. Ltd. Delhi, 2005.
2. Joanna Ledgerwood, "Microfinance Handbook" : an institutional and financial perspective, The World Bank, Washington, D.C.
3. Malcolm Harper, "Practical Microfinance" A training Guide for South Asia, Vistaar Publication, New Delhi.2003.

## **REFERENCE BOOKS**

1. Banker To The Poor: Micro-Lending and the Battle Against World Poverty, Mhd. Yunus
2. C.K. Prahalad, "The Market at the Bottom of the Pyramid," 2006, The Fortune at the Bottom of the Pyramid, Wharton School Publishing
3. Jorritt De Jong, et al Edited "Microfinance in Access to Government" Cambridge, 2008
4. Microfinance: Redefining the future, V S Somanath, Excel Books, 2009

## **MOOC COURSE**

<https://courses.edx.org/courses/course-v1:MITx+14.73x+2T2018/course/>

## **CASES**

Various cases relevant to the topics in different issues in the area of Microfinance will be discussed.

## **Indicative Course Assignment:**

Students will be asked to take up a field survey as to how the microfinance is improving the Standard of Living of the beneficiaries.

<b>Course</b>	<b>MERCHANT BANKING &amp; FINANCIAL SERVICES</b>	<b>Course. Code</b>	<b>18MBA3FFMB</b>	<b>SEE Duration</b>	<b>3 Hrs</b>	<b>Total no. of Lecture Hours</b>
<b>Credits</b>	<b>03</b>	<b>L-T-P hours</b>	<b>3-0-0</b>	<b>SEE+ CIE</b>	<b>50 + 50</b>	<b>39</b>

**MODULE I (5 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)**

**MODULE II (6 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 (10 hours)**

**NBFCs an Overview** - Loan Companies & Investment Companies. Types of NBFCs 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. **(Theory)**

**Concepts of Outright purchase, Leasing & Hire Purchase (Problems), Tax implications (theory) (Theory & Problems)**

**MODULE IV (10 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. Importance.

**(Theory)**

**Depository system:** objectives, activities, NSDL & CDSL. The process of clearing and settlement

## **MODULE V**

**(8 hours)**

**Money Market in India:** Organized and Unorganized Market. , Money market structure Functions and Instruments.

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)**

**Question Paper: 80% Theory, 20% Problems**

**Case study: Problem on leasing, Hire purchase and outright purchase**

**Course Outcomes: The student will be able to**

CO1: Understand the Indian Financial System.

CO2: Assess the nature of services offered by Merchant bankers in India.

CO3: Examine various services offered by NBFCs.

CO4: Evaluate various financial services for decision making.

## **RECOMMENDED BOOKS**

1. Financial services – Khan M Y, 6/e, McGraw Hill.
2. Financial Institutes and Markets, Sudhindra Bhat, 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.

## **MOOC COURSE**

Introduction to banking and financial markets - <https://www.edx.org/course/introduction-banking-financial-markets-i-iimbx-fc201-1x-0>

## **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

**FINANCIAL MANAGEMENT ELECTIVES  
CROSS FUNCTIONAL ELECTIVES**

Course	<b>VENTURE CAPITAL FINANCING</b>	Course Code	18MBA3 XFVC	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)**

Venture capital: Origin, history and development in India, Working of Venture Capital Industry, Participants in the industry, characteristics and advantages of VC investment. Limited partners and General partners– Limited partners conduction of fund due diligence. Defining Funds investment strategy, Institutional investor’s evaluation of fund managers. Venture capital firm and its operations. Venture capital investment process. Assessment of the venture by Entrepreneur and outside investor, VC Screening criteria – VOS Indicator. Types of VC firms and Structure of VC Funds- Traditional vs Asymmetric, Critical factors for the success of venture capital business, Future prospects of VC in India, Alternatives for VC

**MODULE II**

**(6 hours)**

Types of small Business firms, Components of a sound business model, Best practices of high growth, high performance firms, timing to market, ROA model considerations, Venture Life cycle: Operating and Financial Decisions, Role of IPR in VC.

Strategic planning tools: Decision Tree analysis, Game tree analysis, simulation

Fund raising and structures, Transaction types.

Fund size and portfolio construction – fit within the LP’s current portfolio. Market timing.

Performance analysis – Individual performance and attribution.

Fund level performance, comparison benchmarks.

Fund raising process, Terms of investment.

**MODULE III**

**(14 hours)**

Methods of Financial Forecasting: Forecasting Sales, Revenue. Proforma Financial Statements, Proforma Income and Balance sheet with percent of sales method. (Problems)

Financial Forecasting for established companies, forecasting for new companies, financial modelling for start-ups.

Estimating sustainable growth rates, Estimating additional funds required (**Problems**)

Estimating Ventures Value – VC method. (**Problems**)

Valuation in Practice for established companies and start-ups. Scorecard Valuation Methodology, Incorporating uncertainty.

## **MODULE IV**

**(9 hours)**

Analysis of transaction: Term Sheets and deal structure.  
Due diligence, Management Team diligence  
Assessing the market, business model, business plans and financial projections.  
Structuring investment transactions  
Contract design, staged investing. Adverse selection – signaling and screening.

## **MODULE V**

**(5 hours)**

Choice of Financing – Financing alternatives and considerations, cumulative financing needs, financial distress.  
Board Culture, composition and orientation. Board value creation and evaluation. Challenges in the Boardroom.  
Exit strategies for VC, The Harvesting decision.

**Question paper: 70 percent theory and 30 percent problem.**

**Case study from module 3, VC method valuation.**

**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:**

- The business of venture capital (Second edition), by Mahendra Ramsinghani, Wiley
- Entrepreneurial Finance (Fifth Edition) by Leach and Melicher. Cengage Learning.
- New Venture Creation: Entrepreneurship for the 21st century”, 9th edition, McGraw Hill. ISBN 9780078029103
- 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:**

- Venture Capital Due Diligence: A Guide to Making Smart Investment Choices and Increasing Your Portfolio Returns By Justin J. Camp. John Wiley & Sons



- Mastering the VC Game: A Venture Capital Insider Reveals How to Get from Start-up to IPO on Your Terms Jeffrey Bussgang Penguin,

**MOOCs:** [www.mooc-list.com/course/introduction-venture-capital-how-get-money-your-startup-edx](http://www.mooc-list.com/course/introduction-venture-capital-how-get-money-your-startup-edx)

**Indicative Course Assignments:**

1. Discuss the growth of venture capital in India in the last decade.
2. Discuss the financing methods of VC in India in the last decade.
3. Discuss the exit strategies used by VC in India in the last decade.

Course	<b>PRINCIPLES &amp; PRACTICE OF BANKING</b>	Course Code	18MBA3XFPB	SEE Duration	3 Hours	Total No. of Lecture Hours
Credits	03	L-T-P hours	3-0-0	SEE+ CIE	50 + 50	39

**MODULE I: (6 Hours)**

**Banking system and structure in India-**

Introduction to banking, RBI's Constitution and objectives, Role and function of RBI, banker as lender, Regulatory restrictions on lending. Retail banking, wholesale banking and international banking. Universal banking, recent development in Indian banking sector. (Only Theory)

**MODULE II: (9 Hours)**

**Banker and customer Relationship** – Types of relationship between banker and customer – Bankers obligations to customers – Right of lien, setoff, appropriation–Bankers legal duty of disclosure and related matters

**Customer's accounts with banks** – Opening- operation – KYC norms and operation – Types of deposit and customers – Nomination – Settlement of death claims.

**Payment and collection of Cheques and other Negotiable Instruments**

Negotiable Instruments act 1881, collection of cheques-duties of a collecting bank endorsement of cheques, forged instruments, dishonor of cheques, cheques truncation system. (Only Theory)

**MODULE III: (9 Hours)**

**Banking Technology-** Core banking , Payment system and electronic banking –Electronic payment system ATMS, National Payment Corporation of India , Rupay, Electronic banking –Home banking , Internet banking , Mobile banking , electronic commerce ,Cheque Truncation, Role of technology upgradation and its impact on banks . (Only Theory)

**MODULE IV: (9 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(Only Theory)

**MODULE V:****(6 Hours)**

**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. (Only Theory)

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

CO1	Apply knowledge of Principles and Practice of banking in banking operations.
CO2	Develop the ability to manage operations of banking.
CO3	Analyze various current and changing scenario of Indian banking sector with respect to structure, customer relationship , regulation, banking technology and international banking
CO4	Identify and assess the impact of development in the literature on banking sector.

**Question paper: 100 percent theory**

**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:**

Introduction to Banking and Financial Markets- I (edX)

**CASES**

Various cases relevant to the topics in different issues in the area of banking will be discussed

**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

### THIRD SEMESTER MBA COURSE

#### GENERAL MANAGEMENT- FUNCTIONAL ELECTIVES

Course	INNOVATION MANAGEMENT	Course Code	18MBA3FGIM	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: (7 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: (7 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, globalization of innovation, Key issues in strategic innovation management.

**MODULE III: (9 Hours)**

Business processes and enablers: The enablers of Innovation, Business Process as a source of Competitive Advantage, Insights for Innovation, Building the analytical capability. 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 IV: (6 Hours)**

Building and creating 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 V:****(10 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 various dimensions and importance of innovation in business context.

CO2: Learn the evolution of Business transformation and the role of creativity.

CO3: Understand the importance of Business Processes and the sources of Competitive advantage

CO4: Analyze 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-Created Value 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>

**Indicative course Assignment –**

- Students can be asked to identify the Real time Innovation strategies adopted by different companies and submit it in the form of an assignment.

- Students can be asked to read research work done on Innovation and sustainability and present a research review report.

Course	PROJECT MANAGEMENT	Course Code	18MBA3FGP M	SEE Duratio n	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)**

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: (6 Hours)**

Project – Responsibility Matrices – Project Communication Plan.

Estimating Project Time and Costs – Factors affecting quality of estimates – Methods of estimating project times and costs.

(Theory & problems)

**MODULE III: (7 Hours)**

Developing 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)

**MODULE V:****(10 Hours)**

Leadership: Being an effective project Manager – Managing Project Teams – Outsourcing: Managing Interorganizational Relations (Theory)

Project Monitoring Information System - Progress and Performance Measurement and Evaluation – Project Closure – Post Implementation evaluation - Agile project Management (Theory & Problems)

Question Paper: 40% Problems, 60% Theory

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

CO1: Apply the concepts of project Management to define a project and estimate the project resources.

CO2: Develop project plan and identify and manage project risks.

CO3: Exhibit the leadership skills required to manage project teams and outsourcing

CO4: Analyze project performance and develop project closure plan.

**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

**MOOC COURSES**

- Fundamentals of Project Planning and Management - <https://www.coursera.org/learn/project-management/>
- Project Management - <http://www.nptel.ac.in/syllabus/110101009/>

**SUGGESTED COURSE PROJECTS**

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
5. Study the project quality management processes in select industries

<b>COURSE</b>	<b>SUPPLY CHAIN MANAGEMENT</b>	<b>Course Code</b>	<b>18MBA3FGSC</b>	<b>SEE Duration</b>	<b>3 hrs.</b>	<b>Total no of lecture Hours</b>
<b>CREDITS</b>	<b>03</b>	<b>L-T-P</b>	<b>3-0-0</b>	<b>SEE+CIE</b>	<b>50+50</b>	<b>39</b>

### **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.

### **MODULE II**

**(10 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

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 III**

**(7 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 IV**

**(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 – CPFRRP – customer service – expected cost of stock outs – channels of distribution.



## **MODULE V**

**(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 networks and transportation modes for business excellence

CO2: Examine the critical processes of sourcing, pricing and CRM in a supply chain

CO3: Critique the coordination efforts and Logistics in a supply chain

CO4: Plan, judge and defend strategies for supply chain

### **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

**MOOC'S**-Supply Chain Fundamentals at edX

**Indicative course Assignment:** A report on Supply Chain strategies of a company

<b>Course</b>	<b>MANAGING FAMILY BUSINESSES</b>	<b>Course Code</b>	<b>18MBA3FGF B</b>	<b>SEE Duration</b>	<b>3 Hrs</b>	<b>Total no. of Lecture Hours</b>
<b>Credits</b>	<b>03</b>	<b>L-T-P hours</b>	<b>3-0-0</b>	<b>SEE+ CIE</b>	<b>50 + 50</b>	<b>39</b>

### **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**

**(8 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**

**(8 hours)**

Venture Growth strategies: Venture growth strategic issues, entrepreneurial management, and innovation in family business, Estate and ownership planning, acting as a venture capitalist for next generation, Exit Strategies in family business.

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 IV**

**(8 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](http://www.icmrindia.org)

## **MODULE V**

**(8 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](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: Ability to develop Family value based Leadership ability.

CO3: Ability to understand, analyze, communicate global, economic, legal, and ethical aspects of family business.

CO4. Ability to 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 Mooctivity

**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

Course	<b>CUSTOMER RELATIONSHIP MANAGEMENT</b>	Course Code	<b>18MBA3FGCR</b>	SEE Duration	<b>3 Hrs</b>	Total no. of Lecture Hours
Credits	<b>03</b>	L-T-P hours	<b>3-0-0</b>	SEE+ CIE	<b>50 + 50</b>	<b>39</b>

## **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)**

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 III**

**(7 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 IV**

**(7 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 V**

**(8 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: Analyze 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.

**RECOMMENDED BOOKS:**

1. Customer Relationship Management – Makkar, McGraw hill, 1<sup>st</sup> Edition.
2. Customer Loyalty - Rai, McGraw hill, 1<sup>st</sup> 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 P.Boehm, Indian Reprint, Paper Back JBA, 2000 Edn.
3. Customer Relationship Management : An Indian Perspectives - Mukesh Chaturvedi & Abhinav Chaturvedi, JBA, 2005 Edn.

**MOOC Courses: AMITY/MOOC**

**Indicative Course Assignment:** Group based course project

Course	CONFLICT MANAGEMENT & NEGOTIATION	Course Code	18MBA3FGCN	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)

**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 Organizations, 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

(8 hours)

**Managing Conflict:** Managing interpersonal conflict: Thomas conflict resolution approach, behavioral style and conflict handling, the Cosier Schank 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. Conflict Resolution and Cost: assessing the cost of workplace conflict, measures to prevent dysfunctional conflict in Organizations.

### MODULE III

(7 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, 6<sup>th</sup> Edition, Mc Graw Hill Education)

### MODULE IV

(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, 6<sup>th</sup> Edition, Mc Graw Hill Education)

## **MODULE V**

**(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, 6<sup>th</sup> Edition, 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 Organization

CO2- Develop value based leadership skills of upholding equity and ethics in the Organization.

CO3- Cultivate negotiation skills to resolve various issues in the Organization.

CO4: To develop capability to manage cross cultural negotiations and international commercial negotiations

### **RECOMMENDED BOOKS:**

1. Corporate Conflict Management - Concepts and Skills, Eirene Leela Rout, Nelson Omiko, Prentice India, 2007.
2. Contemporary Conflict Resolution, Oliver Ramsbotham, Hugh Miall, Tom Woodhouse, 3<sup>rd</sup> 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

**GENERAL MANAGEMENT SPECIALISATION  
CROSS FUNCTIONAL ELECTIVES**

Course	<b>CORPORATE GOVERNANCE &amp; BUSINESS ETHICS</b>	Course Code	<b>18MBA3XCGB</b>	SEE Duration	3 Hrs.	Total no. of Lecture Hours
Credits	<b>03</b>	L-T-P-S hours	<b>3-0-0-0</b>	SEE+ CIE	<b>50 + 50</b>	<b>39</b>

**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**

**(7 hours)**

Individual and Organizational 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 behavior.

**MODULE: III**

**(8 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**

**(8 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.

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 significance of Ethics and Governance in Business

CO2: Ability to identify ethical issues among individual and organizations.

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. Gopaldaswamy – 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

**MOOCs:** <https://www.mooc-list.com/tags/ethical-decision-making> - Ethical decision making.

**Indicative Course assignments:**

1. Arguments for and against business ethics

Course	INTELLECTUAL PROPERTY RIGHTS	Course Code	18MBA3XGIP	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

(7 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

(9 hours)

Information Technology Related Intellectual Property Rights Computer Software and Intellectual Property-Objective, Copyright Protection, Reproducing, Defenses, 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

(8 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, Defenses in case of Infringement Copyright Objectives, Rights, Transfer of Copyright, work of employment Infringement, Defenses for infringement Trademarks- Objectives, Rights, Protection of good will, Infringement, Passing off, Defenses. Designs- Objectives, Rights, Assignments, Infringements, Defenses of Design Infringement

### MODULE IV

(8 hours)

Enforcement of Intellectual Property Rights Civil Remedies, Criminal Remedies, Border Security measures. Practical Aspects of Licensing – Benefits, Determinative factors, important clauses, licensing clauses.

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 V**

**(7hours)**

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: Do 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
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).
4. International Encyclopedia of Intellectual Property Treaties (2004), Oxford University Press.
5. International Legal Instruments of Intellectual Property Rights Law, (1998), (Vol. I & II) NLSIU, Bangalore.
6. WIPO, Reading Materials on Intellectual property

**MOOCS: Intellectual Property Rights: A Management Perspective**

Indian Institute of Management Bangalore via Swayam

[https://www.classcentral.com/course/swayam-intellectual-property-rights-a-management-perspective-14132?utm\\_source=cc\\_mooc\\_report&utm\\_medium=web&utm\\_campaign=swayam\\_fall\\_2019](https://www.classcentral.com/course/swayam-intellectual-property-rights-a-management-perspective-14132?utm_source=cc_mooc_report&utm_medium=web&utm_campaign=swayam_fall_2019)

**Indicative courses:**

- Comparison of different types of Protection
- Intellectual property survey

## FOURTH SEMESTER SCHEME AND SYLLABUS

Sl. No	Course code	Course title	L	T	P	Hours/ week	Credits	IA	Exam	Total Marks
1	18MBA4PCSM	Strategic Management	3	0	0	3	3	50	50	100
2		Functional Elective 4	3	0	0	3	3	50	50	100
3		Functional Elective 5	3	0	0	3	3	50	50	100
4		Functional Elective 6	3	0	0	3	3	50	50	100
5		Cross Functional Elective 2	3	0	0	3	3	50	50	100
		<b>Total</b>				<b>15</b>	<b>15</b>			
6	18MBA4PWFT	Final Project	0	0	20	20	10	75	75	150
							<b>25</b>			<b>650</b>

## HUMAN RESOURCE MANAGEMENT ELECTIVES

Course Code	Course Title
<b>Functional Electives</b>	
18MBA4FHLD	Learning & Development
18MBA4FHST	Strategic Talent Management
18MBA4FHOD	Organizational Development
18MBA4FHHI	International Human Resource Management
18MBA4FHMC	Managerial Counseling
18MBA4FHHA	HR Analytics
<b>Cross Functional Electives</b>	
18MBA4XHPG	Personal Growth & Interpersonal Effectiveness
18MBA4XHWE	Work Ethics



### MARKETING MANAGEMENT ELECTIVES

Course Code	Course Title
<b>Functional Electives</b>	
18MBA4FMRM	Rural Marketing
18MBA4FMCM	Marketing Channel Management
18MBA4FMIC	Integrated Marketing Communications
18MBA4FMRE	Retail Management
18MBA4FMIM	International Marketing
18MBA4FMSM	Strategic Marketing
<b>Cross Functional Electives</b>	
18MBA4XMBM	Strategic Brand Management
18MBA4XMEM	E-Marketing

### FINANCIAL MANAGEMENT ELECTIVES

Course Code	Course Title
<b>Functional Electives</b>	
18MBA4FFMA	Mergers, Acquisitions and Corporate Restructuring
18MBA4FFDR	Derivatives
18MBA4FFSC	Strategic Credit Management
18MBA4FFIF	International Financial Management
18MBA4FFTM	Tax Management
18MBA4FFPA	Project Appraisal, Planning & Control
<b>Cross Functional Electives</b>	
18MBA4XFPF	Personal Finance
18MBA4XFCM	Cost Management

### GENERAL MANAGEMENT ELECTIVES

Course Code	Course Title
<b>Functional Electives</b>	
18MBA4FGMT	Management of Technology
18MBA4FGIB	International Business Management
18MBA4FGBL	Business Law
18MBA4FGMS	Management of Start-ups
18MBA4FGPM	Performance Management & Competitive Advantage
18MBA4FGTQ	Total Quality Management
<b>Cross Functional Electives</b>	
18MBA4XGSE	Social Entrepreneurship
18MBA4XGCK	Change and Knowledge Management

<b>Course</b>	<b>STRATEGIC MANAGEMENT</b>	<b>Course Code</b>	<b>18MBA4PCSM</b>	<b>SEE Duration</b>	<b>3 Hrs.</b>	<b>Total no. of Lecture Hours</b> <b>39</b>
<b>Credits</b>	<b>03</b>	<b>L-T-P Hours</b>	<b>3-0-0</b>	<b>SEE+CIE</b>	<b>50 + 50</b>	

**UNIT I (07 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. 7 s frame work

**UNIT II (07 Hours)**

Environmental Analysis: Environmental scanning, Industry Analysis, Porter’s dominant economic features. Competitive Environment Analysis ; Porter’s Five Forces model, Industry diving forces , Key Success Factors ; concept and implementation. Value Chain Analysis. Internal Analysis: SWOT analysis, creating competitive advantage. Resource based view

**UNIT 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.

**UNIT IV (07 Hours)**

Business planning in different environments: Brief overview of Innovation, integration, Diversification, Turnaround Strategies; GE nine cell planning grid and BCG matrix.

**UNIT V (10 Hours)**

Strategy Implementation: Operationalizing strategy, Annual Objectives, Developing Functional Strategies, Developing and communicating concise policies. Institutionalizing the strategy. Strategy, Leadership and Culture. Ethical Process and Corporate Social Responsibility.

Strategic Control: Guiding and evaluating strategies. Establishing Strategic Controls. Operational Control Systems. Monitoring performance and evaluating deviations, challenges of Strategy Implementation.

**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	Ability to foster critical thinking abilities for decision making with the use of case studies
CO3	Ability to appreciate and develop value based leadership
CO4	Ability to 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.
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**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 the Company.

**FOURTH SEMESTER-MBA**  
**HUMAN RESOURCES MANAGEMENT**  
**FUNCTIONAL ELECTIVES**

Course	LEARNING & DEVELOPMENT	Course Code	18MBA4FHL D	SEE Duration	3 Hrs.	Total no. of Lecture Hours
Credits	03	L-T-P Hours	3-0-0	SEE+ CIE	50 + 50	39

**UNIT I** **(7 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

**UNIT II** **(10 hours)**

Training & Transfer of Training

Training and Learning: Introduction, Relationship, meaning, Designing Effective Training, 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.

**UNIT III** **(10 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.

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.

**UNIT IV** **(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.

## **UNIT V**

**(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 concepts related to Training and development in the organization.

CO2: Design a training environment which can maximize learning in the organization.

CO3: Analyse and evaluate the economic and strategic aspects of training programs

CO4: Develop Leadership ability through employee development and career management.

### **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

### **MOOC**

<https://www.mooc-list.com/course/instructional-design-effective-learning-openlearning?static=true>

### **Indicative Course assignments:**

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 analyse their Effectiveness.

<b>Course</b>	<b>STRATEGIC TALENT MANAGEMENT</b>	<b>Course Code</b>	<b>18MBA4FHST</b>	<b>SEE Duration</b>	<b>3 Hrs.</b>	<b>Total no. of Lecture Hours 39</b>
<b>Credits</b>	<b>03</b>	<b>L-T-P Hours</b>	<b>3-0-0</b>	<b>SEE+CIE</b>	<b>50 +50</b>	

**UNIT I (5 hours)**

Talent Management: Meaning and significance of talent management .Attracting and retaining talent, employer branding activities, inculcating performance culture, providing HR leadership to business.

**UNIT II (9 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.

Methods of data collection for mapping.-observation, repertory grid, critical incidence technique, expert panels, surveys, automated expert system, and job task analysis, behavioural event interview. Developing competency models from raw data- data recording, analyzing the data, content analysis of verbal expression, validating the competency models.

**UNIT III (9 hours)**

Performance management and Reward Systems:

Performance management: Definition, The Performance Management Contribution Disadvantages/Dangers of Poorly Implemented PM Systems, Definition of Reward Systems, Base Pay, Cost-of-Living Adjustments and Contingent Pay, Short-Term Incentives , Long-Term Incentives, Income Protection, Work/Life Focus, Allowances Relational Returns, Aims and Role of PM Systems, Strategic Purpose-Administrative Purpose, Informational Purpose, Developmental Purpose, Organizational Maintenance Purpose, Documentation Purpose, Characteristics of an Ideal PM System Integration with Other Human Resources and Development Activities.

Performance Management Process: Prerequisites, Performance Planning Results, Behaviors, Development Plan, Performance Execution, Performance Assessment, Performance Review, Performance Renewal and Re-contracting.

**UNIT IV (5 hours)**

Performance Management and Strategic Planning - Definition and Purposes of Strategic Planning, Process of Linking Performance Management to the Strategic Plan, Strategic Planning, Developing Strategic Plans at the Unit level, Job Descriptions, Individual and Team Performance, Building Support

Measuring Results and Behaviors:

Measuring Results, Determining Accountabilities, Determining Objectives, Determining Performance Standards, Measuring Behaviors, Comparative Systems Absolute Systems.

## **UNIT V**

**(9 hours)**

Performance Appraisal: Appraisal Forms, Characteristics of Appraisal Forms Determining Overall Rating, Appraisal Period and Number of Meetings, Who Should Provide Performance Information? Supervisors, Peers, Subordinates, Self, Customers

Disagreement Across Sources: Is This a Problem? A Model of Rater Motivation, Preventing Rating Distortion through Rater Training Programs, Implementing a Performance Management System: Preparation, Communication, Appeals Process, Training Programs, and Pilot Testing, Communication Plan, Appeals Process, Training Programs for the Acquisition of Required Skills, Rater Error Training, Frame of Reference Training, Behavioral Observation Training, Self-Leadership Training, Pilot Testing, Ongoing Monitoring and Evaluation

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

CO1: Understand the concepts related to talent management in the organization.

CO2: Apply the competency mapping to solve business problems

CO3: Apply performance management theories and practices to solve organization problems

CO4: Analyse the economic, legal, strategic and ethical aspects of performance management system

### **RECOMMENDED BOOKS:**

1. Competence at work - Lyle M. Spencer, Signe M. Spencer. John Wiley 1993
2. Competency mapping, Assessment and Growth - Naik G.P, IHRM, 2010.
3. Performance Management - Herman Aguinis, Pearson Education, 2007.
4. The Talent Management Hand Book - Lance A. Berger & Dorothy R. Berger, Tata McGraw Hill.
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

### **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 play the behavioural interview to collect data for competency mapping for the position of management trainee.
3. Competency mapping of an MBA student.

<b>Course</b>	<b>ORGANIZATIONAL DEVELOPMENT</b>	<b>Course Code</b>	<b>18MBA4F HOD</b>	<b>SEE Duration</b>	<b>3 Hrs .</b>	<b>Total no.of Lecture Hours</b>
<b>Credits</b>	<b>03</b>	<b>L-T-P Hours</b>	<b>3-0-0</b>	<b>SEE+CIE</b>	<b>50 +50</b>	<b>39</b>

**UNIT I (8 hours)**

Introduction: Stories of Change, Pressures for Change: Environmental and Organizational Pressures, Change issues, managing change.

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.

Case Study 1: The Challenger and Columbia Shuttle disasters (Source: Book: Managing Organizational Change-a multiple perspectives approach, Palmer Dunford Akin, Tata McGraw-Hill Edition, Page: 334 to 338)

**UNIT II (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 Organizational Change-a multiple perspectives approach, Palmer Dunford Akin, Tata McGraw-Hill Edition, Page: 138 to 139)

**UNIT III (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.

**UNIT IV (10 hours)**

Human process interventions (individual, group and inter-group human relations): Individual level coaching, counseling, training, Behavioral modeling, delegating, leading, morale boosting, mentoring, motivation, etc.,

Group level conflict management, dialoging, group facilitation, group learning, self-directed work teams, large scale interventions, team building, and virtual teams.

Inter-group level: Organization mirroring, third party peacemaking interventions, partnering Techno structural (Structures, technologies, positions etc.) &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)

## **UNIT V**

**(6 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 Organization to improve effectiveness.

CO3: Inculcate critical thinking skills to make appropriate Change Management decisions

CO4: Analyze 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
3. Interview two Organization Development Practitioners about how they go with change process

Course	<b>INTERNATIONAL HUMAN RESOURCE MANAGEMENT</b>	Course Code	18MBA4FHH	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	<b>03</b>	L-T-P Hours	<b>3-0-0</b>	SEE+ CIE	<b>50 + 50</b>	<b>39</b>

## **UNIT I**

**(9 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

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.

## **UNIT II**

**(7 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.

## **UNIT III**

**(7 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.

## **UNIT IV**

**(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.

## **UNIT V**

**(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.

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

CO1: Apply the strategies of IHRM in business organizations/specific functional areas

CO2: Analyse the differences between domestic and International HR activities.

CO3: Identify and analyse social, cultural and global issues around IHRM

CO4: Deliver 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
4. International assignment

Course	MANAGERIAL COUNSELING	Course Code	18MBA4FHMC	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P hours	3-0-0	SEE+ CIE	50 + 50	39

**UNIT I: (8 hours)**

Nature and scope of guidance: 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.

Fundamental Counselling skills: 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 , Counsellor 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

**UNIT II: (7 hours)**

Self-Development of Managers as : Barefoot Counselling, Assertiveness and Interpersonal Skills for Counsellors, Counselling Relationship

**UNIT III: (9 hours)**

Development of Counselling Skill: 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

**UNIT IV: (9 hours)**

Counselling Interventions in Organisations: Empathy, Listening and Responding, Effective Feedback, Performance Counselling, Counselling in Problem Situations, Interpersonal Conflicts, Midlife Blues, Integration and Action Plan

**UNIT V: (6 hours)**

Ethics in counselling 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
2. Eastern Diocese, George C. 1855 Comstock, Pointer Publishers, ISBN 13:9788179102015, 2006
3. Counselling Psychology, P. Sejwal, M. Arora, ISBN13 : 9788183422666, Crescent Publishing House, 2012
4. Guidance And Counselling, Ramesh Chandra, Kalpaz Publications, 2007

**MOOCs:** Positive Psychology, Indian Institute of Technology Delhi and NPTEL via Swayam  
[https://www.classcentral.com/course/swayam-positive-psychology-14241?utm\\_source=cc\\_mooc\\_report&utm\\_medium=web&utm\\_campaign=swayam\\_fall\\_2019](https://www.classcentral.com/course/swayam-positive-psychology-14241?utm_source=cc_mooc_report&utm_medium=web&utm_campaign=swayam_fall_2019)

**Indicative course Assignment:** to interact with few counsellors and understand the challenges in the field of counselling

Course	HR ANALYTICS	Course Code	18MBA4FHHA	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P hours	3-0-0	SEE+ CIE	50+50	39

#### UNIT-I

(7 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.

#### UNIT II:

(7 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.

#### UNIT III:

(10 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.

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?

#### UNIT IV:

(8 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

**UNIT V:****(7 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 SPSS for different cases of HR analytics.

**RECOMMENDED BOOKS:**

- 1)“Predictive HR Analytics”, Martien R Edwards & Kirsten Edwards, Kongan 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

**MOOCs:** People Analytics, by University of

Pennsylvania, <https://www.coursera.org/learn/wharton-people-analytics>

**Indicative course Assignment:** Students will be asked to do an assignment related to SPSS based on HR issues



**HUMAN RESOURCES MANAGEMENT  
CROSS FUNCTIONAL ELECTIVES**

<b>Course</b>	<b>PERSONAL GROWTH &amp; INTERPERSONAL EFFECTIVENESS</b>	<b>Course Code</b>	<b>18MBA4XHPG</b>	<b>SEE Duration</b>	<b>3 Hrs</b>	<b>Total no. of Lecture Hours</b>
<b>Credits</b>	<b>03</b>	<b>L-T-P hours</b>	<b>3-0-0</b>	<b>SEE+CIE</b>	<b>50+50</b>	<b>39</b>

**UNIT 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.

**UNIT II (8 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, and Emotional intelligence

**UNIT III (8 Hours)**

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. 8<sup>th</sup> habit by Stephen Covey.

Basic functions of mind - Creativity and innovation. Blocks to creativity. Creativity processes and tools - convergent and divergent thinking. Neuro Linguistic Programming

**UNIT IV (8 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

**UNIT V (8 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 Andragogy. 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: Identify and understand the strengths and weaknesses as individual, as a member of a group/organization using personality typing and personality theories

CO2: Apply habits of personal effectiveness to be a better leader

CO3: Critically thinking and 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 – Udai Parek, 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	18MBA4XHWE	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P hours	3-0-0	SEE+ CIE	50 + 50	39

#### UNIT I

(7 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.

#### UNIT 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.

#### UNIT III

(6 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.

#### UNIT IV

(10 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.

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.

#### UNIT V

(10 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

#### 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:**

1. Ethical Theory and Business, Tom L. Beauchamp, Norman E. Bowie and Denis Arnold, 8<sup>th</sup> Edition.
2. Business Ethics, O.C. Ferrell, John Fraedrich, and Linda Ferrell, 9th Edition, Cengage Learning.
3. How technology is compromising Workplace Privacy, Fredrick S Lane 111, AMACOM Div American Mgmts., 2003
4. Ethics in the Workplace, Dean Bredeson, Keith Goree, Cengage Learning, 2011

**REFERENCE BOOKS:**

- 1 Ethics in 21stCentury, Mary Alice Trent, Oral Roberts University, Longman.
- 2 Ethics in workplace, Elizabeth P Tierney, Oaktree press
- 3 Ethics in Workplace: System Perspective, WilliamFRoth, Pearson,2014.
- 4 Ethics in the Work place: Tools and Tactics for Organizational Transformation-Craig E. Johnson-SAGE Publications, 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

**FOURTH SEMESTER-MBA  
MARKETING MANAGEMENT  
FUNCTIONAL ELECTIVES**

Course	RURAL MARKETING	Course Code	18MBA4FMRM	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P hours	3-0-0	SEE+ CIE	50 + 50	39

**UNIT I: (7 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.

**UNIT II: (7 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

**UNIT III: (10 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.

**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.

**UNIT IV: (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

**UNIT V: (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:** Apply knowledge of rural marketing principles, theories, concepts and techniques to solve rural business problems.

**CO2:** Analyze the consumer behavior in the rural areas through research.

**CO3:** Assess the marketing of Agri Input and output and develop entrepreneurial thinking.

**CO4:** Analyze, apply the concepts to design, distribution, communication strategy and marketing plan in rural area.

## **RECOMMENDED BOOKS:**

- Rural Marketing – Pradeep Kashyap& Siddhartha Raut, Biztantra.
- Rural Marketing – Gopal Swamy T. P, 3/e, Vikas Publishing House.
- Rural Marketing – Dogra &KarminderGhuman, 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 – Habeeb Ur Rahman, 1/e, HPH, 2004.
- Rural Marketing –Sukhpal Singh, Vikas Publishers
- Rural Marketing – MinoutiKamat& 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.

### **MOOC – Rural Marketing Course at EDUCBA:**

<https://www.educba.com/course/rural-marketing-course/>

**Indicative course Assignment** - A report on rural marketing strategies used by companies in sectors like FMCG, Agri-inputs, tractors etc.

Course	MARKETING CHANNEL MANAGEMENT	Course Code	18MBA4FMCM	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P hours	3-0-0	SEE+ CIE	50 + 50	39

**UNIT I Marketing Channel Design and Channel Integration (10 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

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

**UNIT II Channel Implementation (05 hours)**

Nature of power- sources of power- nature of conflict- sources- Types of conflicts- conflict resolution strategies-strategic alliances in distribution

**UNIT III 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

**UNIT IV 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

**UNIT V Channel Institutions (07 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: 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.

**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)

**Indicative Course Assignment:** Course based group project

Course	INTEGRATED MARKETING COMMUNICATIONS	Course Code	18MBA4FMIC	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P hours	3-0-0	SEE+ CIE	50 + 50	39

#### UNIT I

(8 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

#### UNIT II

(10 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.

**Direct Marketing:** Features, Functions, Advantages/Disadvantages, and Strategies.

**Sales Promotion:** Meaning, Importance, tools used, customer oriented vs trade oriented sales promotion.

**Public relation/ Publicity:-** Meaning, Objectives, tools, strategies, types, limitations, PR Vs Publicity. Co-operative advertising, Corporate Advertising.

#### UNIT III

(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.

#### UNIT IV

(4 Hours)

**Monitoring, Evaluation and control:** Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing.

#### UNIT V

(8 Hours)

**International Advertising:** Global environment in advertising, advantages, appropriate situations, Decision areas in international advertising

**Internet advertising:** Meaning, 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

(03 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.** Create a video ad for a product/service.

**RECOMMENDED BOOKS:**

1. Advertising and Promotions IMC Perspectives: Belch and Belch – Tata McGraw Hill,

9/e, 2012.

2. Advertising & Integrated Brand Promotion - O'Guinn, Allen, Semenik, Cengage Learning.

3. Integrated Advertising, Promotion, and Marketing Communications, Clow, Baack, 3/e, Pearson Education, 2007.

4. Integrated Marketing Communications – Niraj Kumar, HPH.

**REFERENCE BOOKS:**

1. Foundations of Advertising, Chynawalla&Sethia, HPH, 2007

2. Advertising management - Rajeev Batra, John G Myers &Aaker, 5/e, PHI, 2007.

3. Event marketing and management- Sanjaya Singh, Vikas Publication, 2003.

4. Advertising Basics, Vilanilam, Varghese, Response BOOKS, 2007

5. Advertising, Sangeeta Sharma &Raghuvir Singh, PHI, 2006.

**MOOC:**

Integrated Marketing Communications from Coursera

**Indicative course Assignment** - Prepare a detailed IMC Plan for a company of your choice

Course	RETAIL MANAGEMENT	Course Code	18MBA4FMRE	SEE Duration	3 Hrs	Total no. of Lecture Hours 36
Credits	03	L-T-P hours	3-0-0	SEE+ CIE	50 + 50	

#### **UNIT 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, emerging trends in organized retailing

#### **UNIT 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

#### **UNIT 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.

#### **UNIT IV**

**(11 Hours)**

Retail Pricing: Factors influencing retail pricing, Retail pricing strategies, Retail promotion strategies 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

#### **UNIT V**

**(6 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:** Apply the concepts of retailing into business practices

**CO2:** develop critical & logical thinking with the help of case studies and articles

**CO3:** Evaluate the various strategies adopted by the retailers and make an informed choice.

**CO4:** Assess the theoretical applications in retail outlets through a team based course project and submit a formal report.

**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 - Dravid 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:** Retail Fundamentals (edX)

**Indicative Course Assignment:** Group based course project

<b>Course</b>	<b>INTERNATIONAL MARKETING</b>	<b>Course Code</b>	<b>18MBA4FMIM</b>	<b>SEE Duration</b>	<b>3 Hrs</b>	<b>Total no. of Lecture Hours 39</b>
<b>Credits</b>	<b>03</b>	<b>L-T-P hours</b>	<b>3-0-0</b>	<b>SEE+ CIE</b>	<b>50 + 50</b>	

### **UNIT I**

**(5 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

### **UNIT II**

**(7 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

### **UNIT III**

**(10 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,

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

## UNIT IV

(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,

## UNIT V

(9 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:** Develop an understanding of the major issues related to International Marketing

**CO2:** Develop skills in researching and analyzing trends in global markets and in modern marketing practice

**CO3:** Assess, plan and critique an organization's ability to enter and compete in international markets.

**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-businessmarketingcoursera>

**Indicative course Assignment:**

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

- Pick a leading company-product combination of your choice.
- Decide upon a country where your company-product combination will be marketed.
- The country selection decision would involve making a non-trivial comparison of the international marketing opportunities in at least two (or more) countries of the world where the chosen company currently does not have operations.
- Select the best method of entry for doing business in this country and decide on the relevant market segments to target in the selected country and overall marketing approach.
- Finally, develop a comprehensive international marketing plan and discuss upon decisions related to the 4Ps of marketing.
- Review detailed guidelines for developing an international marketing plan
- Analyse international marketing environment to understand opportunities and threats that a company underlying the behaviours of international consumers and business associates.
- Conduct international marketing research to generate information on consumers, competitors and other aspects of the international marketing environment.
- Select countries for international expansion and an appropriate method of entry for international markets ranging from indirect export to joint venture to foreign direct investment.
- Market segmentation, targeting, and positioning strategy for international markets
- Collect data to study globalization versus adaptation of marketing mix for international markets including product, pricing, distribution and promotion decisions.
- Dealing with international associates, employees and partners including topics such as international business negotiations, personal management et



Course	STRATEGIC MARKETING	Course Code	18MBA4FMSM	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P hours	3-0-0	SEE+ CIE	50 + 50	39

**UNIT I (5 hours)**

**Introduction and Overview:** Concept and trend, strategic market management- historical perspective, characteristics and trends, Need.

**UNIT II (10 hours)**

**Strategic Analysis:** Environmental Analysis, Internal Analysis, External Analysis, Customer Analysis, Competitor Analysis, Market, Sub-Market Analysis,

**UNIT III (8 hours)**

**Alternative Business Strategies:** Sustainable Competitive Advantage, Strategic options- quality, value, focus, innovation, global strategies

**UNIT IV (10 hours)**

Growth Strategies & Implementation : Penetration, Product –Market Expansion, Vertical Integration, and the Big Idea, diversification, strategies in declining and hostile markets

Conceptual Framework and its constituents, obtaining strategic congruence

**UNIT V (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 (02 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	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, 7<sup>th</sup> Edition
2. Strategic Marketing , Andrew Whalley (e- book)
3. Strategic Marketing Management, Alexander Chernev, Philip Kotler, 7<sup>th</sup> 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, 1<sup>st</sup> Edition

**MOOCs:** Make a Marketing Plan (DBA)

**Indicative Course Assignment:** Group based class activity

**MARKETING MANAGEMENT  
CROSS FUNCTIONAL ELECTIVES**

Course	<b>STRATEGIC BRAND MANAGEMENT</b>	Course Code	18MBA4XMBM	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	<b>03</b>	<b>L-T-P hours</b>	<b>3-0-0</b>	<b>SEE+ CIE</b>	<b>50 + 50</b>	<b>39</b>

**UNIT I (6 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.

**UNIT II (10hours)**

**Brand Equity, Identity & Positioning:** 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. Basic concepts of positioning-the three C's of positioning-POP'S and POD's- Positioning Guidelines-Core brand values and Brand Mantras.

**UNIT III (6 hours)**

**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

**UNIT IV (6 hours)**

**Brand Equity Measurement:** The Brand Value Chain- Brand Tracking- brand Equity Management System- Young & Rubicam's Brand Asset Valuator

**UNIT V (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 (03 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)

**Indicative Course Assignment:** Group based course project

Course	E-MARKETING	Course Code	18MBA4XMEM	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P hours	3-0-0	SEE+ CIE	50 + 50	39

#### UNIT I:

(4 Hours)

Introduction, Internet- Evolution, How it works? Key terms and concepts. What is e-marketing? E-Marketing vs E-Business, Understanding marketing strategy, crafting a digital marketing strategy.

#### UNIT II:

(10 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.

**Web Development and Design:** Introduction, Key terms and concepts. Web design, Web development. Mobile development. Step-by-step guide to building a website.

**Search Engine Optimisation (SEO)** Introduction, Understanding SEO. Search engine friendly website structure. SEO and key phrases. Link popularity. User insights. Benefits and challenges.

**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.

#### UNIT III:

(12 Hours)

**Content Marketing:** Introduction, Key terms and concepts, meaning, Strategic building blocks. Content creation. 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. 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. Advantages and challenges.

**Video Marketing:** Introduction, Key terms and concepts, Video content strategy, Video production step by step, video promotion. Advantages and challenges.

**Email Marketing:** Introduction: Key terms and concepts. Email strategy and planning. Step-by-step process. 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.

**UNIT IV:****(6 Hours)**

**Social Media Channels:** Introduction, Key terms and concepts, Traditional media vs Social media. Social media channels: Social networking. Content creation, 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. Dealing with opportunities and threats. Step-by-step guide for recovering from an online brand attack. Social media risks and challenges.

**UNIT V:****(4 Hours)**

**Data Analytics:** Introduction, Key terms and concepts. Working with data. Setting objectives, goals and KPIs. Tracking and collecting data. Analysing data. Advantages and challenges.

**Conversion Optimisation:** Introduction, Key terms and concepts. What can you test? Designing tests. Step-by-step guide to conversion optimisation.

**Case Studies in Indian & International Context****(03 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	Create a website with provided parameters

**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

**MOOC:**

“Digital Marketing, Social Media and E-Commerce for Your Business” at edX started on April 18, 2016.

**Indicative course Assignment** - Students have to create a website

**FOURTH SEMESTER-MBA  
FINANCIAL MANAGEMENT  
FUNCTIONAL ELECTIVES**

Course	MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING	Course Code	18MBA4FFMA	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

**UNIT I (5 Hours)**

**Mergers** – Types of Mergers, Value creation in horizontal, vertical and conglomerate mergers. Operating, financial and managerial synergy of mergers.  
Theories of mergers. Internal and external change forces contributing to M & A activities, impact of M&A activities on the stakeholders, Reasons for failure for M&A.

**UNIT II (5 Hours)**

**M&A – A strategic Perspective:** Industry life cycle and product life cycle analysis in M&A decision, SWOT analysis, BCG matrix, Porter’s five forces model.

**UNIT III (10 Hours)**

Corporate restructuring – significance, different methods of restructuring – Expansion, Contraction, Corporate control and Changes in ownership structures.  
Takeovers: Friendly and Hostile. Hostile takeover methods, Anti - takeover defences – preventive and active.  
Legal Aspects in M&A’s: Legal procedures for Mergers as per companies act 1956, Implications under Indian Income Tax act 1961, Competition Act, 2002 and Mergers, Key provisions of SEBI takeover code, salient features of SEBI guidelines for takeovers.

**UNIT IV (5 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

**UNIT V (14 Hours)**

Share Exchange Ratio, Optimal SER, Post-merger EPS, PE, share price calculations.  
Valuing merger using free cash flow technique (problems)  
Methods of Accounting for Amalgamation: Pooling of interests method, Purchase Method (theory only)

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

CO1: Assess the value creation of various corporate restructuring activities

CO2: Analyze M&A transactions and deal financing

CO3: Research and Valuation of a company pre and post M&A activity

CO4: Comprehend the legal issues in M&A's

**Question Paper:** 60% Theory, 40% Problems

**Case study** from UNIT V (Numerical – Valuing Mergers using free cash flow technique)

**RECOMMENDED BOOKS:**

- Mergers and Acquisitions, The ICFAI University Press
- Fred Weston, Kwang S Chung, Susan E Hoag – Mergers, Restructuring And Corporate Control – Pearson Education, 4/e
- Mergers acquisitions and Business valuation – Ravindhar Vadapalli – Excel books, 1/e 2007
- Ashwath Damodaran – Corporate Finance-Theory And Practice – John Wiley & Sons

**REFERENCE BOOKS:**

- Sudi Sudarsanam – Value Creation from Mergers and Acquisitions – Pearson Education, 1/e, 2003
- Shukla & Grewal- Advanced Accounts Vol 2 – S.Chand & Sons
- 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	18MBA4FFDR	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: (6 Hours)**

**Introduction to Derivatives Market:** Derivatives, Development of Financial and Commodity Derivatives, Present Indian scenario of commodity derivatives. Role of SEBI in regulating derivatives market, Exchanges and trading mechanism. **(Only Theory)**

**MODULE II: (11 Hours)**

**Forwards, futures:** Meaning of forwards and futures, specification of futures, differences between forward and future contract, difference between commodity derivative and financial derivatives, 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)**

**MODULE III: (11 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: (5 Hours)**

**Interest Rate Forward and Futures**

Type of rates, swap rates, the risk free rate, Zero rates, Bond pricing, Determining Zero rates, forward rules, Forward rate agreements (FRA),

Interest rate futures: Status of interest rate futures in India, Treasury bond futures, hedging strategies using futures. **(Theory & Problems)**

**MODULE V: (6 Hours)**

Swaps: History of swap in India, Mechanics of Swap transaction –Interest rate swaps – Currency Swaps –Equity & Commodity Swaps-valuation of swap. **(Theory & Problems)**

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

CO1	Apply knowledge of derivatives to solve business problems in financial risk
CO2	Demonstrate an understanding of the use of financial engineering and risk management approaches and techniques used in modern organizations.
CO3	Make informed judgements on the use of derivative instruments
CO4	Identify and assess the impact of development in the literature on derivatives through research.

**Question Paper:** 40% Theory, 60% Problems

**Case study** from Module II Forwards, futures and III Options

**RECOMMENDED BOOKS:**

1. Options, Futures & Other Derivatives - John C. Hull & Sankarshan Basu 10/e, Pearson Education.
2. Options & Futures- Vohra & Bagri, 2/e, TMH

**REFERENCE BOOKS:**

1. Fundamentals of Financial Derivatives, N. R. Parasuraman, 2/e Wiley India .
2. Derivatives & Risk Management -Jayanth Rama Varma, 1/e Tata McGraw Hill, 2011.
3. Commodity and Financial derivatives – S Kevin, 2/e PHI
4. Commodity Markets operations, Instruments and applications, Niti Nandini Chatnani Tata McGraw Hill
5. Sundaram and Das. Derivatives Principles and Practice. 2nd edition. McGraw-Hill Irwin, 2015.

**Indicative Moocs**

<https://www.khanacademy.org/math/a-calculus-ab/ab-differentiation-1-new/ab-2-1/v/derivative-as-a-concept>

**Indicative Course Assignment:**

1. Current Developments in Derivatives.
2. Hedging and Risk Management

Course	STRATEGIC CREDIT MANAGEMENT	Course Code	18MBA4FFSC	SEE Duration	3 Hrs	Total no. of Lecture Hours
Credits	03	L-T-P	3-0-0	SEE+CIE	50+50=100	39

**MODULE I: (05 Hours)**

**Introduction and Overview of Credit:** Principles of lending, Credit Policy, Types of Borrowers and Types of Credit Facilities, Credit delivery, Credit Appraisal and Credit Rating. (Only Theory)

**MODULE II: (07 Hours)**

**Analysis of Financial Statements:** Analysis of Financial Statements,; Balance sheet, trading and settlement of profit and loss account, Ratio analysis, Fund flow settlements and cash flow settlements.

Project appraisal/ Term loan Appraisal: Aspect of Project Appraisal, term loan appraisal and capital budgeting (Theory and Problem)

**MODULE III: (07 Hours)**

**Working capital Management:** Working capital assessment: concept, gap operating cycle, assessment of working capital requirements financial ratio- debt equity and current ratio.

Non-fund based credit facilities. : Advantages for bank, borrowers and risk, Letter of credit, bills purchase and bills guarantee (Theory and Problem)

**MODULE IV: (06 Hours)**

**Other Credits:**

**Retail loans:** Introduction, Characteristic, Advantages and Disadvantages Retail Sector Products –home loan, gold loan, personal loan, education loan, property loan.

**Priority sector lending:** categories of priority sector, social infrastructure and renewable energy.

**Government sponsored schemes and NABARD scheme (Only Theory )**

**MODULE V: (14 Hours)**

**Monitoring, Supervision/Follow Up and Management Of Impaired Asset:**

**Documentation:** Importance, types, requisites, selection and stamping.

**Types of charges:** Various types of charges, Mode of charges.

**Follow up, supervision and credit Monitoring:** credit monitoring Meaning, Monitoring goal, Monitoring process, Monitoring tool and supervision and follow up.

**Management of Impaired Asset :** NPAs and their Management , Income recognition, classification of NPAs , provisioning norms for NPAs ,options available for banks for stressed assets, willful defaulters ,legal action , Lok Adalats, debt recovery tribunal SARFAESI Act, resolution of stressed asset . (Only Theory)

**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

**Question Paper:** 80% Theory, 20% Problems

**Case study** from Module I (Introduction and Overview of Credit), IV (Retail loans) and V (Monitoring, Supervision/Follow Up and Management of Impaired Asset)

**RECOMMENDED BOOKS:**

1. Banker's Handbook on Credit Management by Indian Institute of Banking And Finance.
2. Strategic Credit Management in Banks, Popli.G.S. and Puri S. K. ,PHI,2013
3. Management Of Banking And Financial Services Third Edition Padmalatha Suresh And Justin Paul Pearson

**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](http://nptel.ac.in/syllabus/syllabus_pdf/110104048)

**Indicative Course Assignment:**

1. Management of Impaired Asset
2. Bank Credits and economic growth

<b>Course</b>	<b>INTERNATIONAL FINANCIAL MANAGEMENT</b>	<b>Course. Code</b>	<b>18MBA4FFIF</b>	<b>SEE Duration</b>	<b>3 Hrs</b>	<b>Total no. of Lecture Hours</b>
<b>Credits</b>	<b>03</b>	<b>L-T-P hours</b>	<b>3-0-0-0</b>	<b>SEE+ CIE</b>	<b>50 + 50</b>	<b>39</b>

### **MODULE I**

**(6 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 system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

**(Only Theory)**

### **MODULE II**

**(12 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

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. **(Theory & Problems)**

### **MODULE III**

**(4 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. **(Only Theory)**

### **MODULE IV**

**(9 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. **(Theory & Problems)**

### **MODULE V**

**(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. **(Theory & Problems)**

**Course Outcomes: At the end of the course the student will be able 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 – Madhu Vij, Excel Books, 2010.

**REFERENCE BOOKS:**

1. International Financial Management – Siddaiah T, 1/e, Pearson, 2011.
2. International Finance – Shailaja G, 2/e, University Press, 2011.
3. International Financial Management – Apte P. G, 6/e, TMH, 2011.

**MOOCs:**

International Monetary Fund – [www.edx.org/school/iimfx](http://www.edx.org/school/iimfx).

**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.

**Question Paper:** 60 % Theory 40% problems. Case preferably from capital budgeting.

<b>Course</b>	<b>TAX MANAGEMENT</b>	<b>Course Code</b>	<b>18MBA4FFTM</b>	<b>SEE Duration</b>	<b>3 Hours</b>	<b>Total No. of Lecture Hours 39</b>
<b>Credits</b>	<b>03</b>	<b>L-T-P Hours</b>	<b>3-0-0</b>	<b>CIE+SEE</b>	<b>50 +50</b>	

**UNIT I: Basic Concepts (Theory & Problems) (06 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.

**UNIT II: Income under the head Salary and House Property (Theory & Problems) (10 hours)**

Heads of Income (Theory), Basic problems on Salary including components on pension, gratuity, leave salary, provident fund, allowances and perquisites.

Basic problems on computation of Total Income and available Deductions u/s 80C, 80CCC, 80CCD, 80D, 80DD, 80DDB and 80U.

Income from House Property (Theory only).

**UNIT III: Income under the head Profit and Gains of Business or Professions (Theory & Problems) (10 hours)**

Income under the head Profit and Gains of Business or Professions and its computation- basic method of accounting- scheme of business deductions/ allowance- deemed profits- maintenance of books, Depreciation (Problems on computation of income from business/ profession of Individual assessee and Depreciation).

Setoff and Carry Forward of Losses

**UNIT IV: Income under the head Capital Gain and Other Sources (Theory) (08 hours)**

Income under capital gain, basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain( theory & problems), deductions from capital gains.

**UNIT V: Goods and Service Tax (Theory) (05 hours)**

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

**(Question Paper: 80% Problem and 20% Theory)**

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

<b>CO1</b>	Understand the provisions of tax assessment in Indian Scenario.
<b>CO2</b>	Apply their knowledge in assessing tax liability of an Individual.
<b>CO3</b>	Analyze and evaluate the information for the calculation of the taxable income of a business or profession or a firm.
<b>CO4</b>	Communicate effectively the Indian Income Tax Information.

**RECOMMENDED BOOKS**

1. Students Guide to Income Tax Vinod Singhania and Kapil Singhania, Taxman Publications, Latest Edition
2. Direct Tax – Lal &Vashisht – Pearson Ed. 28E
3. R.N. Lakhotia, Corporate Tax Planning, Vision Publications

**REFERENCE BOOKS**

1. Direct Taxes Law and Practice, Vinod Singhania & Kapil Singhania, Taxman Publication
2. E A Srinivas – Corporate Tax Planning (latest edition); McGraw Hill Education Ltd., Noida.
3. T N Manoharan (latest edition)- Students Guide to Income Tax – Snow White
4. Girish Ahuja & Ravi Gupta – Corporate Tax Planning and Management (latest edition), Direct Tax Law and Practice: Bharat Law House (P) Ltd., New Delhi.

**MOOC COURSE**

[http://gst.ictacademy.in/GST\\_Free\\_90\\_mins.html](http://gst.ictacademy.in/GST_Free_90_mins.html)

**CASES**

- Various cases relevant to the topics in *Salary Income (detailed)*, *Business Income/ Professional Gain*, and *Capital Gains (with exemptions)* will be discussed.

**Indicative Course Assignment:**

Students will be asked to analyze the latest Financial Bill passed in the Parliament.



<b>Course</b>	<b>PROJECT APPRAISAL, PLANNING &amp; CONTROL</b>	<b>Course Code</b>	<b>18MBA4FFPA</b>	<b>SEE Duration</b>	<b>3 Hrs</b>	<b>Total no. of Lecture Hours</b>
<b>Credits</b>	<b>03</b>	<b>L-T-P</b>	<b>3-0-0</b>	<b>SEE+ CIE</b>	<b>50 + 50</b>	<b>39</b>

### **UNIT I**

**(04 Hours)**

Project planning & analysis Overview: Capital budgeting concepts, objectives and Phases, Resource Allocation Framework: Porter's elementary investment strategies.  
Portfolio planning tools: BCG, GE, SPACE. Interface between strategic planning and capital budgeting.

### **UNIT II**

**(14 Hours)**

Steps in Generation and screening of project ideas, project rating index – sources of positive NPV – Porter's model for estimation of profit potential of industries.

Market and demand analysis (**problems on demand forecasting**), Technical analysis (importance and process)

Financial estimates and projections – cost of project, means of finance, estimates of sales and production, cost of production, working capital requirement and its financing, profitability projections, projected cash flow statement, projected balance sheet, multi-year projections.

Project cash flows – elements of a cash flow stream, basic principles of cash flow estimation, cash flows for a replacement project. (**Problems**)

Viewing a project from financial institutions perspective.

Appraisal criteria: Net Present Value – Benefit cost ratio – Internal rate of returns - Urgency – Payback period – Accounting rate of returns – investment appraisal in practice. (**Problems**)

### **UNIT III**

**(07 Hours)**

Types and measure of risk – simple estimation of risk using standard deviation – sensitivity analysis – scenario analysis – Monte Carlo simulation – Decision tree analysis – selection of projects under risk – risk analysis in practice. (**Problems**)

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. (**Problems**)

Portfolio theory and capital budgeting. Divisional WACC and project-specific WACC. (**Problems**)

#### **UNIT IV (Theory)**

**(07 Hours)**

Social Cost Benefit Analysis (SCBA): Rationale for SCBA – UNIDO approach to SCBA – Little and Mirle approach to SCBA.

Multiple projects and constraints: Methods of ranking. Qualitative factors in capital budgeting. Environmental appraisal of projects - environmental impact assessment and environmental impact statement

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.

#### **UNIT V**

**(07 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. **(Problems on CPM, PERT and crashing)**

Project review (problems) 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: 30% THEORY, 70% PROBLEMS**

#### **CASE QUESTION FROM UNIT II OR III. (NUMERICAL)**

#### **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](http://www.coursera.org/learn/project-management)

## **Indicative Course Assignments:**

- Write a project plan and do a feasibility analysis
- Identify the project financing schemes by financial institutions in India.

**FINANCIAL MANAGEMENT  
CROSS FUNCTIONAL ELECTIVES**

<b>Course</b>	<b>PERSONAL FINANCE</b>	<b>Course Code</b>	<b>18MBA4XFPP</b>	<b>SEE Duration</b>	<b>3 Hours</b>	<b>Total No. of Lecture Hours 39</b>
<b>Credits</b>	<b>03</b>	<b>L-T-P hours</b>	<b>3-0-0</b>	<b>SEE+ CIE</b>	<b>50 + 50</b>	

**UNIT I** **(4 Hours)**

**Planning personal Finances**

Planning Personal Finance- steps, Career Planning - Steps in career planning, financial aspects of career planning. Financial benefits offered by employers in India. **(Theory)**.

Time value of Money **(problems)**

**UNIT II** **(7 Hours)**

**Managing Personal Finances**

Saving vs Investing Savings and Deposit Schemes in India. Personal loans and Educational Loans – sources, comparison.

Introduction to consumer credit: Choosing a source of credit: the costs of credit alternatives.

Consumer purchasing strategies and Legal Protection Housing Finance decision: Factors, sources and comparison. Tax implications. **(Theory)**

**UNIT III** **(7 Hours)**

**Insuring resources**

Life Insurance schemes **(Problems of premium calculation – lump sum, level and limited)**, ULIPS.

General Insurance – Property Insurance, Motor vehicle Insurance, Health and Medical Insurance – various schemes.

Tax implications of insurance schemes.

**UNIT IV** **(14 Hours)**

Investing in stocks – Large cap, Mid cap and small cap stocks – benefits and risks.

Income, Value and Growth stocks. Defensive stocks. Momentum and contrarian investment strategies. **(Problems on Return and risk calculation of stocks and portfolio using Markowitz equations)**.

Problems on Fundamental valuation of stocks and calculation of value anchor.

**Investing in Bonds** – types of bonds, benefits, risks **(Problems on Bond pricing, Bond yield calculation, bond duration)**

Stock and bond portfolio management strategies. Portfolio evaluation and revision techniques. **(Theory)**

Tax implications of investing in Stocks and bonds.

Investing in Mutual Funds – Types, benefits, risks **(problems on NAV, evaluation and ranking of mutual funds)**. ULIPS vs Mutual funds.

Investing in Real Estate (problem) and Gold – benefits, risks. Tax implications of investing in mutual funds, gold and real estate.

## **UNIT V**

**(7 Hours)**

Retirement planning and Estate planning, Wealth Management as a profession.  
Planning personal tax strategy (Problems on personal tax calculation for salaried employees)

**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 and tax implications)**

**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, 8<sup>th</sup> Edition, Mc Graw Hill.
2. Investment Analysis and Portfolio management – Prasanna Chandra, 3/e, TMH, 2010.
3. Risk Management and Insurance, Scott E Harrington, Gregory R Niehaus, 2007, THM
4. Insurance and risk Management”, P K Gupta, 2010, Himalaya Publishing House

### **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	18MBA4XFCM	3 Hours	Total No. of
Credits	03	L-T-P hours	3-0-0	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**)

**MODULE II: (8 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**)

**MODULE III: (9 Hours)**

**Decision Making Techniques:** Marginal costing-Nature and scope –Applications-Break even charts and points, Decision making process (all types with full problems) Differential Cost Analysis, Advantages and Disadvantages of Marginal costing. (**Theory & Problems**)

**MODULE IV: (8 Hours)**

**Budgetary control:** - Introduction, Budget and Budgetary control, Objectives of Budgetary control, Functional Budgets, Master Budgets, Key factor problems on Production budgets and flexible budgets. (**Theory & Problems**)

**Standard costing:**

Standard cost and standard costing, Comparison with budgetary control, analysis of variances, Problems on Materials and labour Variances. (**Theory & Problems**)

**MODULE V: (5 Hours)**

**Activity Based Costing:** 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 & Problem**)

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

CO1	Apply the concept of cost management techniques to solve business problems
CO2	Analyze and interpret the costing information
CO3	Evaluate the cost information for cost ascertainment , planning , control and decision making to achieve organizational goals
CO4	Present the changing scenario in the area of cost management through both oral and written communication

**Question Paper:** 50% Theory, 50% Problems

**Case study** from Module I cost sheet and III Decision Making Problems

**COMMENDED BOOKS:**

1. Cost Accounting: Theory and Practice –Bhabotosh Banerjee, 13<sup>th</sup> Edition, PHI.
2. Jawaharlal, Cost Accounting, Tata McGraw Hill Publishing Company Limited, 5th Edition, 2013.

**REFERENCE BOOKS:**

1. M Y Khan & P K Jain, Cost Accounting, Tata McGraw Hill Publishing Company, 6th Edition, 2000.
2. A text book of Cost and Management Accounting –Arora M.N, 11th Editions, Vikas..
3. Case in Financial Management IM Pandey Ramesh Bhat 3E 4.Cost and management accounting by Ravi M Kishore, Taxmann Publication, 2018 Edition.

MOOCs: <http://nptel.ac.in/courses/110101003/26>

**Indicative Course Assignment:**

- Preparation of cost and prepare a cost sheet.
- Activity based costing and its application.
- Decision making through marginal costing.

## GENERAL MANAGEMENT FUNCTIONAL ELECTIVES

Course	MANAGEMENT OF TECHNOLOGY	Course Code	18MBA4FGMT	SEE Duration	3 Hrs.	Total no. of Lecture Hours
Credits	03	L-T-P hours	3-0-0	SEE+CIE	50 + 50	39

### UNIT I (7 Hours)

Technology management - Introduction – definitions – concepts – main technologies and their characteristics.

Technology development and acquisition - forecasting – generation and development

### UNIT II (9 Hours)

Technology absorption and diffusion - absorption – assessment – evaluation – diffusion Selection and implementation of new technologies – automation decisions

### UNIT III (8 Hours)

Strategic decision models: project management in adoption and implementation of new technologies –strategic cost analysis

### UNIT IV (8 Hours)

Managing new generation technologies: commercializing new and innovative technologies – invention –innovation – intellectual property rights

Competitive advantages through new technologies: product development – from scientific breakthrough to marketable product – mechanism for technology transfer and acquisitions.

### UNIT V (7 Hours)

Knowledge based techniques: role of artificial intelligence techniques – knowledge management techniques for technology management

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

CO1: The student will be able understand Various Technology management methods

CO2: The students know how to commercialize the technological inventions.

CO3: The students can evaluate technology of strategic decision for project management

CO4: To analyze the relationship between New technology and competitive advantage



**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	<b>INTERNATIONAL BUSINESS MANAGEMENT</b>	Course Code	18MBA4FGIB	SEE Duration	3 Hrs.	Total no. of Lecture Hours
Credits	03	L-T-P hours	3-0-0	SEE+ CIE	50 + 50	39

**UNIT I (7 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.

**UNIT II (9 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.

Multinational Corporations: design and structures – headquarters and subsidiary relations in multinational corporations (MNC).

**UNIT III (9 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

**UNIT IV (8 hours)**

Regional Integrations: 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.

**UNIT V: (7 hours)**

Foreign Exchange Market: 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: Student will be able to understand the Forex market

CO2: Students will be able to apply various political, legal, cultural & economic factors prevalent globally to manage International business.

CO3: Student will be able to analyse international/global trade policies & regional trade integrations

CO4: Students will 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 ShenkarYadongLuo : 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/coursev1:IIMBx+IM110x+1T2016/courseware/9745373e83c245329023e98b19a567fa/b686652d9c144fadb45987eadbe65324/>

**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	18MBA4FGB L	SEE Duration	3 Hrs.	Total no. of Lecture Hours
Credits	03	L-T-P hours	3-0-0	SEE+ CIE	50 + 50	39

#### UNIT I

(9 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.

#### UNIT II

(9 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.

#### UNIT III

(12 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.

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

#### UNIT IV

(9 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 basmati rice, turmeric, tomato and pharma products.

Women and human rights at work-place: gender equality, harassment of women in organisation, types, fundamentals rights, nature of human rights, NHRC, 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: To understand the legal and Regulatory Environment guiding Indian Business and apply it within the given framework

CO2: To cultivate value based leadership capabilities to drive business

CO3: To develop critical thinking skills to ensure justice to the different stake holders

CO4: To learn to analyze the situation that necessitates legal action and take appropriate measures

**RECOMMENDED BOOKS:**

1. Saravanavel & Sumathi – Business Law for Management – HPH
2. N D Kapoor – Elements of Mercantile Law – Sultan Chand
3. S.S. Gulsan, Business Law, 3rd Edition, EB

**REFERENCE BOOKS:**

1. Akhileshwar Pathak, Legal Aspects of Business, 2nd edition, TMH
2. K.R. Bulchandani, Business Law for Management, 4th edition, HPH. Manmohan Prasad – Principles of business law and Management - HPH
3. M C Kuchhal – Business Law –Vikas, 4/e, 2005
4. Gulshan – Business Law – Excel Books
5. Students Guide to Merchantile & Commercial Law – Rohini Aggrawal – Taxmann, 2004

**MOOCS:**

<http://study.com/academy/course/business-law-course.html#about>

**Indicative course assignments:**

1. Overview of Business Law sources in India
2. Potential impact of law on Business right from inception

Course	MANAGEMENT OF START-UPS	Course Code	18MBA3FGMS	SEE Duration	3 Hrs.	Total no. of Lecture Hours
Credits	03	L-T-P hours	3-0-0	SEE+ CIE	50 + 50	39

**UNIT I (8 hours)**

Introduction: History of the Corporation, Startups vs Large Companies, Customer vs. Product Development, Entrepreneurial mindset, Entrepreneurial process. New Venture. Practice of Innovation: Purposeful Innovation, Innovative opportunity, Principles of Innovation. Sources: The unexpected, Process Need, Industry & Market structures, demographics, Perception, New Knowledge, Bright Idea.

**UNIT II (7 hours)**

Business Models and Customer Development: Value Proposition, Customer Segments, Revenue Streams, Key Resources, Customer Development Processes, Minimum Viable Product, Market Opportunity Analysis

**UNIT III (7 hours)**

Patents, Copyrights and Trademarks: Protecting the ideas, Difference among Patent, copyright & trademark, patent cost, timing, ideas that could be patented, legal requisites for patenting.

**UNIT IV (8 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.

**UNIT V (9 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.

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

CO1: Develop the business model for their business idea

CO2: Gain knowledge of legal compliances for new ventures.

CO3: Understand the nuisances of Business Plan.

CO4: Understand the functioning of Business **RECOMMENDED BOOKS:**

1. Start-up Equation – A visual Guidebook for building your start-up. By Steven Fisher and IaNae 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:**

[http://nptel.ac.in/syllabus/syllabus\\_pdf/109105098.pdf](http://nptel.ac.in/syllabus/syllabus_pdf/109105098.pdf)  
[www.startup-buzz.com](http://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

<b>Course</b>	<b>PERFORMANCE MANAGEMENT &amp; COMPETITIVE ADVANTAGE</b>	<b>Course Code</b>	<b>18MBA4FGPM</b>	<b>SEE Duration</b>	<b>3 Hrs.</b>	<b>Total no. of Lecture Hours</b>
<b>Credits</b>	<b>03</b>	<b>L-T-P hours</b>	<b>3-0-0</b>	<b>SEE+CIE</b>	<b>50 + 50</b>	<b>39</b>

**UNIT I (7 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.

**UNIT II (9 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.

**UNIT III (8 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, 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.

**UNIT IV (7 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

**UNIT V (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: The student will be able understand various performance management process

CO2: The students can assess and evaluate performance of employees

CO3: To apply performance management process to solve business problems

CO4: The students can understand and evaluate team performance

**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/>

**Indicative course Assignment:**

1. The students to find out the best employer surveys conducted during the past year and make a presentation.

2. The students explore performance appraisal practices in various sectors

Course	TOTAL QUALITY MANAGEMENT	Course Code	18MBA4FGT Q	SE E Duratio n	3 Hrs.	Total no. of Lecture Hours
Credits	03	L-T-P hours	3-0-0	SEE+CIE	50+50	39

## UNIT I

(8 hours)

### Introduction to Quality System

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.

### 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, Feigen Baum's philosophy.

## UNIT II

(8 hours)

### Managing for quality and high performance

Leadership and strategic planning for TQM, 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 Price, 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.

## UNIT III

(8 hours)

### Process Management and quality control tools

Tools for quality planning, Quality Function Deployment (QFD), concepts and techniques, sixSigma concept, Deming's PDCA cycle, Poka Yoke and 7 QC tools, Types of histograms, Pareto diagrams, cause and effect diagram.

## UNIT IV

(7 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

## **UNIT V**

**(8 hours)**

### **Management of total quality:**

Just in Time system: Definition, Kanban system, benefits of Kanban, JIT in manufacturing, and JITR in services.

### **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

### **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 organizational, communication and teamwork requirements for effective quality management

CO4- Critically analyze 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 Sridhar Bhat HPH, 1/e, 2014
2. Total Quality Management – Dr. B Janakiraman, Prof. R K Gopal – PHI, 2005
3. Total Quality Management – James R Evans – South Western Publishers, 5/e,
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, second edition
3. Total Quality Management – Poornima M Charantimath.

### **Indicative Course Assignments:**

Report on quality management considering manufacturing and service sector .

**GENERAL MANAGEMENT  
CROSS FUNCTIONAL ELECTIVES:**

<b>Course</b>	<b>SOCIAL ENTREPRENEURSHIP</b>	<b>Course Code</b>	<b>18MBA4XGSE</b>	<b>SEE Duration</b>	<b>3 Hrs.</b>	<b>Total no. of Lecture Hours</b>
<b>Credits</b>	<b>03</b>	<b>L-T-P hours</b>	<b>3-0-0</b>	<b>SEE+ CIE</b>	<b>50 + 50</b>	<b>39</b>

**UNIT: I** **(7 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.

**UNIT: II** **(6 hours)**

Philanthropy and Hybrid Ventures, Leadership that facilitates societal transformation, the Competitive Advantage of Corporate Philanthropy, Social entrepreneurship as entrepreneurial and Competitive as business

**UNIT: III** **(8 hours)**

Non-profits, Governments and Social Entrepreneurship-Inductive typology, measuring and managing performance.

**UNIT: IV** **(8 hours)**

Capital/Funding/Financing: Sources of Financing for New Non-profit Ventures.

**UNIT: V** **(10 hours)**

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.

**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 21<sup>st</sup> Century Social Entrepreneurs.
2. Develop business plan for a social venture

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

CO1: Gain insight on Social Entrepreneurship and learn the skills to apply it

CO2: Analyze the challenges of a social enterprise.

CO3: Develop critical thinking skills required to rethink and introduce new social initiatives

CO4: To cultivate value based leadership to become future social entrepreneur

**RECOMMENDED BOOKS:**

1. Social Entrepreneurship: Theory and Practice – February 2, 2012- by Ryszard Praszkiar (Author), Andrzej Nowak (Author)

**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)

**MOOCS:**

<https://www.mooc-list.com/course/identifying-social-entrepreneurship-opportunities-coursera>

**Indicative Course Assignments:**

Submit a report on the journey of Social Entrepreneur.

<b>Course</b>	<b>CHANGE AND KNOWLEDGE MANAGEMENT</b>	<b>Course Code</b>	<b>18MBA4XGCK</b>	<b>SEE Duration</b>	<b>3 Hrs.</b>	<b>Total no. of Lecture Hours 39</b>
<b>Credits</b>	<b>03</b>	<b>L-T-P hours</b>	<b>3-0-0</b>	<b>SEE+CIE</b>	<b>50 + 50</b>	

## **PART A- MANAGING CHANGE**

### **UNIT I**

**(7 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.

### **UNIT II**

**(9 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.

### **UNIT 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**

### **UNIT IV**

**(8 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.

## **UNIT V**

**(7 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.

Knowledge management system life cycle: Managing knowledge workers, knowledge audit, and knowledge management practices in organizations, few case studies.

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: define, understand and explain the fundamentals concepts of organizational change and knowledge management

CO2: apply the organizational models to optimize change initiatives

CO3: analyze leader's role in implementing Change and knowledge management initiatives

CO4: critically evaluate organizational change process and knowledge sharing practices

### **RECOMMENDED BOOKS:**

1. Knowledge Management – a resource book – A Thothathri 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.