

SEMESTER II
HUMAN RESOURCE MANAGEMENT

Subject Code	: 16MBA21	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Objectives:

- To understand the HRM concepts and theory
- To obtain an overview of various HRM functions and practices
- To gain an insight into the various statutory provisions

Course outcome:

At the end of the course students will be able to:

- Synthesize information regarding the effectiveness of recruiting methods & selection procedures
- Identify the various training methods and design a training program
- Design a job description and job specification for various levels of employees.
- List out the regulations governing employee benefit practices.

Unit 1:

(8 hours)

Human Resource Management:

Introduction, meaning, nature, scope of HRM - Importance and Evolution of the concept of HRM - Major functions of HRM - Principles of HRM

Unit 2:

(10 hours)

Job Analysis: Meaning, process of Job Analysis, methods of collecting job analysis data, Job Description and Job Specification, Role Analysis.

Human Resource Planning: Objectives, Importance and process of Human Resource Planning, Effective HRP.

Unit 3:

(10 hours)

Recruitment: Definition, Constraints and Challenges, Sources and Methods of Recruitment, New Approaches to recruitment.

Selection: Definition and Process of Selection.

Placement: Meaning, Induction/Orientation, Internal Mobility, Transfer, Promotion, Demotion and Employee Separation.

Unit 4:

(8 hours)

Training and development: Training v/s development, Training v/s Education, Systematic Approach to Training, Training Methods.

Unit 5:

(10 hours)

Performance Appraisal: Concept of Performance Appraisal, the Performance Appraisal Process, Methods of Performance Appraisal

Compensation: Objectives of Compensation Planning, Job Evaluation, Compensation Pay Structure in India.

Unit 6:

(10 hours)

Employee Welfare: Introduction, Types of Welfare Facilities and Statutory Provisions.

Employee Grievances: Employee Grievance procedure, Grievances Management in Indian Industry.

Discipline: Meaning, approaches to discipline, essential of a good disciplinary system, managing difficult employees.

Practical Components:

- Give a case and ask the students to prepare the recruitment advertisement for a newspaper.
- Expose students to standard selection tests followed in various sectors.
- Exploring training and development practices.
- Exploring performance appraisal practices in various sectors.
- Exploring employee separation practices.
- Give a job analysis case and ask the students to prepare job description and job specification.
- Ask the students to prepare an appointment letter for the post of office manager of a company known to you.

RECOMMENDED BOOKS:

- Human Resources Management: A South Asian Perspective, Denski/Griffin/Sarkar-Cengage Learning, 2012.
- Human Resource Management – Rao V. S. P, Excel BOOKS, 2010
- Human Resource Management - Lawrence S. Kleeman, Biztantra , 2012.
- Human Resource Management – Dr. T.P RenukaMurthy HPH

REFERENCE BOOKS:

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

FINANCIAL MANAGEMENT

Subject Code	: 16MBA22	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Course Objectives:

- To familiarize the students with basic concepts of financial management.
- To understand time value of money and cost of capital.
- To analyze capital structure, capital budgeting and dividend decision.
- To understand the short term and long term financing and working capital management.

Course Outcome:

At the end of the course students will be able to:

- Understand the basic financial concepts
- Apply time value of money
- Evaluate the investment decisions
- Analyze the capital structure and dividend decisions.
- Estimate working capital requirements.

Unit 1:

(8 Hours)

Financial management – Introduction to financial management, objectives of financial management – profit maximization and wealth maximization. Changing role of finance managers. Interface of Financial Management with other functional areas.

Sources of Financing: Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and private equity, Warrants and convertibles (Theory Only)

Emerging Issues: Risk management, Behavioral finance and Financial engineering.

Unit 2:

(10 Hours)

Time value of money – Future value of single cash flow & annuity, present value of single cash flow, annuity & perpetuity. Simple interest & Compound interest, Capital recovery & loan amortization.

Unit 3:

(10 Hours)

Cost of Capital 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 4:

(12 Hours)

Investment decisions – Capital budgeting process, Investment evaluation techniques – Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, discounted payback period, accounting rate of return.

Unit 5: (8Hours)

Working capital management – factors influencing working capital requirements - Current asset policy and current asset finance policy- Determination of operating cycle and cash cycle - Estimation of working capital requirements of a firm (Does not include Cash, Inventory & Receivables Management)

Unit 6: (8 Hours)

Capital structure and dividend decisions – Planning the capital structure. (No capital structure theories to be covered) Leverages – Determination of operating leverage, financial leverage and total leverage. Dividend policy – Factors affecting the dividend policy - Dividend Policies- Stable Dividend, Stable Payout (No dividend theories to be covered)

Practical Components:

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

RECOMMENDED BOOKS:

- Financial Management -Prasanna Chandra, 8/e, TMH, 2011.
- Financial Management,Shashi K Gupta and R K Sharma, 8th Revised Edition, Kalyani Publishers, -2014
- Financial Management,Khan M. Y.& Jain P. K, 6/e, TMH, 2011.
- Financial Management,Rajiv Srivastava and Anil Misra, Second edition, Oxford University Press,2011
- Financial Management ,I M Pandey, 10th Edition, Vikas Publishing House -2014
- Financial Management & Policy-Vanhorne, James C., 12/e, Pearson, 2002
- Financial Management, PralhadRathod, Babitha&S.HarishBabu, Himalaya Publishing House, 2015

REFERENCE BOOKS:

- Financial Management,V K Bhalla ,1st Edition- S.Chand 2014,
- Fundamentals of Financial Management,Brigham & Houston, 10/e, Cengage Learning.
- Corporate Finance,Damodaran , 2/e, Wiley India (P) Ltd., 2004
- Financial Management,Paresh P., Shah 2/e, Biztantra.
- Fundamentals of Financial Management,Sheeba Kapil ,Pearson,2013
- Financial Management, Sumit Gulati & Y P Singh,McGraw Hill, New Delhi - 2013

RESEARCH METHODS

Subject Code	: 16MBA23	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Objectives:

- To understand the basic components of research design
- To Gain an insight into the applications of research methods
- To equip students with various research analytical tools used in business research

Course outcome:

At the end of the course students are able to:

- Understand various research approaches, techniques and strategies in the appropriate in business.
- Apply a range of quantitative / qualitative research techniques to business and day to day management problems
- Demonstrate knowledge and understanding of data analysis, interpretation and report writing
- Develop necessary critical thinking skills in order to evaluate different research approaches in Business.

Unit 1:

(8 hours)

Business Research – Meaning, types, process of research- management problem, defining the research problem, formulating the research Hypothesis, developing the research proposals, research design formulation, sampling design, planning and collecting the data for research, data analysis and interpretation. Research Application in business decisions, Features of good research study.

Unit 2:

(10 hours)

Business Research Design: Meaning and significance - **Types:** Exploratory and Conclusive Research Design.

Exploratory Research: Meaning, purpose, methods- Literature search, experience survey, focus groups and comprehensive case methods.

Conclusive Research Design - Descriptive Research - Meaning, Types – Cross sectional studies and longitudinal studies.

Experimental Research Design – Meaning and classification of experimental designs- formal and informal, Pre experimental design, Quasi-experimental design, True experimental design, statistical experimental design.

Unit 3:

(8 hours)

Sampling: Concepts- Types of Sampling - Probability Sampling – simple random sampling, systematic sampling, stratified random sampling, cluster sampling -Non Probability Sampling –

convenience sampling- judgemental sampling, snowball sampling- quota sampling - Errors in sampling.

Unit 4: (12 hours)

Data Collection: Primary and Secondary data

Primary data collection methods - Observations, survey, Interview and Questionnaire, Qualitative Techniques of data collection, Questionnaire design – Meaning - process of designing questionnaire. Secondary data -Sources – advantages and disadvantages.

Measurement and Scaling Techniques: Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert's Scale, Semantic Differential Scale, Thurstone scale, Multi-Dimensional Scaling

Unit5: (10 hours)

Hypothesis - types, characteristics, source, formulation of hypotheses, errors in hypotheses. Parametric and Non-Parametric Tests- t-test, z-test, f-test, u-test, K-W Test (problems on all tests) Statistical analysis- Bivariate and Multivariate Analysis- (only theory). ANOVA-one-way and two-way classification (theory only)

Unit6: (8 hours)

Data Analysis and Report Writing: Editing, Coding, Classification, Tabulation, Validation Analysis and Interpretation- **Report writing and presentation of results:** Importance of report writing, types of research report, report structure, guidelines for effective documentation.

Practical Components:

- To identify research problem and collect relevant literatures for data analysis
- To write the research design by using Exploratory and Descriptive Research methods
- To prepare the questionnaire on brand awareness, effectiveness of training in public sector organization, Investors attitude towards Mutual funds in any financial institutions.
- To conduct Market survey and to investigate consumer perception towards any FMCG.
- To demonstrate Report writing and Presentation methods

RECOMMENDED BOOKS

- Business Research Methods: A South-Asian Perspective with course Mate William G.Zikmund/Barry J.Babin/Jon C.Carr/AtanuAdhikari/Mitch Griffin, Cengage learning
- Business Research Methods: S.N.Murthy&U.Bhojanna. Excel Books
- Business Research Methods. Donald R. Cooper & Pamela s Schindler, 9/e, TMH /2007
- Research Methods – M MMunshi& K Gayathri Reddy, Himalaya Publishing House, 2015
- Research Methods for Business, Uma Sekaran& Roger Bougie, 6th Edition, Wiley, 2013
- Business Research Methods-SL Gupta and HeteshGuptha, McGraw hill - 2012
- Marketing Research- Naresh K Malhotrs- 5th Edition, Pearson Education /PHI 2007

REFERENCE BOOKS

- Research Methods- William M C Trochi,- 2/e, Biztantra, 2007

- Methodology of Research in social Sciences- O R Krishnaswami, M Ranganatham, HPH, 2007
- Research Methodology – C.R.Kothari, VishwaPrakashan
- Business Research Methodology – J K Sachdeva – 2nd Edition - HPH, 2011
- Research Methodology – concepts and cases – Deepak Chawla and NeenaSondhi -Vikas Publication - 2014

BUSINESS LAW AND POLICY

Subject Code	: 16MBA24	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Objectives:

- To understand the legal environment of business and complexities faced by businesses.
- To learn various legal provisions under Indian Companies Act.
- To understand the importance of Corporate Social Responsibility

Course Outcome:

At the end of the course students will be able to:

- Demonstrate awareness towards legal and regulatory context of business
- Recognize and appropriately respond to ethical, legal and strategic concerns relating to human resource and organizational management.
- Gain insights into various acts and understand the significance of corporate governance

Unit 1

(10 Hours)

Indian Contract Act, 1872-meaning of contract, agreement, essential elements of a valid contract. Law of agency-meaning, creation and termination of agency. Bailment and Pledge-meaning rights and duties of bailor and bailee.

Unit 2:

(10 Hours)

Companies Act 1956- Meaning and features, kinds of companies, registration and incorporation, Memorandum of Association,& Articles of Association, Prospectus. Winding up of companies

Unit 3:

(10 Hours)

Miscellaneous Acts-Meaning, scope and objectives of: (a) Intellectual Property Law (relating to patents, copyrights and trademarks): (b) Consumer Protection Act 1986 and (c) Environment Protection Act 1986,

Unit 4:

(10 Hours)

Indian Partnership Act 1932 - THE NATURE OF PARTNERSHIP- Introduction of a partner- Admission of the partner -Retirement of a partner- Expulsion of a partner - Insolvency a partner - Liability of estate of deceased partner

Unit 5:**(8 Hours)**

Corporate Governance: Introduction, Definition, Issues in corporate governance, relevance of corporate governance, need and importance of corporate governance, benefits of good corporate governance. Obligation to society, investors, employees and customers, managerial obligation, Indian cases

Unit 6:**(8 Hours)**

Corporate Social Responsibility: Types and nature of social responsibilities, CSR principles and strategies, models of CSR, Best practices of CSR, Need of CSR, Arguments for and against CSR, CSR in Indian perspective, Indian examples. Latest trends in CSR

Practical Components:

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

RECOMMENDED BOOKS:

- Business, Government, and Society: A Managerial Perspective, Text and Cases – John F. Steiner, 12/e, McGraw-Hill, 2011.
- Business and Government – Francis Cherunilam, HPH.
- Corporate Governance: principles, policies and practices – Fernando A. C, 2/e, Pearson, 2011.
- Business Ethics and Corporate Governance - Ghosh B. N, Tata McGraw-Hill, 2012.
- Business Law for Managers, Goel P. K, Biztantra, 2012.
- Corporate Social Responsibility: A Study of CSR Practices in Indian Industry, Baxi C. V & Rupamanjari Sinha Ray, Vikas Publishing House, 2012.

REFERENCE BOOKS:

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

STRATEGICMANAGEMENT

Subject Code	: 16MBA25	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Objectives:

- To provide insights into the core concepts of strategic management.
- To evaluate various business strategies in dynamic market environments.
- To gain insights into various strategic management models

Course Outcome:

At the end of the course students will be able to:

- Formulate a strategic plan that operationalizes the goals and objectives of the firm.
- Use management concepts to analyze complex business situations
- Associate with various Strategic Management models for Business situations
- Ability to evaluate and critique theories and models in corporate environment.

Unit 1

(8 Hours)

Meaning and Nature of Strategic Management, its importance and relevance. Characteristics of Strategic Management. The Strategic Management Process. Relationship between a Company's Strategy and its Business Model.

Unit 2

(8 Hours)

Strategy Formulation – Developing Strategic Vision and Mission for a Company – Setting Objectives – Strategic Objectives and Financial Objectives – Balanced Scorecard. Company Goals and Company Philosophy. The hierarchy of Strategic Intent – Merging the Strategic Vision, Objectives and Strategy into a Strategic Plan.

Unit 3

(10 Hours)

Analyzing a Company's External Environment – The Strategically relevant components of a Company's External Environment – Industry Analysis – Industry Analysis – Porter's dominant economic features – Competitive Environment Analysis – Porter's Five Forces model – Industry driving forces – Key Success Factors – concept and implementation.

Unit 4

(10 Hours)

Analyzing a company's resources and competitive position – Analysis of a Company's present strategies – SWOT analysis – Value Chain Analysis – Benchmarking
Generic Competitive Strategies – Low cost provider Strategy – Differentiation Strategy – Best cost provider Strategy – Focused Strategy – Strategic Alliances and Collaborative Partnerships – Mergers and Acquisition Strategies – Outsourcing Strategies –International Business level Strategies.

Unit 5**(10 Hours)**

Business planning in different environments – Entrepreneurial Level Business planning – Multi stage wealth creation model for entrepreneurs– Planning for large and diversified companies – brief overview of Innovation, integration, Diversification, Turnaround Strategies - GE nine cell planning grid and BCG matrix.

Unit 6**(10 Hours)**

Strategy Implementation – Operationalizing strategy, Annual Objectives, Developing Functional Strategies, Developing and communicating concise policies. Institutionalizing the strategy, Strategy, Leadership and Culture

Practical Components:

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

RECOMMENDED BOOKS:

- Strategic Management: A South-Asian Perspective With CourseMate Michael A.Hitt/R.Duane Ireland/ Robert E.Hoskisson/S.Manikutty Edition:9th, Cengage Learning
- Crafting and Executing Strategy, Arthur A.Thompson Jr.,AJ Strickland III, John E.Gamble,18/e,TataMcGrawHill,2012.
- Strategic Management - Analysis, Implementation, Control, Nag A,1/e,Vikas,2011.
- Strategic Management -An Integrated Approach, Charles W.L.Hill,Gareth R.Jones,Cengage Learning.
- Business Policy and Strategic Management, Subba Rao P,HPH.
- Strategic Management, Kachru U,Excel BOOKS,2009.

REFERENCE BOOKS:

- Strategic Management: Concepts and Cases, David R, 14/e, PHI.
- Strategic Management: Building and Sustaining Competitive Advantage, Robert A.Pitts & David Lei,4/e,Cengage Learning.
- Competitive Advantage, Michael E Porter, Free Press NY
- Essentials of Strategic Management, Hunger, J. David,5/e, Pearson.
- Strategic Management, Saroj Datta, jaico Publishing House, 2011.
- Contemporary Strategic Management, Grant,7/e, Wiley India, 2012

- Strategic Management-The Indian Context, R. Srinivasan, 4th edition, PHI

ENTREPRENEURSHIP DEVELOPMENT

Subject Code	: 16MBA26	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Course Objectives:

- To develop and strengthen entrepreneurial quality in students.
- To impart basic entrepreneurial skills and understanding to run a business efficiently and effectively.
- To provide insights to students on entrepreneurial opportunities.

Course Outcomes:

At the end of the course students will be able to:

- Display keen interest and orientation towards entrepreneurship
- Develop a business plan
- Become aware about various sources of funding for an entrepreneur including financial institutions, venture capitalists and Angel Investors
- Gain consciousness towards social entrepreneurship and rural entrepreneurship opportunities

Unit 1:

(10 Hours)

Entrepreneur & Entrepreneurship: Meaning of entrepreneur - Evolution of the concept - Functions of an Entrepreneur - Types of Entrepreneur - Intrapreneur- an emerging class - Concept of Entrepreneurship - Evolution of Entrepreneurship - Development of Entrepreneurship - Entrepreneurial Culture - Stages in entrepreneurial process.

Unit 2:

(10 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.

Unit 3:

(8 Hours)

Institutions supporting Entrepreneurs: Small industry financing developing countries - A brief overview of financial institutions in India - Central level and state level institutions - SIDBI - NABARD - IDBI - SIDCO - Indian Institute of Entrepreneurship - DIC - Single Window - Latest Industrial Policy of Government of India

Unit 4:

(8 Hours)

Family Business: Importance of family business - Types - History - Responsibilities and rights of shareholders of a family business - Succession in family business - Pitfalls of the family business - strategies for improving the capability of family business - improving family business performance.

Unit 5:**(10 Hours)**

International Entrepreneurship Opportunities: The nature of international entrepreneurship - Importance of international business to the firm - International versus domestic entrepreneurship - Stages of economic development - Entrepreneurship entry into international business - exporting - Direct foreign investment - barriers to international trade.

Unit 6:**(10 Hours)**

Informal Risk Capital and Venture Capital: Informal risk capital market - venture capital - nature and overview - venture capital process - locating venture capitalists - approaching venture capitalists.

Social Entrepreneurship: Social enterprise-need - types - characteristics and benefits of social enterprises-Social entrepreneurship - Rural entrepreneurship, MSME Policies.

Make-In India, Start-Up India, Stand-Up India.

Case studies in Entrepreneurship Development**Practical Components:**

- Make a business plan for your intended business - talk to bankers to find out what they look for in a business plan - modify accordingly and present it in the class
- Analyze the performance of listed family firms. How is their performance compared to the performance of other firms? Does a family firm successfully manage to create wealth for non-family investors?
- Interview a local entrepreneur to find out his/her major motivations to start a business - which of the skills and characteristics do you find in the entrepreneur?
- Study a local for-profit business and try to list out the positive social impacts of the business
- Visit a trade show and try to compare the marketing activities of various stalls in that show - make a list of good practices you come across in the show
- Choose an NGO in your locality. Interview the founder and present the case in class on the motivations - challenges - ecosystem support and their impacts - arrive at possible solutions and convey back to NGO.

RECOMMENDED BOOKS:

- Entrepreneurship: A South-Asian Perspective – T.V Rao/Donald F.Kuratko, Cengage Learning
- Entrepreneurship Development-Small Business Enterprise-PoornimaCharantimath Pearson Education - 2014
- Entrepreneurship- Rober D Hisrich - Michael P Peters - Dean A Shepherd - 6/e - The McGraw-Hill companies - 2007
- Entrepreneurial Development – M M Munshi, Prakash Pinto & Ramesh Khathri, Himalaya Publishing House -2015
- Entrepreneurship Development - S S Khanka - S Chand Publications

REFERENCE BOOKS:

- Entrepreneurship Theory at crossroads - Mathew J Manimala - 2/e - Biztantra - 2007

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

SEMESTER III MARKETING SPECIALISATION

CONSUMER BEHAVIOR

Subject Code	: 16MBA MM301	IA Marks : 20
Number of Lecture Hours/Week:	03	Exam Hours: 03
Number of Lecture Hours	: 56	Exam Marks: 80
Practical Component	: 02 Hours/ Week	

Objectives:

- To understand the concept of consumer behavior, decision making by consumers, behavioral variables and its influences on consumer behavior.
- To comprehend the social and cultural dimensions of consumer behavior.
- To provide an insight of the psychological and behavioral concepts of consumers.

Outcomes:

The student should be able to:

- Explain the background and concepts vital for understanding Consumer Behaviour.
- Identify the role of variables that determines Consumer Behaviour in Social & cultural domain.
- Identifying the psychological and behavioral practices adopted by organizations to enhance the Consumer Behaviour.

Unit 1:

(5 Hours)

Introduction to the study of Consumer Behaviour: Meaning & Definition of CB, Difference between consumer & Customer, Nature & characteristics of Indian Consumers, Consumer Movement in India, Rights & Responsibilities of consumers in India, Benefits of consumerism.

Unit 2:

(9 Hours)

Role of Research in understanding consumer behaviour: Consumer Research: Consumer Research Paradigms (Qualitative & Quantitative Research Methods) Developing research objectives, collecting secondary data, designing primary research, data analysis and reporting research findings.

Models of Consumer Behaviour: Input-Process-Output Model, Nicosia Model, Howard Sheth Model, Engel-Kollat-Blackwell Models of Consumer Behaviour, Internal Influences: Motivation, Personality, Perception, Learning, Attitude, Communications, External Influences: Social Class, Culture, REFERENCE Groups, Family members.

Levels of Consumer Decision Making – Consumer Buying Decision Process, Complex Decision Making or Extensive Problem Solving Model, Low Involvement Decision Making or Limited Problem Solving Model, Routinised Response Behaviour, Four views of consumer decision making. On-line Decision Making: Meaning & Process/Stages
Situational Influences- Nature of Situational Influence (The communication Situation, The Purchase Situation, The usage situation, The disposition situation) Situational Characteristics and consumption behaviour (Physical features, Social Surroundings, Temporal Perspectives, Task Definition, Antecedent States.)

Unit 3:

(10 Hours)

Individual Influences on Consumer Behaviour and CRM: Part 1

A) Motivation: Basics of Motivation, Needs, Goals, Positive & Negative Motivation, Rational Vs Emotional motives, Motivation Process, Arousal of motives, Selection of goals.

Motivation Theories and Marketing Strategy - Maslow's Hierarchy of Needs, McGuire's Psychological Motives (Cognitive Preservation Motives, Cognitive Growth Motives, Affective Preservation Motives, Affective Growth Motives).

B) Personality: Basics of Personality, Theories of Personality and Marketing Strategy (Freudian Theory, Neo-Freudian Theory, Trait Theory), Applications of Personality concepts in Marketing, Personality and understanding consumer diversity (Consumer Innovativeness and related personality traits, Cognitive personality factors, Consumer Materialism, Consumer Ethnocentrism), Brand Personality (Brand Personification, Gender, Geography, Colour), Self and Self-Image (One or Multiple selves, The extended self, Altering the self).

C) Perception: Basics of Perception & Marketing implications, Elements of Perception (Sensation, Absolute Threshold, Differential Threshold, Subliminal Perception), Dynamics of Perception (Perceptual Selection, Perceptual Interpretation, Perceptual Organization, perceived price, perceived quality, price/quality relationship, Perceived Risk, Types of risk, How consumers' handle risk.

Customer Relationship Management

Meaning & Significance of CRM, Types of CRM (Operational, Collaborative, Analytical), Strategies for building relationship marketing, e-CRM, Meaning, Importance of e-CRM, Difference Between CRM & e-CRM

Unit 4:

(08 Hours)

Individual Influences on Consumer Behaviour: Part 2

A) Learning: Elements of Consumer Learning, Motivation, Cues, Response, Reinforcement, Marketing Applications of Behavioural Learning Theories, Classical Conditioning Pavlovian Model, Neo-Pavlovian Model), Instrumental Conditioning, Elaboration Likelihood Model.

B) Attitude: Basics of attitude, the nature of attitude, Models of Attitude and Marketing Implication, (Tri-component Model of attitude, Multi attribute attitude models.

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

Unit 5:

(12 Hours)

External Influences on Consumer Behaviour

Social Class: Social Class Basics, What is Social Class? (Social class & Social status, the dynamics of status consumption, Features of Social Class, Five Social-Class Categories in India

Culture and Subculture - Major Focus on Indian Perspective

Culture: Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values and beliefs in Consumer Behaviour.

Subculture: Meaning, Subculture division and consumption pattern in India, Types of subcultures

Cross-cultural consumer analysis: Similarities and differences among people, the growing global middle class; Acculturation is a needed marketing viewpoint, applying research techniques Cross-cultural marketing strategy: Cross-cultural marketing problems in India, Strategies to overcome cross-cultural problems.

Groups: Meaning and Nature of Groups, Types

Family: The changing structure of family, Family decision making and consumption related roles, Key family consumption roles, Dynamics of husband-wife decision making, The expanding role of children in family decision making, The family life cycle & marketing strategy, Traditional family life cycle & marketing implications,

Reference Groups: Understanding the power & benefits of reference groups, A broadened perspective on reference groups, Factors that affect reference group influence, Types of reference groups, Friendship groups, Shopping groups, Work groups, Virtual groups, Consumer-action groups, reference group appeals, Celebrities.

Unit 6:

(08 Hours)

Consumer Influence and Diffusion of Innovations

Opinion Leadership: Dynamics of opinion leadership process, Measurement of opinion leadership, Market Mavens, Opinion Leadership & Marketing Strategy, Creation of Opinion Leaders

Diffusion of Innovations: Diffusion Process (Innovation, Communication channels, Social System, Time) Adoption Process: Stages, categories of adopters Post Purchase Processes: Post Purchase Processes, Customer Satisfaction, and customer commitment: Post purchase dissonance, Product use and non use, Disposition, Product disposition.

Case studies in Indian context only

(04 Hours)

Practical Component:

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

RECOMMENDED BOOKS:

- Consumer Behavior - Leon Schiff man, Lesslie Kanuk, 10/e, Pearson, 2010.
- Consumer Behaviour: A Managerial Perspective, Dr. Dheeraj Sharma, Jagdish N Sheth, Banwari Mittal, 1/e, Cengage Learning
- Consumer Behavior: Building Marketing Strategy – Del I. Hawkins, & Others, 11/e, TMH,
- Consumer behavior - Jay D. Lindquist, Joseph Sirgy, 1/e, Cengage Learning.
- Consumer Behavior in Indian Perspective – Suja Nair, Himalaya Publications

REFERENCE BOOKS:

- Consumer Behavior - Henry Asseal, Cengage Learning.
- Consumer Behavior- Satish K. Batra & S H HKazmi, Excel Books.
- CRM – Alok Kumar, Chhabi Sinha, 7/e, Biztantra.
- Customer Relationship Management - Peru Ahamed & Sagadevan, Vikas Publishing.
- Consumer Behavior – Kumar Rajeev, Himalaya Publisher.

RETAIL MANAGEMENT

Subject Code	: 16MBA MM302	IA Marks : 20
Number of Lecture Hours/Week:	03	Exam Hours: 03
Number of Lecture Hours	: 56	Exam Marks: 80
Practical Component	: 02 Hours/ Week	

Objectives:

- To develop an understanding of the contemporary retail management, issues, strategies and trends.
- To highlight the importance of retailing and its role in the success of modern business.
- To acclimatize with the insights of retailing, key activities and relationships.

Outcomes:**The student should be able to:**

- Find out the contemporary retail management, issues, and strategies.
- Evaluate the recent trends in retailing and its impact in the success of modern business.
- Relate store management and visual merchandising practices for effective retailing.

Unit 1:**(8 Hours)**

Introduction and Perspectives on Retailing World of Retailing, Retail management, introduction, meaning, characteristics, emergence of organizations of retailing - Types of Retailers (Retail Formats) - Multichannel Retailing - Customer Buying Behaviour, Historical Perspective, role of retailing, trends in retailing, FDI in Retail - Problems of Indian Retailing - Current Scenario

Unit 2:**(5 Hours)**

Theories of Retailing

Wheel of retailing, The Retail Accordion, Melting Pot Theory, Polarization theory.

Unit 3: (14 Hours)

Retailing strategy for Setting up Retail organization and planning: Retail Market Strategy - Financial Strategy - Site & Locations (Size and space allocation, location strategy, factors Affecting the location of Retail, Retail location Research and Techniques, Objectives of Good store Design.) – Human Resource Management, Information Systems and supply chain management & Logistics.

Retail Pricing and Promotion: Factors influencing retail pricing, Retail pricing strategies, Retail promotion strategies.

Unit 4: (10 Hours)

Store Management and Visual Merchandising:

Store Management: Responsibilities of Store Manager, Store Security, Parking Space Problem at Retail Centres, Store Record and Accounting System, Coding System, Material Handling in Stores, Management of Modern retails –Store Layout, design: Types of Layouts, role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories Loss, Exteriors, Interiors Customer Service, Planning Merchandise Assortments -Buying systems -Buying merchandise and Retail Communication Mix.

Unit 5: (9 Hours)

Relationship Marketing & International Retailing: Management & Evaluation of Relationships in Retailing, Retail Research in Retailing: Importance of Research in Retailing, Trends in Retail Research, Areas of Retail Research. Customer Audits, Brand Management in retailing, Internationalization of Retailing and Evolution of International Retailing, Motives of International Retailing, International Retail Environment – Socio-Cultural, Economic, Political, Legal, Technological and issues in international retailing

Unit 6: (6 Hours)

Retail Audit and ethics in Retailing

Undertaking an audit, responding to a retail Audit, problems in conducting a retail audit. Ethics in retailing, social responsibility and consumerism

Case Studies (4 Hours)

Practical Components:

- Interview a salesperson in a retail store and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why they chose a sales career, and what does it take to succeed in this profession.
- Go to a kirana store and a supermarket and compare the following: a) store arrangement b) No of brands carried c) pricing policies – are discounts given? d) Service – personal or impersonal? Etc.
- Go to at least three kirana stores in your neighborhood (around 2 kms) and discuss with them the importance of location, pricing, credit policy, etc. What percentages of goods are sold 'loose' in each locality and compare this with the approximate income range of

the customers? What are the retailer's losses when a customer defaults in payment? Does he make up for it by increasing his prices to other customers?

- Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behavior also depend on the personality of the individual doing the buying? Or the one doing the selling?
- Student can make a presentation on any product or the services of student choice, covering selling strategies and one day work exposure towards merchandising in any big retail outlets of respective places where institute is operating. Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make a small report.

RECOMMENDED BOOKS:

- Retail Management - Levy & Weitz, 8/e, TMH, 2012.
- Retail Management - Chetan Bajaj, Oxford University press.
- Retailing, James R Carver, Patrick m Dunne, Robert F Lusch, 8/e
- Retail Marketing Management - Dravid Gilbert, 2/e, Pearson Education.
- The Art of Retailing - A. J. Lamba, McGraw Hill.

REFERENCE BOOKS:

- Integrated Retail Management - James R. Ogden & Denise Trodden, Biztantra, Latest Edition.
- Principles of Retail Management - Rosemary Varley, Mohammed Rafiq, Palgrave Macmillan, 2009.
- Managing Retailing - Sinha, Piyush Kumar & Uniyal & Oxford University Press, 2010.
- Retailing Management - Swapna Pradhan, 4/e, TMH, 2012.
- Retail Management: A Strategic Approach - Barry Berman, Joel R. Evans, Pearson.
- Retail Management, Functional Principles and Practices, Gibson G Vedamani, 4th Edition, JAICO Publishing House.
- Retail Management, Global perspective, Dr. Harjith Singh, 3rd Revised Edition, S.Chand.

SERVICES MARKETING

Subject Code	: 16MBA MM303	IA Marks : 20
Number of Lecture Hours/Week:	03	Exam Hours: 03
Number of Lecture Hours	: 56	Exam Marks: 80
Practical Component	: 02 Hours/ Week	

Objectives:

- To acquaint the students with the characteristics of services and their marketing implications.
- To discuss and conceptualize the service quality, productivity in services, role of personnel in service marketing and to manage changes in the environment.
- To familiarize the students with the GAPS model and strategizing towards closing the GAPS for effective services marketing.

Outcomes:

The student should be able to:

- Develop an understanding about the various concepts and importance of Services Marketing.
- Enhance knowledge about emerging issues and trends in the service sector
- Learn to implement service strategies to meet new challenges

Unit 1: (10 Hours)

Introduction to services: Concepts, contribution and reasons for the growth of services sector, difference in goods and service in marketing, characteristics of services, concept of service marketing triangle, service marketing mix, GAP models of service quality.

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.

Unit 2: (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.

Unit 3: (10 Hours)

Customer defined service standards: “Hard” & “Soft” standards, challenges of matching supply & demand in capacity, four common types of constraints facing services, optimum v/s maximum use of capacity, strategies for matching capacity & demand.

Yield management-balancing capacity utilization, pricing. Waiting line strategies- four basic Waiting line strategies.

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.

Unit 4: (8 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.

Unit 5: (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, Priceas an indicator of service quality –Approaches to pricing services, pricing strategies.

Unit 6: (6 Hours)

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

Case Studies in Indian context only (6 hours)

Practical component:

- Ask students to choose a service industry of their choice at the beginning of the semester
- Ask them to do an in-depth study of the industry and give a presentation at the end of theevery Module relating to the concepts of that Module to the industry
- Students can prepare service blueprints for any service of their choice
- Students can do a role play on service recovery
- Identify any existing services. Locate loopholes in their design and suggest modifications

RECOMMENDED BOOKS:

- Services Marketing-Valarie A Zeithmal& Mary Jo Bitner, 5/e, TMH, 2011
- Services Marketing-Christopher Lovelock, Pearson Education.

REFERENCE BOOKS:

- Services Marketing - RajendraNargundkar, 3/e, TMH, 2010
- Services Marketing - GovindApte, Oxford.
- Services Marketing - Hoffman & Bateson, 4/e, Cengage Learning-2007
- Services Marketing: Operation, Management and Strategy-Kenneth E Clow& David L. Kurtz, 2/e, Biztantra, 2007

MARKETING RESEARCH

Subject Code	: 16MBA MM304	IA Marks : 20
Number of Lecture Hours/Week:	03	Exam Hours: 03
Number of Lecture Hours	: 56	Exam Marks: 80
Practical Component	: 02 Hours/ Week	

Objectives:

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

Outcomes:

The student should be able to:

- Comprehend the objectives of Market research & its application in solving marketing problems

- Appreciate the use of different data collection methods, sampling design techniques, measurement methods to analyze the data.
- Generalize and interpret the data with the help of various measurement techniques.
- To understand the emergence of new trends in research.

Unit 1: (8 Hours)

Introduction: Meaning, scope and importance of marketing research; own vs. agency marketing research; marketing information system; meaning, need and components, marketing information system and marketing research; marketing research process-an overview; problem definition, formulation and preparation of research proposal.

Unit 2: (10 Hours)

Research Design and Data Collection

Research Design: Meaning and scope of research design; types of research designs, exploratory, descriptive and conclusive

Secondary Data: Sources and uses of secondary data, collection of secondary data.

Primary Data Collection: Primary data collection methods; mail survey, telephone survey and interviews and their evaluation; observations; experimental methods, questionnaire administering, organizing fieldwork for collecting data.

Unit 3: (9 Hours)

Sample Design and Sampling: Determining universe, sampling frame and sampling unit; determining sampling method; sample size determination; sampling errors vs. non-sampling errors.

Sampling: Steps & Types: Probability / non probability (simple, systematic; stratified proportionate, disproportionate), Sample size determination

Unit 4: (9 Hours)

Questionnaire design: Steps in Q.D. with examples for each step. Rating Scales, Juster, Likert, Semantic Differential, Thurston, Attitude Scales, Scales for illiterate respondents

Unit 5: (10 Hours)

Measurement Techniques: Nominal Scale, Ordinal Scale, Interval Scale, Ratio Scale; Scale Types: Comparative Scaling, Non-comparative Scaling; Attitude Measurement, Self-Reporting Methods, Methods for Rating Attributes, Data Analysis, Customer Research, Advertising Research, Product Research, Distribution Research, Sales Research, Marketing Environment Research, Internet Marketing Research, and International Marketing Research

Unit 6: (10 Hours)

Research trends, Behavioral Science Based Approach, Economic and Competitive Pressures, Consumer Insight Groups, Quantifying Emotions, Impact of the Social Media, Do-it-Yourself (DIY) Research; Research ethics, typical research errors, Research and culture;

Practical Components:

- Choose 5 successful products or services and identify the insight behind them through a field survey.
- Do a comprehensive essay on the difference between consumer vs. trade vs. competition insights & how best to exploit them.
- Take 5 recent digital innovations e.g. twitter or face book and identify the insights. Locate 5 non-users of search or mail and Interview their reasons.
- Choose 5 recent successful campaigns and identify their insights through consumer interviews. Present your findings to the class
- Choose 3 successful movies e.g. Dabang & Zindaginamilegi & My name is Khan---and interview consumers about the reasons for their success. Similarly repeat this with 3 recent expensive flop movies and Present your findings to the class

RECOMMENDED BOOKS:

- Marketing Research contemporary approach- Naraynreddy and GVRK Acharyalu, Excel publications
- Marketing Research and consumer Behavior Saravanel et.al, Vikas publishing house
- Essentials of Marketing Research – 4/e, Tony Proctor, PHI, 2005
- Essentials of Marketing Research – William G. Zikmund et.al. 4/e, Cengage Learning, 2010.
- Research Skills for Students: Transferable and Learning Skills - Allison, et.al. 1996.
- Market Research – Aekar, 11/e, Wiley publications, 2002.

REFERENCE BOOKS:

- Market Research: a guide to planning, methodology & evaluation - Paul Hague, KoganPage, 1996.
- Market Research Best Practice. 30 Visions of the Future – Peter Mouncey, et.al, 2007.

BUSINESS MARKETING

Subject Code	: 16MBA MM305	IA Marks: 20
Number of Lecture Hours/Week:	03	Exam Hours: 03
Number of Lecture Hours	: 56	Exam Marks: 80
Practical Component	: 02 Hours/ Week	

Objectives:

- To develop an understanding of the various concepts of Industrial Marketing.
- To understand the buying process and marketing channels for industrial goods.
- To acquaint with B-2-B-2-C Strategies and their implementation.
- To analyze various pricing strategies of industrial goods & their implications.
- To understand the significance of E-commerce in Business Marketing.

Outcomes:

The student should be able to:

- Describe the nature of business markets and the related concepts.
- Familiarize the business buying behavior of industrial customers.
- Analyze business situations in the context of buyer-seller relationships.
- Apply concepts of pricing strategies for industrial goods

- To evaluate the significance of E –Commerce in Business Marketing.

Unit 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 purchase orientations, Organizational Procurement Characteristics, Environment Analysis in Business Marketing.

Units 2: (10 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, The Webster & Wind model of Organizational Buying Behaviour, Ethics in Purchasing.

Business Marketing Research: Differences between B2C & B2B Marketing Research, Marketing Research Process, The Standard Industrial Classification (SIC), Research Methods, Sales Forecasting Approaches, Top-Down, Bottom-up approaches.

Unit 3: (8 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.

Business Service Marketing: Special Challenges

Unit 4: (8 Hours)

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

Unit 5: (8 Hours)

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

The Promotional Strategies: Communication Objectives, Role of B-2-B Advertising, Sales Promotion in Industrial Markets, Trade shows and Exhibitions.

Unit 6: (10 Hours)

Management of Sales Force: Personal Selling, The Selling Process, Key Account Management, Managing the Industrial Sales Force, Organizing and controlling the industrial sales force activity, planning for sales force Deployment, Measuring the Effectiveness of Sales Force, Customer relationship Management Strategies for Business Markets, Ethical Issues.

B2B through E-Commerce: Business-to-Business forms of E-Commerce, Models for B2B ecommerce, Marketing strategy for the electronic market place.

Case Studies in Indian context only.

(4 Hours)

Practical Components:

- Group presentations on organizational buying behavior & practices in purchase of raw materials, capital & facilitating goods in Indian Co's & MNC's operating in India.
- Segmentation & Positioning of B2B Products.
- Forecasting Techniques for demand of Industrial Products
- Visit to Trade shows & Exhibitions
- Industry visit in 2-3 Industries
- Competitive Bidding Process
- Preparation of quotation.
- Industry survey in the context of B2B Marketing
- Case studies

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

- Business Marketing – Frank G Bingham Jr., Latest Edition; Tata McGraw Hill Publication.
- Industrial Marketing – Mukherjee H S; Latest Edition; Excel BOOKS Publication.
- Industrial Marketing – PK Ghosh, Latest Edition; Oxford University Press.

SUPPLY CHAIN MANAGEMENT

Subject Code	: 16MBA MM306	IA Marks	: 20
Number of Lecture Hours/Week	: 03	Exam Hours	: 03
Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours/ Week		

Objectives:

- To understand the basic concepts, processes and key elements of a supply chain.
- To provide insights for establishing efficient, effective, and sustainable supply chains.
- To explain the role of technology in supply chain planning, visibility, and execution.

Outcomes:

The student should be able to:

- Demonstrate knowledge of the functions of logistics and supply chain management.
- To relate concepts and activities of the supply chain to actual organizations.
- Highlight the role of technology in logistics and supply chain management.

- Evaluate cases for effective supply chain management and its implementation.

Unit 1: (7 Hours)

Introduction: Basic concepts & philosophy of SCM, essential features, decision phases – process view, supply chain framework, key issues in SCM and benefits.

Unit 2: (8 Hours)

Designing the supply chain network: Designing the distribution network, role of distribution, factors influencing distribution, design options, distribution networks in practice, network design in the supply chain, factors affecting the network design decisions. Designing and Planning Transportation Networks, role of transportation, modes and their performance, transportation Infrastructure and policies, design options and their trade-offs, tailored transportation.

Unit 3: (10 Hours)

Inventory Management: Concept, various costs associated with inventory, EOQ, buffer stock, lead time reduction, reorder point / re-order level fixation, ABC analysis, SDE/VED Analysis. [Simple problems only for understanding the concept]

Unit 4: (8 Hours)

Purchasing and vendor management: Centralized and decentralized purchasing, function of purchase department and purchase policies, vendor rating/ evaluation, single vendor concept, management of stores, account for materials, just in time & Kanban systems of inventory management

Unit 5: (10 Hours)

Logistics Management: Logistics of part of SCM, logistics costs, different models, logistics, sub-systems, inbound and out bound logistics bullwhip effects in logistics, distribution and warehousing management. Demand Management and Customer Service: Demand Management, traditional forecasting, CPFRP, customer service, expected cost of stockouts.

Unit 6: (8 Hours)

Recent issues in SCM: Role of computer/ IT in supply chain management, CRM Vs SCM, Benchmarking concept, features and implementation, outsourcing – basic concepts, value addition in SCM – concept of demand chain management

Case Studies in Indian context only. (5 Hours)

Practical Components:

- Students are expected to choose any 2 Indian Organization and study their supply chain in terms of drivers of the Supply chain and submit a report
- Students can study different logistics companies and services provided by them.
- Students can identify any product/service and study the type of distribution system used and understand the reason for using that particular type.
- Students can identify the various types of IT applications employed by Indian Organizations in their Supply chain.

RECOMMENDED BOOKS:

- Supply chain management, Chopra Sunil and Peter Meindl - 3rd edition, Pearson, 2007.
- A Logistic approach to Supply Chain Management – Coyle, Bardi, Longley, 1st Edition, Cengage Learning.
- Supply Chain Logistics Management, Donald J Bowersox, Dand J Closs, M Bixby Coluper, 2nd Edition, TMH, 2008.
- Supply Chain Management-A Managerial Approach, Amith Sinha, Herbert, 2nd edition, TMH.

REFERENCE BOOKS:

- Logistics and supply chain management, G. Raghuram (I.I.M.A.), Macmillan, 2000
- Harnessing value in supply chain, Emiko Bonafield, Johnwiley, Singapore, 1999
- Material Management rearview, Dr. Gopal Krishnan, Pearson New Delhi, 2002
- Supply Chain Management, B.S. Sahay, Macmillan, Pearson Education, 2004
- A Text Book of Logistics and Supply chain management, Agarwal D.K. - 1st edition, Macmillan.

Semester: III Finance Specialisation

PRINCIPLES AND PRACTICES OF BANKING

Subject Code	: 16MBA FM301	IA Marks: 20
Number of Lecture Hours/Week:	03	Exam Hours: 03
Number of Lecture Hours	: 56	Exam Marks: 80
Practical Component	: 02 Hours/ Week	

Course Objectives:

- To discuss the Structure and System of Banking in India
- To discuss the features of Negotiable Instrument Act of 1881
- To familiarize the students with Universal Banking
- To discuss the Asset Liability Management in banks

Course Outcomes:

At the end of the course students are able to:

- Understand the banking system in India
- Know the nature of banker – customer relationship
- Make use of Negotiable instruments practically
- Have familiarity in using banking technologies like internet banking, Mobile banking, NEFT, ECS etc.
- Understand the concept of international banking and management of asset and liability in banks

Unit 1:**(10 Hours)**

Banking system and structure in India- Evolution of Indian Banks-Types of banks - Public Sector, Regional Banks, Performance of Public Sector banks, Private Sector Banks.

Commercial banking: Structure, Functions - Primary & secondary function, Role of commercial banks in socio economic development, Services rendered. Credit creation and Deployment of

Funds.-Role of Reserve Bank and GOI as regulator of banking system – Provisions of Banking Regulation Act & Reserve Bank of India Act.

Unit 2: (10 Hours)

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

Customers` accounts with banks – Opening- operation – KYC norms and operation –Types of accounts and customers – Nomination – Settlement of death claims.

The Negotiable Instruments Act 1881: The Paying Banker and The Collecting Banker- Negligence-Bills of exchange and promissory note-Discharge of Negotiable instruments- Hundis.

Unit 3: (10 Hours)

Banking Technology- Concept of Universal Banking-Home banking–ATMs-Internet banking– Mobile banking-Core banking solutions–Debit, Credit and Smart cards– Electronic Payment systems-MICR- Cheque Truncation-ECS- EFT – NEFT-RTGS.

Unit 4: (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.

Unit 5: (8 Hours)
Banker as lender – Types of loans – Overdraft facilities – Discounting of bills – Financing book dates and supply bills- Charging of Security bills- pledge – mortgage – assignment

Unit 6: (9Hours)

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

Practical Components:

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

RECOMMENDED BOOKS:

- Principles and practices of Banking - IIBF, 2/e, Macmillan, New Delhi.
- Elements of Banking & Insurance – JyothsnaSethi&Nishwan Bhatia, PHI, 2009.
- Bank Management - Koch W, Timothy, & S. Scott, Cengage Learning, New Delhi.

- Management of Banking and Financial Services, Padmalatha Suresh and Justin Paul, Second edition, Pearson, 2011
- Banking Theory and Practice, K.C. Shekhar and LekshmyShekhar, Vikas Publishing House,2011.
- Modern Banking: Theory and Practice, Muraleedharan D, PHI,2013.

REFERENCE BOOKS:

- Banking Theory, Law and practice - Sunderaram and Varshney, Sultan Chand & Sons, New Delhi.
- Banking and Financial System - Prasad K, Nirmala, Chandradas J. Himalaya Publishing House, Mumbai.
- Banking and Financial services- Sharma, Mukund, 1st edition, Himalaya Publishing House, Mumbai.

INVESTMENT BANKING AND FINANCIAL SERVICES

Subject Code	: 16MBA FM302	IA Marks: 20
Number of Lecture Hours/Week	: 03	Exam Hours: 03
Number of Lecture Hours	: 56	Exam Marks: 80
Practical Component	: 02 Hours/ Week	

Course Objectives:

- To provide an understanding of the functioning of investment banking
- To explain the role of depositories and custodians
- To provide an in depth understanding of the financial services like factoring, venture capital, leasing and hire purchase.
- To familiarize the students with working of Housing finance and non banking finance companies
- To explain the concept and developments in micro finance, credit rating and securitization

Course Outcome:

At the end of the course, the students are able to:-

- Understand the functioning of Investment banking
- Be aware of operation connected with depositories and custodians
- Know how financial services like factoring, venture capital, leasing and hire purchase are provided in the financial system.
- Understand the working of Housing finance and non-banking finance companies.
- Identify the developments happening in micro finance, credit rating and securitization system.

Unit 1:

(10 Hours)

Investment Banking- Introduction-Functions of Investment Banks- Types of Investment Banks- Investment Banking Services- Merchant Banking Services-Issue Management-Pre issue and Post

issue obligations-Changing landscape of Investment Banking. Regulation of the Capital Market-SEBI regulations for merchant bankers, brokers and sub brokers, intermediaries and portfolio managers.

Underwriting: Concept – Devolvement - Business model - Underwriting in fixed price offers and book built offers.

Unit 2: (9 Hours)

Depository System: Objectives, activities, interacting systems, role of depositories and their services, Advantages of depository system -NSDL and CDSL. The process of clearing and settlement through Depositories, Depository Participants.

Regulations relating to Depositories-SEBI (Depositories and Participants) Regulations 1996-Registration of depository and participant- Rights and Obligations of depositories and Participants.

Unit 3: (7 Hours)

Housing Finance: Role, Types of housing loans, Institutions and banks offering Housing Finance, Procedure and Interest rates. Income Tax Implication. Reverse mortgage loan.

Non-Banking Finance Companies: Types, Growth, Functions, RBI Guidelines, Prudential Norms.

Unit 4: (9 Hours)

Factoring: Origin, Types, Factoring mechanism, advantages, factoring charges, International factoring, Factoring in India. **Forfeiting:** Origin, characteristics, benefits, difference between factoring and forfeiting, growth of forfeiting in India. **Securitization of debt:** Meaning, Features, Special Purpose Vehicle, Types of securitisable assets, Benefits of Securitization, Issues in Securitization.

Unit 5: (9 Hours)

Venture Capital: Concept, features, Origin and the current Indian Scenario. Private equity-Investment banking perspectives in private equity

Microfinance: The paradigm - NGOs and SHGs - Microfinance delivery mechanisms – Future of micro finance.

Credit rating: Definition and meaning, Process of credit rating of financial instruments, Rating methodology, Rating agencies, Rating symbols of different companies. Rating agencies for SMEs.

Unit 6: (12 Hours)

Leasing: Concept, Steps in Leasing Transactions, Types of Lease, Legal frameworks, Advantages and disadvantages of Leasing, Contents of a Lease Agreement, Matters on Depreciation and Tax, Problems in leasing, Factors influencing Buy or Borrow or Lease Decision.

Hire Purchasing: Concepts and features, Hire Purchase Agreement, Comparison of Hire Purchase with Credit sale, Instalment sale and Leasing. Banks and Hire Purchase. Problems related to outright purchase, Hire purchase and Leasing.

(Question Paper: Case study-Problem on financial evaluation of leasing and hire purchase.)

Practical Components:

- Students can study the procedure for the sanction of housing loans by a bank
- Students can study the Procedure to open a Demat account and an Online Trading Account.
- Students can visit a NBFC and study their operations
- Students may visit a SHG/NGO and study the micro finance aspects
- Visit a bank/financial institution providing factoring service and submit a report.

RECOMMENDED BOOKS:

- Indian Financial System—Khan M. Y, 7/e, TMH, 2011
- Indian Financial System – Machiraju, 4/e, Vikas, 2010
- Financial Markets and Services – Gordon & Natarajan, 7/e, Himalaya publishing, 2011.
- Financial services - Khan M.Y, 6/e, McGraw Hill, 2011.
- Banking and Financial services- Sharma, Mukund, 1/e edition, Himalaya Publishing House, Mumbai.

REFERENCE BOOKS:

- Dynamics of Financial Markets and Institutions in India – Srivastava R. M, Excel Books, 2010.
- Indian Financial System – Bharati V. Pathak, 3/e, Pearson Education, 2011.
- Investment Banking- Pratap G Subramanyam, Tata McGraw Hill, 2012.
- Merchant Banking & Financial services - Vij&Dhavan, 1/e, McGraw Hill, 2011.

INVESTMENT MANAGEMENT

Subject Code	: 16MBA FM303	IA Marks: 20
Number of Lecture Hours/Week	: 03	Exam Hours: 03
Number of Lecture Hours	: 56	Exam Marks: 80
Practical Component	: 02 Hours/ Week	

Objectives:

- To develop a thorough understanding of the process of investments.
- To familiarize the students with the stock markets in India and abroad.
- To provide conceptual insights into the valuation of securities.
- To provide insight about the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors.
- To familiarize the students with the fundamental and technical analysis of the diverse investment avenues
- To learn the Theories of Portfolio management and also the tools and techniques for efficient portfolio management.

Course Outcome:

At the end of the course, the students are able to:-

- Understand the process of investments.
- Get an insight into functioning of stock markets in India and abroad.
- Have insight into the relationship of the risk and return.
- Have familiarity of the fundamental and technical analysis
- Learn the Theories of Portfolio management and also the tools and techniques for efficient portfolio management.

Unit 1: (Theory)

(6 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. Mutual Funds: Functions of Investment companies, Classification of Investment companies, Mutual Fund types, Performance of Mutual Funds-NAV.

Unit 2: (Theory)

(6 Hours)

Securities Market: Primary Market - Factors to be considered to enter the primary market, Modes of raising funds, Secondary Market- Major Players in the secondary market, Functioning of Stock Exchanges, Trading and Settlement Procedures, Leading Stock Exchanges in India. Stock Market Indicators- Types of stock market Indices, Indices of Indian Stock Exchanges.

Unit 3: (Theory & Problems)

(10 Hours)

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

Unit 4: (Theory & Problems)

(10 Hours)

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

Unit:5 (Theory& Problems)

(12 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, and Market Indicators. (Problems in company analysis & Technical analysis)

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. (Theory only)

Unit 6: (Theory & Problems)

(12 Hours)

Modern Portfolio Theory: Markowitz Model -Portfolio Selection, Opportunity set, Efficient Frontier. Capital Asset pricing model: Basic Assumptions, CAPM Equation, Security Market line, Extension of Capital Asset pricing Model - Capital market line, SML VS CML. Arbitrage Pricing Theory: Arbitrage, Equation, Assumption, Equilibrium, APT AND CAPM.

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's returns, Measures of portfolio performance. Sharpe's, Treynor's and Jensen's.

(QUESTION PAPER- 50% Problems, 50% Theory)

Practical Components:

- A Student is expected to trade in stocks. It involves an investment of a virtual amount of Rs.10 lakhs in a diversified portfolio and managing the portfolio. At the end of the Semester the Net worth is to be assessed and marks may be given (to beat an index).
- Students should study the functioning of stock exchange.
- Students can do:-
 - Macro Economic Analysis for the Indian economy.
 - Industry Analysis for Specific Sectors.
 - Company Analysis for select companies.
 - Practice Technical Analysis
- Students can study the mutual funds schemes available in the market and do their Performance evaluation.

RECOMMENDED BOOKS:

- Investments – ZviBodie, Kane, Marcus &Mohanty, 8/e, TMH, 2010.
- Investment Analysis and Portfolio management – Prasanna Chandra, 3/e, TMH, 2010.
- Security Analysis & Portfolio Management- Kevin S, PHI, 2011.
- Investment Management – Bhalla V. K, 17/e, S.Chand, 2011.
- Security Analysis & Portfolio Management – Fisher and Jordan, 6/e, Pearson, 2011.
- Security Analysis & Portfolio Management – Punithavathy Pandian, 2/e, Vikas, 2005.
- Investment Management – Preethi Singh, 17/e, Himalaya Publishing House 2010.

REFERENCE BOOKS:

- Fundamentals of Investment – Alexander, Sharpe, Bailey, 3/e, PHI, 2001.
- Security Analysis & Portfolio Management – Nagarajan K &Jayabal G , 1st Edition, New Age international, 2011.
- Security Analysis & Portfolio Management– Dhanesh Khatri, 1st Edition, Macmillan, 2010.
- Security Analysis & Portfolio Management– Talwar, 1st Edition, Cengage, 2016.

ADVANCED FINANCIAL MANAGEMENT

Subject Code	: 16MBA FM304	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Objectives:

- To understand the management of working capital.
- To understand the techniques of cash, inventory and receivables management
- To comprehend the capital structure
- To assess the dividend policy of the firm

Course Outcome:

At the end of the course, the students are able to:

- Realize the importance of management of working capital in an organization.
- Be aware of the techniques of cash, inventory and receivables management
- Get an overview of capital structure theories
- Understand and assess the dividend policy of the firm

Unit 1: (8 Hours)

Working capital management – Determination of level of current assets. Sources for financing working capital. Bank finance for working capital. (No problems on estimation of working capital). Working capital financing: Short term financing of working capital, long term financing of working capital. Working capital leverage.

Unit 2: (10 Hours)

Cash Management – Forecasting cash flows – Cash budgets, long-term cash forecasting, monitoring collections and receivables, optimal cash balances – Baumol model, Miller-Orr model, Strategies for managing surplus fund.

Unit 3: (9 Hours)

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

Unit 4: (9 Hours)

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

Unit 5: (10 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: EBIT and EPS analysis. ROI & ROE analysis. Capital structure policy

Unit 6: (10Hours)

Dividend policy – Theories of dividend policy : relevance and irrelevance dividend decision. Walter's & Gordon's model, Modigliani & Miller approach. Dividend policies – stable dividend, stable payout and growth. Bonus shares and stock split corporate dividend behavior. Legal and procedural aspects of dividends Corporate Dividend Tax.

(Question paper: 40% theory and 60% problems)

Practical Components:

- Study the working capital financing provided by a Bank and submit the report on the same
- Study the annual report of any two companies and prepare a cash budget for next year.
- Study dividend policy of companies and its impact on shareholders' wealth
- Study implications of bonus issues/stock splits of companies

RECOMMENDED BOOKS:

- Financial Management - M.Y. Khan & P.K. Jain, 6/e, TMH, 2011
- Financial Management - Prasanna Chandra, 8/e, TMH, 2011.
- Financial Management - I.M. Pandey, 10/e, Vikas, 2011.
- Financial Management: Comprehensive Text Book with Case Studies – Ravi M. Kishore, 7/e, Taxmann.
- Principle of Corporate Finance– Brearly and Myers, 10/e, TMH, 2012

REFERENCE BOOKS:

- Financial Management: Theory & Practice - Brigham & Ehrhardt, 10/e, Cenage Learning, 2004.
- Corporate Finance: Ross, Westerfield & Jaffe, – TMH – 8/e, 2010
- Financial Management & Policy - Vanhorne, 12/e, Pearson
- Corporate Finance: Theory & Practice – Ashwath Damodaran, 2/e, Wiley India Pvt. Ltd., 2009.
- Cases in Financial Management - Pandey & Bhatt, 2/e, TMH, 2012.

COST MANAGEMENT

Subject Code	: 16MBA FM305	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Objectives:

- To describe the cost concepts, cost behaviors, and cost accounting techniques that are applied to manufacturing and service businesses
- To provide an understanding of the use of cost information in support of different strategies
- To demonstrate costing methods and techniques appropriate to a variety of businesses
- To prepare and interpret budgets and operating results through variance analysis
- To describe the use of balanced scorecard and explain how the balanced scorecard supports strategic cost management

Course Outcome:

At the end of the course, the students are able to :

- Understand the cost concepts, cost behaviors, and cost accounting techniques
- Get an insight into the use of cost information in support of different strategies

- Comprehend costing methods and techniques appropriate to a variety of businesses
- prepare and interpret budgets and operating results through variance analysis

Unit 1:(10 Hours)

Introduction to Cost Management- Cost Accounting to Cost Management- Elements of costs- Classification of costs-Methods of costing-Cost Management Tools- A Strategic View to Cost Management- Preparation of a cost sheet

Unit 2:(10 Hours)

Overheads, Classification and Collection, Difference between Cost Allocation and Cost Apportionment, (Full fledged Problems on Primary and secondary distribution, Simultaneous equations, Absorption of Overhead, Theory on Under and Over absorption of Overhead)

Unit 3:(10 Hours)

Marginal Costing – Nature and Scope- Applications-Break even charts and Point, Decision Making (all types with full problems) Differential Cost Analysis, Advantages and Disadvantages of Marginal Costing.

Unit 4:(10 Hours)

Budgetary Control:- Objectives of Budgetary control, Functional Budgets, Master Budgets, Key Factor Problems on Production Budgets and Flexible Budgets.

Standard Costing:- Comparison with Budgetary control, analysis of Variances, Simple Problems on Material and Labour variances only .

Unit 5:(8 Hours)

Demerits of Traditional Costing, Activity Based Costing, Cost Drivers, Cost Analysis Under ABC (Unit level, Batch Level and Product Sustaining Activities), Benefits and weaknesses of ABC

Unit 6: (8 Hours)

Cost Audit& Reporting to Management:-objectives and advantages of Cost Audit , Cost Audit report .Management Audit- Objectives and Scope.

Reporting to Management – Purpose of reporting-Requisites of a good report,, Classifications of Report, Segment reporting, Cost Reduction and Cost Control, Target Costing – its Principles, Balanced Scorecard: Features and Purpose

(Question Paper:50% Theory and 50% Problems)

Practical components:

- Students can take up a product and get details about the actual cost of raw material, wages and other cost and prepare a cost statement. Standard cost of each component has to be obtained and the variance can be calculated to find the efficiency of Purchase, Operations and Production in charge.

RECOMMENDED BOOKS:

- Cost Accounting – Khan M. Y and Jain P. K, TMH.
- Management Accounting - Khan M. Y and Jain P. K, 6th Edition, McGraw Hill, 2012.
- A Text book of Cost and Management Accounting – Arora M. N, 11th Edition, Vikas.
- Cost Management: A strategic Approach - Vaidya S. C, Suveera Gill, Macmillan, 2010.
- Cost Accounting- Jawaharlal, & Seema Srivastava, 4th Edition, TMH.
- Accounting & Costing for Management – Sinha P. K, Excel Books, 2010.
- A Textbook of Cost Management- G.V Kesava Rao, D Gopinath, M.G. Krishnamurthy and Anita S. Yadav, Paramount Publishing House, 2013

REFERENCE BOOKS:

- Principles and Practice of Cost Accounting - Bhattacharyya, 3rd Edition, PHI.
- Managerial Accounting- James Jiambalvo, 4nd Edition, Wiley India Pvt. Ltd.
- Advanced Cost Accounting – Madegowda J, HPH.
- Cost and Management Accounting – Arora M. N, 3rd Edition, HPH.
- Cost Accounting: Theory and Practice - Bhabatosh Banerjee, 13th Edition, PHI.

STRATEGIC CREDIT MANAGEMENT

Subject Code	: 16MBA FM306	IA Marks	:20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Objectives:

- To provide an overview of the sound lending decisions by a bank
- To explain the process of evaluation of the loan proposal
- To provide an insight into the different types of loans
- To describe the aspects of NPA management

Course Outcome:

At the end of the course, the students are able to:

- Understand and evaluate the lending decisions by a bank
- Realize the process of evaluation of the loan proposal by banks
- Get an insight into the different types of loans
- Understand management of NPA

Unit 1:**(10 Hours)**

Credit management in banks-Screening of applications-Appraisal of credit-Sanction limit-Post sanction compliance – Monitoring supervision –Review- Government policies for credit extension- Credit institutions- Principles of good lending- Borrower study and bankers opinion-Credit policy by banks- Government regulation of credit -Prudential norms.

Unit 2: (10 Hours)

Over view of credit policy and loan characteristics-The credit process –Characteristics of different types of loans- Evaluating commercial loan requests – Financial statement analysis- Cash flow analysis- Projections-Management of the firm and other factors –Feasibility study – Fundamental credit issues - Credit analysis-Different types of borrowers – Balance sheet analysis for lending – Forms of advances secured and unsecured advances- Short term and long term advances.

Unit 3: (8 Hours)

Evaluating consumer loans – Types- Credit analysis of consumer loans- Risk–return analysis of consumer loans- Customer profitability analysis and loan pricing- Fixed Vs floating rates

Unit 4: (8 Hours)

Loan and advances against pledge- Hypothecation- Mortgage – Lien- Advances against goods- Document to title to goods – Life insurance policies – Stock exchange securities-Fixed deposit receipts –Book debts- Supply bills- Real estates – Advance against collateral securities

Unit 5: (8 Hours)

Agricultural finances and Retail lending- Crop loans- Crop insurance schemes- Dairy- Sericulture- Poultry- Animal husbandry – Horticulture – Gobar gas – Kissan credit cards – NABARD initiatives – Lead bank schemes – Retail banking advances – Concept – Retail banking products – Consumer credit financing

Unit 6: (12 Hours)

NPA management – Introduction- Identification of NPAs- Asset classification- Prudential norms- Capital adequacy – International Banking Regulation-Basel Norms – asset classification provisioning – effect of NPA on profitability - Assessment procedure- Pre-sanction appraisal – Post sanction supervision- Monitoring systems for existing and likely NPAs—Tools to manage NPAs –Compromise scheme, LokAdalats, Debt Recovery Tribunals, Corporate Debt Restructuring, Willful defaulters, SARFAESI Act, Asset Reconstruction Companies-CIBIL

Practical Components:

- Students can visit a bank and study the lending and loan appraisal system relating to Agricultural loan, consumer financing etc.
- Students can study the NPA status of leading two PSU banks and two private banks.
- Students can study and submit a report on different retail banking products

RECOMMENDED BOOKS:

- Strategic Credit Management in Banks, Popli.G.S. and Puri S. K. , PHI, 2013
- Banking Theory and Practice - Shekar and Shekar, 19th Edition, Vikas Publishing House, 2009.
- Bank Management - W. Koch Scott, Timothy, Cengage Learning, New Delhi.
- Commercial Banking -Benton Gup & James Kolari, 3rd Edition, Wiley India, 2010.
- Indian Financial System, Bharati V. Pathak, 3rd Edition, Pearson, 2012.
- Bank Credit Management, G. Vijayaragavan, Himalaya Publishing House, 2009.

REFERENCE BOOKS:

- Industrial Finance - Vishwanathan R, Macmillan, New Delhi.
- Banking and Financial System - Prasad K, Nirmala and Chandradas. Himalaya Publishing House, Mumbai.
- Managing Banking Risks - Cade, Eddic, Woodhead Publishers, England.

SEMESTER III Human Resource Management Specialisation

INDUSTRIAL RELATIONS AND LEGISLATIONS

Subject Code	: 16MBA HR301	IA Marks :20
Number of Lecture Hours/Week	: 03	Exam Hours: 03
Number of Lecture Hours	: 56	Exam Marks: 80
Practical Component	: 02 Hours/ Week	

Course Objectives:

- To enable students to understand and apply the principles of IR and develop an awareness of the significance of industrial peace.
- To provide a conceptual basis of Industrial Relations.
- To give an understanding of the components and meaning of sustaining Industrial peace anchored on harmonious Employee-Management relations.
- To discuss the various Industrial acts.

Course Outcomes:

The students should be able to

- Gain the insights of IR practices in the industry.
- Develop the knowledge related to employee-management relations
- Implementation of various industrial acts

PART A:

INDUSTRIAL RELATIONS

(32 hours)

Unit 1

(8 hours)

Introduction:

Background of Industrial Relations – Definition, scope, objectives, factors affecting IR, participants of IR, importance of IR. Approaches to Industrial relations, system of IR in India –Historical perspective & post-independence period, Code of Discipline and historical initiatives for harmonious IR, Government policies relating to labor, ILO and its influence on Legal enactments in India.

Unit 2

(8 Hours)

Collective Bargaining & Negotiation:

Collective Bargaining: Definition, Meaning, Nature, essential conditions for the success of collective bargaining, functions of collective bargaining, importance of Collective Bargaining, collective bargaining process, prerequisites for collective bargaining, implementation and administration of agreements.

Negotiations-Types of Negotiations-Problem solving attitude, Techniques of negotiation, negotiation process, essential skills for negotiation, Workers Participation in Management

Unit 3 (8 Hours)

Trade Union

Trade Unions: Meaning, trade union movement in India, Objective, role and functions of the Trade Unions in Modern Industrial Society of India, Procedure for registration of Trade Unions, Grounds for the withdrawal and cancellation of registration, union structure, Rights and responsibilities of TUs, Problems of trade unions, Employee relations in IT sector

Unit 5 (8 Hours)

Grievance procedure and Discipline management:

Grievance - Meaning and forms, sources of grievance, approaches to grievance machinery, Grievance procedures, model grievance procedure. Disciplinary procedures, approaches to manage discipline in Industry, Principles of Hot stove rule.

RECOMMENDED BOOKS:

- Employee Relations Management, P N Singh, Singh P. N., - Pearson Publications, 2011.
- Dynamics of Industrial Relations, Mamoria&Mamoria, Himalaya Publications, 2012
- Human Resource Management Principles & Practice, Aquinas, Vikas Publication.
- Personnel Management & Industrial Relations, Nair N G, Nair L, S. Chand Limited, 2001
- Essentials of Human Resource Management and Industrial Relations, Subba Rao, 3rd Revised edition, Himalaya Publishing House, 2010.

REFERENCE BOOKS:

- Industrial Relations, Trade Unions & Labour Legislation, P R N Sinha et al, Pearson Education, 2004.
- Bare Acts
 - Industrial Relations and labor laws, ArunMonappa, RanjeetNambudiri, PatturajuSelvaraj, TMH, 1997.
 - Industrial relations, trade unions and labor legislations, P R N Sinha, InduBala Sinha, Seema PriyadarshiniShekar, Pearson Education, 2013, ISBN: 9788131731642

PART B: (24 Hours)

Unit 5

INDUSTRIAL LEGISLATIONS (16 hours)

Only basic objectives and major provisions of the following legislations:

- Factories Act 1948,
- Industrial Employment (Standing orders) Act, 1946
- Employees' State Insurance (ESI) Act, 1948,
- Maternity Benefit Act, 1961
- Contract Labour Act,
- Shops and Establishments Act
- Child Labour (Prohibition & Regulation) Act, 1986
- Industrial disputes act of 1947

Unit 6 (8 Hours)

- Minimum Wages Act, 1948
- Payment of Wages Act, 1936

- Payment of Gratuity Act 1972,
- Employees' Provident Fund and Miscellaneous Provisions Act 1952;
- Payment of Bonus Act, 1965.
- Employees Compensation Act in 2013

NO PRACTICAL COMPONENT

RECOMMENDED BOOKS:

- Labor Laws for Managers, BD Singh, Excel Books, 2009
- Industrial Relations and Labor laws, SC Srivatava, 5th Edition, Vikas Publications.
- Elements of Mercantile Law - N. D Kapoor, Sultan Chand, 2004.
- Industrial Relations and Labour Legislations, Piyali Ghosh & Shefali Nandan, TMH.
- Labor Industrial Laws, Dr. V. G. Goswami, Eighth Edition, Central Law Agency, Allahabad

REFERENCE BOOKS:

- Industrial Relations, Trade Unions & Labour Legislation, P R N Sinha et al, Pearson Education, 2004.
- Bare Acts
- Industrial Relations and labor laws, Arun Monappa, Ranjeet Nambudiri, Patturaju Selvaraj, TMH, 1997.
- Industrial relations, trade unions and labor legislations, P R N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekar, Pearson Education, 2013.

RECRUITMENT & SELECTION

Subject Code	: 16MBA HR302	IA Marks	: 20
Number of Lecture Hours/Week	: 03	Exam Hours:	03
Number of Lecture Hours	: 56	Exam Marks:	80
Practical Component	: 02 Hours/ Week		

Course Objectives:

To understand and apply the policies and procedures of recruitment

- To provide a conceptual framework of Selection Procedure in the Industry.
- To understand the new concepts and techniques of recruitment and Selection in the Corporate.

Course Outcomes:

The students should be able to

- Learn the various recruitment policies and procedures.
- Equip with conceptual framework of selection procedures.
- Gain insights of the latest concepts and techniques used in recruitment and selection.

Unit 1:

(6 Hours)

Job Analysis: Meaning, definition and purpose. Methods of job analysis: job analysis interviews, job analysis questionnaire, task analysis inventory, position analysis questionnaire, subject expert

workshops, critical incident technique, Fleisclunann job analysis survey, functional job analysis, job element method, repertory grid, critical incident technique

Unit 2: (9 Hours)

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

Unit 3: (7 Hours)

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.

Unit 4: (10 Hours)

External Hiring: Meaning and definition of external recruitment. Sources of recruitment:- advertisement, in newspaper, TV/Radio, Internet, search on the internet, wanted signboards, 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

Unit 5: (8 Hours)

Screening the candidates: Application Forms: bio-data / resume / curriculum vitae and Weighted application blanks: meaning definition, purpose, advantages and disadvantages – taking a Behavioral approach to recruitment: spotting personality patterns, making basic assumptions, Predicting the future, strategy Vs. Technique, Pinning down what is needed: targeted interviewing, focusing on behavior, assessing how person performs, assuming they have been hired. – Identifying the ingredients of success: the winning candidate's profile, challenges in the Interview, the starting point, day to day execution, dealing with people, the inner person, additional characteristics. Studying the CV.

Unit 6: (16 Hours)

Testing, Reference checking & Appointment orders: 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, Interview process - Interview in public sector undertaking. Statutory requirements.

Reference checking: meaning, definition and purpose. Verification of character, criminal antecedents, previous work behavior and education qualifications. Verification of community certificates in public sector companies.

Appointment orders: Meaning, definition, and purpose. Contents of appointment letter, hard copy (or soft copy),

Practical Components:

- Students need to identify two jobs in the college and need to do job analysis for those positions using any of the job analysis methods.

- In teams students can be asked to give presentations about various types of jobs (regular, temporary, full time, part time, apprentice, contractual, and outsourcing) in different industries along with its advantages and disadvantages
- In Teams, select and analyze any two of the Job postings advertisements in Newspapers to know more about job description and job specification mentioned in each advertisement for every post.
- Obtain online access to the resume data base of Naukri.com or Monsterindia.com for a week give at least four Job Descriptions and specification to each student, to search and download from the data base at least five resumes for each positions.
- Students can identify 4 or 5 jobs of their interest and can create Advertisements for the same imagining that they are Proprietors of the companies and hiring for these positions.
- Debate on Advantages and disadvantages of hiring external and Internal for the selected jobs like
- Police Constable, Doctor, CEO, Mechanical Engineer, Professor etc.,
- Role play: Students can do the role play for the entire process of hiring and selecting 3 or 4 selected roles in a specific industry.

RECOMMENDED BOOKS:

- Human Resource Selection, Robert D. Gatewood and Hubert S. I, South western Cengage Learning, Mason, Ohio, 2001.
- Recruitment and Selection -Theory and Practice. Dipak kumar Bhattacharya Cengage Learning.
- Staffing Organization, Herbert G. Heneman III, Timothy A. Judge, 5thEdition, McGraw Hill International.
- Recruitment and Selection, Elearn, Revised Edition, Routledge, 2009.
- Online Recruiting and Selection: Innovations in Talent Acquisition, Douglas H. Reynolds, John A. Weiner, John Wiley & Sons, 2009.
- Effective Recruitment and Selection Practices, R. L. Compton, William J. Morrissey, Alan R. Nankervis, Bill Morrissey, CCH Australia Limited, 2009.

REFERENCE BOOKS:

- Employee Selection, Lilly M Berry, 1 edition, Cengage Learning, 2002.
- Hiring & keeping the best people, HBS Press, 2013, ISBN: 1422131785, 9781422131787
- Human Resource Planning, Dipak Kumar Bhattacharyya, 2nd edition, Excel Books, 2009, ISBN: 8174464980, 9788174464989
- High performance hiring by Robert W. Wendover, Crisp Publication, California, 1991.

COMPENSATION AND BENEFITS

Subject Code	: 16MBA HR303	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Course Objectives

- To know the theoretical and practical developments in the area of compensation and benefits.
- To discuss the strategic importance of compensation for the achievement of organizational goals.

- To understand the relationship between compensation objectives and business strategy.
- To discuss the role of compensation in attracting, motivating, and retaining a high-quality workforce.

Course Outcomes:

The students will be able to

- Gain insights of various conceptual aspects of Compensation and Benefits.
- Determine the performance based compensation system for business excellence.
- Understand the Legal & Administrative Issues in Compensation Global Compensation

Unit 1: (7 Hours)

Introduction to Compensation: Definition of Compensation, Basic concepts of Compensation (wages, salary, benefits, DA, consolidated pay, Equity based programs, commission, reward, remuneration, bonus etc.), Types of Compensation Management - The Pay Model, Strategic Pay Policies, Strategic Perspectives of Pay, Strategic Pay Decisions, Best Practices vs. Best Fit Options

Unit 2: (5 Hours)

Internal Alignment: Definition of Internal Alignment, Internal Pay Structures, Strategic Choices In Internal Alignment Design, Internal Structure

Unit 3: (7Hours)

Job Evaluation: Definition of Job Evaluation, Major Decisions in Job Evaluation, Job Evaluation Methods, Final Result – Pay Structure- various methods of calculation of compensation: Straight Piece Rate Method, Flat Time Rate Method, Halsey Premium Bonus Plan, Rowan Premium Bonus Plan, Taylor Differential Piece Rate Method

Unit 4: (8Hours)

Determining External Competitiveness and Benefits Management:

Competitiveness: Definition of Competitiveness, Pay Policy Alternatives, Wage Surveys, Interpreting Survey Results, Pay Policy Line, Pay Grades

Benefits: Benefits Determination Process, Value of Benefits, Legally Required Benefits, Retirement, Medical, & Other Benefits

Unit 5: (9 Hours)

Performance Based Compensation System:

Employee Contributions: Pay For Performance (PFP): Rewarding Desired Behaviors, Designing PFP Plans, Merit Pay/Variable Pay, Individual vs. Group Incentives, Long Term Incentives. Compensation of Special Groups, Compensation Strategies for Special Groups

Unit 6: (20 Hours)

Legal & Administrative Issues in Compensation Global Compensation: Legal Issues, Pay Discrimination, Comparable Worth, Budgets and Administration: Recognizing Variations, Social Contract, Culture & Pay, Strategic Choices in Global Compensation, Comparing Systems, Expatriate Pay

Practical Components

- Students must prepare a comprehensive compensation plan to be offered to a Sales Executive, A General Manager and The CEO of an organization.

- Students to collect information from an IT organization regarding the Cost To Company of an employee.
- Students have to prepare questionnaire for conducting wage survey and carry out wage survey for any selected sector and prepare a report for the same.
- Solve various case studies.
- Students must compare and analyze compensation practices in different countries.
- Students to calculate the bonus amount eligible to an employee working as a HR Executive for the past 10 years in an automobile manufacturing organization.

RECOMMENDED BOOKS:

- Compensation & Reward Management, BD Singh, 2ndedition, Excel BOOKS, 2012.
- Compensation, Milkovich& Newman, 6thedition, Irwin/McGraw-Hill.
- Compensation and Benefit Design, Bashker D. Biswas, FT Press, 2012.
- An Introduction to Executive Compensation, Steven Balsam, Academic Press, 2002.

REFERENCE BOOKS:

- Strategic Compensation, Joseph J. Martocchio, 3rd Edition, Prentice Hall, 2004.
- Compensation Management in a Knowledge based world, Richard I. Anderson, 10th edition, Pearson Education
- Compensation Management, ErSoniShyam Singh, Excel Books.

LEARNING AND DEVELOPMENT

Subject Code	: 16MBA HR304	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Course Objectives:

- To enable students to be aware of the field of learning and development and its role in optimizing performance.
- To make students understand the process of analyzing training needs and evaluating training programs
- To provide the students an overview of the various Training and Management Development Method

Course Outcomes:

The Students will be able to

- Understand the concepts of learning and development and its role.
- Learn various contemporary methods of learning and development.
- Gain insights of various training evaluation methods and career planning.

Unit 1:

(8 Hours)

Introduction to Employee learning and Development, learning, Meaning and significance, The Forces Influencing Working and Learning, classification of learning capabilities, learning theories- Reinforcement Theory, Social Learning Theory, Goal Theories, Expectancy Theory, Adult Learning Theory, pedagogy and andragogy; The basic principles of learning, The Learning Process , Mental and Physical Processes, The Learning Cycle, Instructional Emphasis for Learning Outcomes.

Unit 2: (6 Hours)

Training and Learning: Introduction, Relationship, meaning, Designing Effective Training, Forces influencing working & learning, Strategic Training, Work Environment, Characteristics influencing transfer of training, organizational environments encouraging transfer.

Unit 3: (7 Hours)

Training Needs Analysis: Meaning and significance of training needs, types of needs, components of needs, data collection, analysis and interpretation. Meaning and significance of training design and development, principles of training design, design process, identifying the training objectives, determining structure, content, duration, method, learning activities,

Unit 4: (11 Hours)

Training implementation & Methods: Meaning and significance of implementation, making or buying decision, implementation process for making and buying decisions, skills of effective trainer.

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.

Outward bound methods: Meaning and significance of outward bound learning (OBL) methods, process of OBL, risk, safety and ethical issues. Training aids.

Unit 5: (8 Hours)

Training Evaluation: Meaning, Reasons for Evaluating Training and significance of training evaluation, Donald Kirkpatrick's Evaluation Model, Return on investment in Training, Types of Evaluation Designs, Considerations in Choosing an Evaluation Design, data collection for training evaluation, Threats to Validity, Determining Costs, Evaluation Practices in different organizations, Measuring Human Capital and Training Activity

Unit 6: (16 Hours)

Executive Development/ Management Development/Career Management

Need, factors affecting MDP, methods, process, administration, delivery, costing & pricing, Company Strategies for Providing Development, Increased Use of New Technologies for Learning, Increased Demand for Learning for Virtual Work Arrangements, Increased Use of Training Partnerships & Outsourcing Training,

Careers and Career Management: Introduction, Importance, Career: meaning, A Model of Career Development (Career Stages), Career Management Systems

Practical Components:

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

RECOMMENDED BOOKS:

- Effective Training, P Nick and Blanchard, 2nd Edition, Pearson Education/PHI, 2005
- Training & Development, Dr. B. Janakiraman, Biztantra/Wiley Dreamtech, 2005
- Employee Training & Development, Noe A Raymond, 2nd edition, McGraw Hill Publication.
- Management Training and Development, Gupta B.L, 1st Edition, Vrinda Publications, 2011.
- Training and Development Methods, Dr. Rishipal, 1st Edition, S. Chand, 2011.
- Personal Growth and Training & Development, Ruchi Srivastava, 1st Edition, Vrinda Publications,
- 2011.

REFERENCE BOOKS:

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

KNOWLEDGE MANAGEMENT

Subject Code	: 16MBA HR305	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Course Objectives:

- To understand the fundamental concepts of Knowledge management.
- To discuss the current trends in knowledge management and their manifestation in business
- To analyze and build communities of practice to contribute and share knowledge

Course Outcomes:

The students will be able to

- Gain insights about the concepts of knowledge management.
- Enable with the architecture and models of knowledge management
- Learn knowledge management lifecycle and dissemination

Unit 1:

(9 hours)

Understanding knowledge: the core of business: 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, Knowledge, Intelligence,

Experience, Common sense. Cognition and KM. Types of Knowledge, Knowledge Management architecture and Implementation Strategies.

Knowledge creation and capture: Knowledge Creation, Nonaka's Model, Major Theoretical KM Models, Takeuchi Knowledge Spiral Model, Knowledge Conversion.

Unit 2: (7 hours)

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

Unit 3: (6 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.

Unit 4: (12 hours)

Knowledge application: KM for Individuals, Communities and Organizations, Future Challenges for KM. 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

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,

Unit 5: (12 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.

Unit 6: (10 hours)

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.

Practical Components:

- To expose and make students to prepare a report on knowledge management practices implemented by successful companies.
- 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.
- To do a comparison on the KM Life Cycle Models and seeing their applicability in organizations.
- To organize a group discussion for students and enable them to go through the knowledge acquisition phases.

- Asking students to compare and contrast on different COPs.

RECOMMENDED BOOKS:

- Knowledge Management, Elias M Awad, Hassan M Ghaziri, PHI, 3rd Edition.
- Knowledge Management in Theory and Practice, KimizDalkir, 2nd Edition, PHI.
- Knowledge Management: Tool for Business Development, Dr. B. Rathan Reddy, Himalaya Publishing House.
- Knowledge Management, Sudhir Warier, Vikas Publishing House.

REFERENCE BOOKS:

- Knowledge Management, RatnajaGogula, ICFAI University Press, 2002.
- Handbook on knowledge management, Holsapple, Springer Verlag, 2003.
- Knowledge Management: Systems and Processes, Fernandez Irma Becerra, Sabherwal Rajiv, Prentice Hall India.

CONFLICT AND NEGOTIATION MANAGEMENT

Subject Code	: 16MBA HR306	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Course Objectives:

- To understand the nature of various dimensions of conflict
- To learn various strategies and techniques to manage conflicts
- To understand the importance and role of negotiation in conflict resolution
- To understand the importance of cross-cultural and gender dimensions of negotiation

Course Outcomes:

The students will be able to

- Gain insights of various dimensions of conflicts in an organization
- Know the various strategies and techniques of managing conflicts.
- Learn the process of negotiation and its relevance in conflict resolution.

Unit 1:

(8 Hours)

Introduction: Understanding conflict, components, perspectives of conflict, types of conflict, models of conflict – Process and Structural Models, functional & dysfunctional conflict, relationship between conflict and performance in team, levels of conflict – intrapersonal, interpersonal, group &

organizational conflicts, sources of conflict - intrapersonal, interpersonal, group & organizational sources.

Unit2: (8 Hours)

Conflict Management Design: Nature of conflict Management, contingency approach, conflict management process, the conflict domain, conflict trends, conflict distribution, conflict mapping and tracking.

Unit 3: (10Hours)

Managing Conflict: Managing interpersonal conflict: Thomas conflict resolution approach, behavioral style and conflict handling, the CosierSchank model of conflict resolution, collaboration & conflict resolution, dealing with difficult subordinates, boss & colleagues, 1 to 1 dispute resolution.

Managing team & organization conflict: techniques to resolve team conflict, strategies to resolve organizational conflict, effective listening and dialogue skills, humor and conflict resolution, negotiation as a tool for conflict resolution.

Unit 4: (8 Hours)

Conflict resolution and Cost: Conflict resolution models, framework model, classical ideas, new developments in conflict resolution. Environmental conflict resolution, gender and conflict resolution. Assessing the cost of workplace conflict.

Unit 5: (14 Hours)

Negotiations/Negotiation strategies -Types of Negotiations, negotiation process, factors for successful negotiations, essential skills for negotiation, tricks used in negotiation process, psychological advantage of negotiations, Techniques of negotiation, issues in negotiations.

Negotiation strategies: Strategy and tactics for distributive bargaining, strategy and tactics for integrative negotiation, negotiation strategy and planning. Finding and using negotiation power, sources of power, Ethics in negotiation.

Unit 6: (8Hours)

Managing difficult negotiations: Third party approaches: Third party interventions, formal intervention methods – Arbitration, Mediation and Process Consultation, Informal intervention methods, best practices in negotiation.

Practical Components

- Survey the conflict resolution techniques adopted by individuals based on individual personality types.
- Dividing students into groups and give a scenario to negotiate and reach conclusion.
- Reading: 8 Habits of Highly Effective People; apply the concepts to understand how people approach negotiation through different mind – sets.
- Conduct Role Plays for different scenarios.
- Solve various case studies dealing with conflict between teams and organizations.

- Ask students to identify three unconscious factors that may affect their negotiation effectiveness and ask them to explain why or how that phenomenon may occur.
- Management games like two dollar game, cross the line games can be played in the class to develop negotiation skills among the students.

RECOMMENDED BOOKS:

- Corporate Conflict Management - Concepts and Skills, Eirene Leela Rout, Nelson Omiko, Prentice India, 2007.
- Negotiations, Roy J. Lewicki, David M. Saunders, Bruce Barry, 5/e, Mc Graw Hill, 2005
- Contemporary Conflict Resolution, Oliver Ramsbotham, Hugh Miall, Tom Woodhouse, 3rd edition, Polity publishers, 2011.
- Handling Conflict and Negotiation, Manchester Open Learning, illustrated edition, Kogan Page, 1993.

REFERENCE BOOKS:

- Managing conflict and negotiation, B.D. Singh, 1st edition, Excel books, 2008.
- Conflict Management: Practical guide to develop negotiation strategies, Barbara A Budjac Corvette, Pearson Prentice Hall, 2006.
- Managing Conflict in Organizations, M. Afzalur Rahim, 4th Edition, Transaction Publishers, 2011.

SEMESTER IV MARKETING SPECIALISATION SALES MANAGEMENT

Subject Code	: 16MBA MM401	IA Marks : 20
Number of Lecture Hours/Week	: 03	Exam Hours: 03
Number of Lecture Hours	: 56	Exam Marks: 80
Practical Component	: 02 Hours/ Week	

Objectives:

- To provide an understanding of the concepts, techniques and approaches in Sales Management.
- To emphasize on the Sales Manager's problems and dilemmas.
- To develop skills for generating, evaluating and selecting sales strategies.

Outcomes:

The student should be able to:

- Know the distinction between the skills required for selling and sales management.
- Develop a plan for organizing, staffing and training the sales force.
- Organize sales territories to maximize selling effectiveness.

- Evaluate sales management strategies

Unit 1: (8 hours)

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

Unit 2: (8 hours)

Selling skills & Selling strategies: Selling and business Styles, selling skills, situations, selling process, sales presentation, Handling customer objections, Follow-up action.

Unit 3: (8 hours)

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. Recruitment and selection of sales force, Training of sales force.

Unit 4: (10 hours)

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

Unit 5: (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.

Unit 6 (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.

Case Studies in Sales Management (6 hours)

Practical component:

- Interview a salesperson and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why chose sales career, and what does it take to succeed in this profession
- Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products

into low risk and high risk ones. Does this buying behaviour also depend on the personality of the individual doing the buying? Or the one doing the selling?

- Students can make a presentation on any product or the services of student choice, covering selling strategies and one day work exposure towards merchandising in any big retail outlets of respective places where the institute is operating. Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make a small report.
- Roles and functions of sales manager and sales people are different in every organization. Sales people view the roles of sales managers in their own way and vice versa. You are the sales manager of a company. You make an analysis of what you feel should be roles of a sales manager and a salesperson for maximizing sales of the organization.
- Your company is active in internet trading. A current issue in internet trading is : how to make internet selling safe. Different methods have been suggested for safety or security of internet trading. You have to analyze different methods and recommend a method for your company.

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.

INTEGRATED MARKETING COMMUNICATIONS

Subject Code	: 16MBA MM402	IA Marks	: 20
Number of Lecture Hours/Week	: 03	Exam Hours	: 03
Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours/ Week		

Objectives:

- To build a comprehensive framework for integrated marketing communications.
- To study the advertising, publicity, personal selling, direct marketing and sales promotion.
- To enhance knowledge of emerging trends in integrated marketing communications.

Outcomes:

The student should be able to:

- Define and apply knowledge of various aspects of managerial decision making related to marketing communications strategy and tactics.
- Ability to create an integrated marketing communications plan which includes promotional strategies.
- Explain the role of IMC in the overall marketing & Use effectiveness measures to evaluate IMC strategies

Unit 1:

(10 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 Vs Marketing mix, Advertising appeal in various stages of PLC

Unit 2:

(8 Hours)

Advertising Agency: Type of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation.

Advertising objectives and Budgeting: Goal setting – DAGMAR approach, various budgeting methods used.

Unit 3:

(8 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 4:

(8 Hours)

Direct Marketing: Features, Functions, Growth, Advantages/Disadvantages, And Direct Marketing Strategies.

Promotion: Meaning, Importance, tools used, Conventional/unconventional, drawbacks, push/pull strategies, Co-operative advertising, Integration with advertising and publicity

Public relation/ Publicity:- Meaning, Objectives, tools of public relations, Public relation strategies, Goals of publicity, Corporate Advertising – Role, Types, Limitations, PR Vs Publicity.

Unit 5:

(8 Hours)

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

Unit 6:

(10 Hours)

International Advertising: Global environment in advertising, Decision areas in international advertising

Internet advertising: Meaning, Components, Advantages and Limitations, Types of Internet advertising

Industrial advertising: B 2 B Communication, Special issues in Industrial selling.

Case studies in Indian context only

(4 Hours)

Practical Components:

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

E-MARKETING

Subject Code	: 16MBA MM403	IA Marks : 20
Number of Lecture Hours/Week	: 03	Exam Hours: 03
Number of Lecture Hours	: 56	Exam Marks: 80
Practical Component	: 02 Hours/ Week	

Objectives:

- To understand the important concepts related to e-marketing
- To learn the use of different electronic media for designing marketing activities.
- To acquaint the students with the latest techniques of e-marketing.

Objectives:

The student should be able to:

- Recognize appropriate e-marketing objectives.
- Appreciate the e-commerce framework and technology.
- Illustrate the use of search engine marketing, online advertising and marketing strategies.

Unit 1: (10 Hours)

Introduction to E-Marketing: Landscape – Past – Today – Future – Internet Marketing Paradigm – Internet Infrastructure Stack
Business Models & Strategies: Strategic Planning – Strategy to Electronic Planning – Strategic Drivers of the Internet Economy – Business Models to E-Business Models – E-Business Models – Performance Metrics – The Balanced Scorecard

Unit 2: (12 Hours)

E-Marketing Plan: Overview of the E-Marketing Planning Process – Creating an E-Marketing Plan – A Seven-Step E-Marketing Plan
The E-Marketing Environment: Overview of Global E-Marketing Issues – Country and Market Opportunity Analysis – Technological Readiness Influences Marketing – Wireless Internet Access – The Digital Divide Ethical and Legal Issues – Privacy – Digital Property – Online Expression – Cyber Security – Cyber Crime

Unit 3: (8 Hours)

E-Marketing Research: Data Drive Strategy – Marketing Knowledge Management – Monitoring Social Media – Technology-Enabled Approaches – Real-Space Approaches – Marketing Databases and Data Warehouses – Data Analysis and Distribution – Knowledge Management Metrics – Consumer Behaviour Online – Segmentation – Targeting – Differentiation – Positioning Strategies

Unit 4: (10 Hours)

E-Marketing Management: Product – Products on Internet – Creating Customer Value Online – Product Benefits – E-Marketing Enhanced Product Development – Price – Change in Pricing Strategies – Buyer and Seller Perspectives – Payment Options – Pricing Strategies – Distribution – Online Channel Intermediaries – Distribution Channel Length and Functions – Channel Management and Power – Distribution Channel Metrics – Promotion – Integrated Marketing Communication (IMC) – Internet Advertising – Marketing Public Relations – Sales Promotion Offers – Direct Marketing – Personal Selling – IMC Metrics

Unit 5: (8 Hours)

Customer Acquisition and Retention: Profile of Consumers – Browsing Behaviour Model – Elements of Social Media – Social Media Strategies – Social Media Performance Metrics – Building Customer Relationships – Relationship Marketing – Stakeholders – Three Pillars of Relationship Marketing – Customer Relationship Management (CRM) – CRM Building Blocks – Ten rules for CRM Success

Unit 6: (8 Hours)

Evaluating Performance and Opportunities: Measuring and evaluating web marketing programs – Social and Regulatory Issues – Privacy – Security – Intellectual Property – Mobile Marketing – Media Coverage

Emerging Issues: Online Governance and ICANN – Jurisdiction – Fraud – Consumer Loyalty of Website-Services – The Quadratic Effect of Flow – Role of Technology Readiness in Developing Trust and Loyalty for E-Services in Developing Countries

Practical Component:

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

RECOMMENDED BOOKS:

- E-Marketing, Judy Strauss and Raymond Frost, Prentice Hall, 6th Edition, 2013
- Internet Marketing: Integrating Online and Offline Strategies. M. L. Roberts and Debra Zahay, 3rd edition, Cengage Publishing, 2013
- Digital Marketing: Strategy, Implementation and Practice, Chaffey D., Ellis-Chadwick, 5th Edition, F., Pearson, 2012.
- E Marketing – The essential guide to online marketing, Rob Stokes, Flat worldknowledge, 2010.
- E-marketing in Developed and Developing Countries: Emerging Practices, Hatem El-Gohary and Riyadh Eid, IGI Global, 2013

REFERENCE BOOKS:

- The Essential Guide to Online Marketing, Rob Stokes, Quirk, ISBN: 9781936126323
- 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
- E-Commerce: An Indian Perspective, P. T. Joseph, Prentice Hall, 4th Edition, 2013
- Electronic Commerce: A Simplified Approach, Munesh Chandra Trivedi, Jaico Publishing House, 2011.
- Online Display Advertising: Targeting and Obtrusiveness, Marketing Science, Goldfarband Tucker, May-June 2011.

STRATEGIC BRAND MANAGEMENT

Subject Code	: 16MBA MM404	IA Marks	: 20
Number of Lecture Hours/Week	: 03	Exam Hours:	03
Number of Lecture Hours	: 56	Exam Marks:	80
Practical Component	: 02 Hours/ Week		

Objectives:

- To appreciate the relationship between corporate strategy and Brand Management.

- To explore the various issues related to Brand Management, brand association, brand identity, brand architecture, leveraging brand assets, brand portfolio management.
- To develop familiarity and competence with the strategies and tactics involved in building, leveraging and defending strong brands in different sectors.

Outcomes:

The student should be able to:

- Develop skills for managing brands strategically.
- Compare and contrast the elements of product and brand management.
- Assess growth-opportunities for brands, e.g., brand extension strategies
- Critique the different measures of brand equity.

Unit 1: (8 Hours)

Introduction to the concept of Brand Management:

Brand –Meaning, Definition, Evolution of Brands, Functions of Brand to consumer, Role of Brand- Advantages of Brand, Product Vs Brand,

Branding- Meaning, Creation of Brands through goods, services, people, Organisation, Retail stores, places, online, entertainment, ideas, challenges to Brand builders

Brand Management-Meaning & Definition.

Strategic Brand Management Process-Meaning, Steps in Brand Management Process Strong Indian Brands

Unit 2: (8 Hours)

Customer Based Brand Equity:

Customer Based Brand Equity-Meaning, Model of CBBE

Brand Equity: Meaning, Sources, Steps in Building Brands, Brand building blocks- Resonance, Judgments, Feelings, performance, imagery, salience-Brand Building Implications, David Aaker's Brand Equity Model.

Brand Identity & Positioning: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism,

Brand positioning – Meaning, Point of parity & Point of difference, positioning guidelines

Brand Value: Definition, Core Brand values, Brand mantras, Internal branding,

Unit 3: (10 Hours)

Choosing Brand Elements to Build Brand Equity:

Criteria for choosing brand elements, options & tactics for brand elements-Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & Benefits, Packaging.

Leveraging Brand Knowledge:

Meaning of Brand Knowledge, Dimensions of Brand Knowledge, Meaning of Leveraging Secondary Brand Knowledge & Conceptualizing the leverage process.

Unit 4: (10 Hours)

Brand Value chain- Designing Brand Tracking studies, Establishing brand Equity Management Systems.

Methods for measuring Brand Equity- Quantitative Techniques & Quantitative Techniques, Comparative methods-Brand based comparisons, marketing based comparisons-Conjoint Analysis, Holistic methods.

Managing Brand Equity: Brand Reinforcement, Brand Revitalization, Brand Crisis.

Unit 5: (8 Hours)

Designing and sustaining branding strategies: Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing Brands overtime. Brand Architecture and brand consolidation.

Brand Imitations: Meaning of Brand Imitation, Kinds of imitations, Factors affecting Brand Imitation, Imitation Vs Later market entry, First movers advantages, Free rider effects, Benefits for later entrants, Imitation Strategies.

Unit 6: (8 Hours)

Making Brands go Global: Geographic extension, sources of opportunities for global brand, single name to global brand, consumers & globalization, conditions favoring marketing, barriers to globalization, managerial blockages, organization for a global brand, pathways to globalization.

Luxury Brand Management:

Luxury definition and relativity, luxury goods and luxury brands, basic psychological phenomena associated with luxury purchase, luxury marketing mix, luxury retail, International luxury markets: historical leaders and emerging countries.

Case studies (4 Hours)

Practical Components:

- Go to a supermarket and find the brand elements in various brands of soaps, mobiles, jeans, and other product
- If you would start an MBA College, what would the positioning be with POP's and POD's?
- Pick up your college, analyse its positioning and how would you reposition it?
- Pick a multiproduct company and as completely as possible analyze its brand portfolio and brand extensions?
- Consider some groups like Tata's, Birla's, Infosys etc – what is their branding strategy
- Students are supposed to assess the product life cycle and appraise alternative approaches to luxury brand management.
- Students can select any two popular brands and identify and examine the criteria for success in the luxury brand industry.

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

RURAL MARKETING

Subject Code	: 16MBA MM405	IA Marks	: 20
Number of Lecture Hours/Week	: 03	Exam Hours:	03
Number of Lecture Hours	: 56	Exam Marks:	80
Practical Component	: 02 Hours/ Week		

Objectives:

- To provide a conceptual understanding on the RuralMarketing with special reference to Indian context.
- To create awareness about the applicability of the concepts, techniques and processes ofmarketing in rural context.
- To familiarize with the special problems related to sales in rural markets.

Outcomes:**The student should be able to:**

- Highlight the characteristics of Indian rural markets and describe the differences between rural and the urban economy
- Analyze the roadblocks of Indian rural market and advocate solutions for the problems of rural markets.
- Emphasize the different strategies adopted by Indian companies for rural markets.
- Apply the strategies to be adopted for influencing the rural consumers.

Unit 1:**(8 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 2:**(8 Hours)**

Rural Consumer behaviour: Consumer buying behaviour models, Factors affecting ConsumerBehaviour, 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 prepurchase Evaluation, Rise of Consumerism, Consumer Buying Process, Opinion LeadershipProcess, 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 3: (8 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 objectives and approaches, Evolution of rural banking after independence, Challenges in marketing for banking services in rural, opportunities for banking in rural areas, marketing strategies for banking services

Unit 4: (10 Hours)

Marketing of agricultural inputs: Indian tractor industry: A brief overview, Challenges for Indian tractor industry, factors suggesting better future prospects for tractor industry, marketing strategies for tractor 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, factors affecting agro chemicals market growth, structural challenges faced by Indian agrochemical industry, marketing strategies for agro chemicals.

Unit 5: (8 Hours)

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, Government policy towards handicrafts sector, marketing strategies for the development of rural artisan sector

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

Unit 6: (14 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

Digitalizing the Indian rural markets-e-rural marketing: select live case studies-ITC e-choupal, TARA haat, EID Parry's Indiaagriline, Kandhamal Apex Spices Association for Marketing(KASAM)

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

Practical Components:

- Visit to the various Micro Finance Institutes, who extend their services in catering rural market.
- Visit to a village and understand the market structure and also understand the functioning part of the rural markets
- Students should come up with new product designing with the rural marketing mix 4 As (Awareness, Acceptability, Adaptability and Affordability)
- Students can do a survey on corporate farming and its effect on income of the rural farmer.

RECOMMENDED BOOKS:

- Rural Marketing - Pradeep Kashyap & Siddhartha Raut, Biztantra.
- Rural Marketing - Gopal Swamy T. P, 3/e, Vikas Publishing House.
- Rural Marketing - Dogra & Karminder Ghuman, 1/e, TMH.
- Rural Marketing - Sanal Kumar Velayudhan, 2/e, Response Publication, 2007.

REFERENCE BOOKS:

- Rural Marketing – Krishnamacharyulu C. G & Lalitha Ramakrishnan, Pearson Education.
- Rural Marketing – Habeeb Ur Rahman, 1/e, HPH, 2004.
- Rural Marketing – Minoti Kamat & R. Krishnamoorthy, 3/e, HPH.
- Agricultural Marketing In India – Acharya, Oxford I B H.
- Advertising & Marketing in Rural India- Tej K. Bhatia, 2/e, Macmillan.
- Marketing of Agricultural Products - Richard Kohls and Joseph N. Uhl, 9/e, PHI.

INTERNATIONAL MARKETING MANAGEMENT

Subject Code	: 16MBA MM406	IA Marks	: 20
Number of Lecture Hours/Week	: 03	Exam Hours	: 03
Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours/ Week		

Objectives:

- To introduce students to the international marketing management process, design and theories
- To develop skills relating to international trade.
- To familiarize the steps involved in import export documentation.

Outcomes

The student should be able to:

- Be aware of the differences between domestic marketing and international marketing.
- Draft international marketing Strategies
- Note down the import export documentation.

Unit 1:

(8 hours)

International Marketing – Definition and Scope – Reasons and Motivations – Global Vs Domestic Marketing – Concepts related to the management of international marketing function – World Trade and India's foreign trade: an overview – Institutional framework for exports in India.

Unit 2:

(8 hours)

International Trade Theories- Absolute cost-comparative Cost- H-O Theorem- New Trade Theories- Porter's Diamond Theory- Managerial Implications
Global marketing environment – cultural Environment Political and Legal Environment Economic Environment.- Modes of entry in to foreign business

Unit 3:

(10 hours)

India's Export – Import policy – procedure and Documentation - INCO terms - balance of trade and payments

Unit 4:

(12 hours)

International Product Policy and Planning – Need for product planning, Product adaptation, Product Standardization, Cross country segmentation, Product life cycle in International Marketing, International Packaging,
International Market selection – International Marketing Research – International marketing Planning and control.

Unit 5:

(9 hours)

International Pricing and Promotion decisions- International pricing decisions-International promotional decisions-Evaluation of international marketing performance- coordination of international marketing performance

Unit 6:

(9 hours)

International distribution strategy: International Channels – Channel alternatives – Importance of Channel decision – Factors influencing the Channel decision – Channel Selection decision – International Retailing – Role of Logistics

Practical Component:

- 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.
- Review detailed guidelines for developing an international marketing plan

- Analyse international marketing environment to understand opportunities and threats that a company underlying the behaviors 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

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, TataMcGraw Hill, New Delhi.
- Export Management, D.C.Kapoor, Vikas Publishing House, New Delhi.

REFERENCE BOOKS:

- Essentials of International Marketing, Donald L. Brady, 1st Edition, JaicoPublishingHouse, 2011
- Export: What, Where, How, Para Ram, Anupam Publishers, Delhi.

SEMESTER IV Finance Specialisation

MERGERS, ACQUISITIONS & CORPORATE RESTRUCTURING

Subject Code	: 16 MBA FM401	IA Marks :20
Number of Lecture Hours/Week	: 03	Exam Hours: 03
Number of Lecture Hours	: 56	Exam Marks: 80
Practical Component	: 02 Hours/ Week	

Course Objectives:

- To facilitate understanding of corporate merger and acquisition activity and restructuring
- To communicate to the students the role that M&A plays in the contemporary corporate world.
- To understand how to use M & A as a strategic tool.
- To compare and contrast the various forms of corporate restructuring.
- To assess human and cultural aspects of M&A's.

Course Outcome:

At the end of the course, the students are able to:

- Understand corporate merger and acquisition activity
- Analyze the mergers & acquisition deals that have taken place in the recent past.
- Understand synergies of mergers & acquisition deals.
- Compute the valuation associated with M&A.
- Understand the human and cultural aspects of M&A's

Unit 1: (9 Hours)

Mergers- types of merger– theories of mergers- operating, financial and managerial synergy of mergers – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities- Impact of M & A on stakeholders.

Unit 2: (7 Hours)

M & A – A strategic perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A- SWOT analysis, BCG matrix.

Unit 3: (10 Hours)

Corporate restructuring – significance - forms of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnership– Limited Liability Partnership (LLP) in India: Nature and 91 incorporation of LLP-De merger- strategic alliance- buyback of shares.

Unit 4: (8 Hours)

Merger Process: Dynamics of M&A process - identification of targets – negotiation - closing the deal. Five-stage model – Due diligence– Types - due diligence strategy and process - due diligence challenges. Process of merger integration – organizational and human aspects – managerial challenges of M & A.

Unit 5: (12 Hours)

Methods of financing mergers – cash offer, share exchange ratio – mergers as a capital budgeting decision Synergies from M&A: Operating and Financial synergy Accounting for amalgamation – amalgamation in the nature of merger and amalgamation in the nature of purchase- pooling of interest method, purchase method – procedure laid down under Indian companies act of 1956

Unit 6: (10 Hours)

Takeovers, types, takeover strategies, - Takeover defences – financial defensive measures – methods of resistance – anti-takeover amendments – poison pills
Legal aspects of Mergers/amalgamations and acquisitions/takeovers- Combination and Competition Act- Competition Commission of India (CCI), The SEBI Substantial Acquisition of Shares and Takeover code

Practical component:

- Pick up any latest M&A deal.
- Generate the details of the deal and then study the deal in the light of the following.
- Nature of the deal: merger, acquisition, or takeover. If it is a merger, what type of merger is it?
- Synergies likely to emerge to the combining and the combined firm(s) from the deal
- The valuation for the merger
- The basis for exchange rate determination

RECOMMENDED BOOKS:

- Mergers, Restructuring And Corporate Control, Fred Weston, Kwang S Chung, Susan E Hoag, 4/e, Pearson Education.
- Corporate Finance-Theory And Practice – AswathDamodaran – John Wiley & Sons.

- Takeovers, Restructuring And Corporate Governance, Weston, Mitchell And Mulherin - 4/e, Pearson Education, 2003.
- Mergers, Ramanujam et al, TMH, 2003.
- Advanced Accounts Vol. 2 – Shukla & Grewal, S.Chand& Sons.
- Mergers and Acquisitions, Rajinder S. Aurora, Kavita Shetty and Sharad R. Kale, Oxford University Press, 2011.

REFERENCE BOOKS:

- Value Creation from Mergers And Acquisitions, SudiSudarsanam – 1/e, Pearson Education, 2003.
- Merger Acquisitions & Corporate Restructuring – Chandrashekar Krishna Murthy & Vishwanath. S.R – Sage Publication.
- Mergers, acquisitions and Corporate Restructuring, NishikantJha, Himalaya Publishing House, 2011.
- Corporate Restructuring, Bhagaban Das, DebdasRaskhit and SathyaSwaroopDebasish, Himalaya Publishing, 2009.
- Business Legislation for Management, M.C. Kuchhal and VivekKuchhal, 4/e, Vikas Publishing House, 2013.

RISK MANAGEMENT AND INSURANCE

Subject Code	: 16MBA FM402	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Objectives:

- To provide an understanding of different types of risk.
- To provide an understanding of the risk identification and measurement
- To give an overview of role of Insurance in risk management.
- To comprehend insurance contracts such as Life Insurance, general insurance and marine insurance.
- To provide an understanding of the management of insurance companies

Course Outcome:

At the end of the course, the students are able to:

- Understand the process of identifying the risk.
- Recognize the complexities involved in risk identification and measurement
- Be acquainted with the function of Insurance in risk management.
- Be aware of various types of insurance contracts.
- Understand working of insurance companies.
-

Unit 1:

(10 Hours)

Introduction to Risk Management and Risk Identification: Risk-Risk and Uncertainty-Types of Risk-Burden of Risk-Sources of Risk-Methods of handling Risk-Degree of Risk-Management of Risk

Risk Management-Risk Management Process-Identification Loss exposures-Analyzing Loss exposures-Objectives of Risk Management-Select the Appropriate Risk Management Technique-Implement and Monitor the Risk Management Program-Risk Management by Individuals and Corporations-Risk Management objectives-Need for a Rationale for Risk Management in Organizations- Understanding the cost of Risk-Individual Risk Management and the Cost of Risk-Risk Management and Societal Welfare.

Risk Identification-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 form probability and Statistics.

Unit 2:

(8 Hours)

Risk Measurement-Evaluating the Frequency and Severity of Losses-Risk Control-Risk Financing Techniques-Risk Management Decision Methods-Pooling Arrangements and Diversification of Risk.

Advanced Issues in Risk Management: The Changing Scope of Risk Management-Insurance Market Dynamics-Loss Forecasting-Financial Analysis in Risk Management --Decision Making-Other Risk Management Tools

Unit 3:

(8 Hours)

Introduction to Insurance

Risk and Insurance- Definition and Basic Characteristics of Insurance-Requirements of an Insurable Risk-Adverse Selection and Insurance-Insurance vs. Gambling Insurance vs. Hedging-Types of Insurance-Essentials of Insurance Contracts.

Indian Insurance Industry -Historical Framework of Insurance, Insurance sector Reforms in India-Liberalization of Insurance Markets-Major players of Insurance.

Regulation of Insurance- Insurance Act 1938- eligibility-Registration and Capital requirement-Investment of assets-Approved investments-Licensing of insurance agents- IRDA-Duties and powers of IRDA-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.

Unit 4:

(8 Hours)

Life Insurance

Basics of Life Insurance-Growth of Actuarial Science-Features of Life Insurance-Life Insurance Contract-Life Insurance Documents-Insurance Premium Calculations.

Life Insurance Classification-Classification on the Basis –Duration-Premium Payment-Participation in Profit-Number of Persons Assured-Payment of Policy Amount-Money Back Policies-Unit Linked Plans.

Annuities-Need of Annuity Contracts, Annuity V/s Life Insurance, Classification of Annuities.

Unit 5:

(12 Hours)

General Insurance-Laws Related to General Insurance-General Insurance Contract-General Insurance Corporation(GIC)-Performance Private and Public General insurance companies.

Health Insurance-Individual Medical Expense Insurance – Long Term Care Coverage – Disability Income Insurance – Medi-claim Policy – Group Medi-claim Policy – Personal Accident Policy – Child Welfare Policy-Employee Group Insurance – Features of Group Health Insurance – Group Availability Plan.

Fire Insurance-Essentials of Fire Insurance Contracts, Types of Fire Insurance Policies, Fire Insurance Coverage.

Marine Insurance-Types of Marine Insurance – Marine Insurance principles Important Clauses in Marine Insurance– Marine Insurance Policies –Marine Risks-Clauses in Marine Policy.

Motor Vehicles Insurance-Need for Motor Insurance, Types of Motor Insurance, Factors to be considered for Premium Fixing.

Unit 6:

(10 Hours)

Management of Insurance Companies

Functions and Organization of Insurers- Types of Insurance Organization, Organizational Structure of Insurance Companies-Functions of Insurers.

Underwriting-Principles of Underwriting, Underwriting in Life Insurance, Underwriting in non-life Insurance.

Claims Management-Claim Settlement in General Insurance-Claim Settlement in Life Insurance.

Insurance Pricing-Insurance Cost and Fair Premiums, Expected Claim Costs, Investment Income and the timing of claims Payments, Administrative Costs, Profit Loading, Capital Shocks and Underwriting Cycles, Price Regulation.

Insurance Marketing: Marketing of Insurance Products, Critical Success factors for Insurance Players, Marketing Strategies in India.

Practical Component

- Analyze the insurance potential in India based on secondary data
- Meet Insurance advisors. Agents and have a discussion on requirements of insurance selling.
- Select insurance company of your interest and study the risk management procedures followed by that company.
- Analyze risk management techniques used by the banks, cement companies, automobile companies.
- Visit the IRDA website and identify the rules and regulations governed by IRDA with respect to Marketing of insurance in rural markets

RECOMMENDED BOOKS

- Risk Management and Insurance, Scott E. Harrington, Gregory R Niehaus, (2007), Second Edition, Tata McGraw Hill Publishing Company Limited, New Delhi.
- Introduction to Risk Management and Insurance, Dorfman, Mark S., (2008), 10th Edition, Prentice Hall India, New Delhi.
- Principles of Risk Management and Insurance, George E Rejda, (2009), Twelfth Edition, Pearson, New Delhi.
- Insurance and Risk Management, P.K. Gupta, (2010), First Edition, Himalaya Publishing House, Mumbai.

- Principles and Practice of Insurance, P. Periasamy, (2009), Second Edition, Himalaya Publishing House, Mumbai.

REFERENCE BOOKS:

- Risk Management and Insurance, C. Arthur Williams, Jr. Peter Young, Michael Smith, (2007), Eighth Edition, Tata McGraw Hill Publishing Company Limited, New Delhi.
- Risk Management and Insurance, James Trieschmann, Obert Hoyt, David Sommer, (2008), Twelfth Edition, Cengage Learning, New Delhi.
- Risk management and Insurance: New Perspective in a Global Economy”, Harold D. Skipper, W. Jean Kwon, (2008), First Edition, Wiley India, New Delhi.
- Fundamentals of Risk and Insurance, Emmett J. Vaughan, Therese Vaughan, (2007), First Edition, Wiley India, New Delhi.

TAX MANAGEMENT

Subject Code	: 16 MBA FM403	IA Marks :20
Number of Lecture Hours/Week	: 03	Exam Hours: 03
Number of Lecture Hours	: 56	Exam Marks: 80
Practical Component	: 02 Hours/ Week	

Course Objectives:

- To provide the students with a comprehensive understanding of residential status in tax laws
- To acclimatize the students with process of computing tax liability of Individuals
- To understand corporate taxation system in the country
- To know the deductions and exemptions available in the tax laws
- To Provide Insight into GST

Course Outcome:

At the end of the course, the students are able to:

- Understand the process of computing residential status.
- Realize the complexities involved in tax liability of Individuals
- Know the corporate tax system.
- Be aware of deductions and exemptions of taxes
- Understand working of GST system in the country

Unit 1:

(8 Hours)

Basic concepts: assessment year, previous year, person, assessee, Income, charges on income, gross total income, capital and revenue receipts, residential status, receipt and accrual of income, connotation of income deemed to accrue or arise in India. Tax Planning, Tax Evasion and Tax Management. (Problems on residential Status of Individual assessee)

Unit 2:

(10 Hours)

Explanation under various heads of income. Income from salary (Basic problems), Income from House Property (Theory Only)

Unit 3: (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).

Unit 4: (12 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. Income from Other Sources (Theory Only) Permissible deductions under section 80C to 80U. Setoff and carry forward of losses.

Unit 5: (10 Hours)

Computation of tax liability of a firm and partners. Computation of taxable income of a company with special reference to MAT. Corporate dividend Tax

Unit 6: (6 Hours)

Introduction to GST, Levy and exemption, Time and value of supply, Administration of GST. Introduction to **Customs duty**.

Practical Components:

- Understanding the usage of software package while calculating different taxes
- Preparation of Income tax returns of Individual assesses.
- Preparation of sales tax returns
- Studying the online submission of Income tax returns

Recommended Books :

- Direct Taxes Law and practice, Vinod Singhania and Kapil Singhania, Taxman Publications,
- Direct Tax – Lal & Vashisht – Pearson Ed. 28E.
- Students Guide to Income Tax Vinod Singhania and Kapil Singhania, – Taxman Publications
- V S Datey – Indirect Taxes – Taxman Publications.

Reference Books:

- Mehrotra- Direct Tax – SahityaBhavan
- T N Manoharan- Students Guide to Income Tax – Snow White

INTERNATIONAL FINANCIAL MANAGEMENT

Subject Code	: 16MBA FM404	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours/ Week		

Objectives

- To provide an understanding of the international economic and financial environment.
- To explain the foreign exchange rate determination, including the foreign exchange and derivatives markets.
- To describe foreign exchange exposure measurement and management.
- To provide an understanding the financial management aspects of the MNC.
- To explain the functioning of world financial markets and institutions.

Course Outcome:

At the end of the course, the students are able to:

- Be aware of international economic and financial environment.
- Understand foreign exchange rate determination.
- Know foreign exchange exposure measurement and management.
- comprehend the financial management aspects of the MNC.
- Understand the functioning of world financial markets and institutions.

Unit 1:

(6 Hours)

International financial Environment- The Importance, rewards & risk of international finance- Goals of MNC- International Business methods – Exposure to international risk- International Monetary system- Multilateral financial institution

Unit 2:

(10 Hours)

International flow of funds and International Monetary system:-

International Flow of Funds: Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade and capital flows, Agencies that facilitate International flows. BOP, Equilibrium & Disequilibrium. Trade deficits. Capital account convertibility (problems on BOP)

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).

Unit 3:

(10 Hours)

Foreign Exchange Market: Function and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Nominal, Real and Effective exchange rates, Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behaviour-Cross Rates- -

Arbitrage profit in foreign exchange markets, Swift Mechanism. Triangular and locational arbitrage.

Unit 4: (10 Hours)

International Financial Markets and Instruments: - Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, Cross listing of shares Global registered shares. International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes, Zero coupon Bonds, International Money Markets
International Banking services –Correspondent Bank, Representative offices, Foreign Branches. Forward Rate Agreements

Unit 5: (10 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 effect. Covered Interest Arbitrage

Unit 6: (10 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.

Foreign exchange risk Management: Hedging against foreign exchange exposure – Forward Market- Futures Market- Options Market- Currency Swaps-Interest Rate Swap-Hedging through currency of invoicing- Hedging through mixed currency invoicing –Country risk analysis.

(Question Paper: 50% Theory and 50% Problems)

Practical Component:

- Students can study the Balance of Payment statistics of India for the last five year and present the same in the class.
- Students can carry out a survey of Exporters and report the foreign exchange risk management practices adopted by them.
- Students can study the impact of exchange rate movement on the stock Index.
- Students can visit a bank and study the foreign exchange derivatives offered by them.

RECOMMENDED BOOKS:

- International Financial Management - Jeff Madura, Cengage Learning 2008. International Finance Management - Eun & Resnick, 4/e, Tata McGraw Hill.
- International Financial Management – Madhu Viji, Excel BOOKS, 2010.
- International Financial Management – Apte P. G, 6/e, TMH, 2011
- Multinational Business Finance – Eiteman, Moffett and Stonehill, 12/e, Pearson, 2011.

REFERENCE BOOKS:

- International Financial Management – Siddaiah T, 1/e, Pearson, 2011.
- International Finance – Imad Moosa, 3/e, Tata McGraw Hill, 2011.
- International Financial Management – Vyuptakesh Sharan, 6/e, PHI, 2011.
- Multinational Financial Management – Alan C. Shapiro, 10/e, Wiley India Pvt. Ltd., 2011.

- International Financial Management – Jain, Peyrard& Yadav, Macmillan 2010.
- International Finance – Thomas O’Brien, Oxford University Press, 2010.

FINANCIAL DERIVATIVES

Subject Code	: 16MBA FM405	IA Marks	:20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Objectives:

- To understand the features of financial derivatives.
- To hedge risk and practice risk management using derivatives.
- Explain the use of options and futures contracts for tactical portfolio strategies purpose
- To provide an understanding of pricing financial derivatives, including familiarity with some central techniques, like the binomial model, and the Black-Scholes model
- To explain the fundamentals of credit risk management and Value at Risk

Course Outcome:

At the end of the course, the students are able to:

- Know the features of financial derivatives.
- Understand the risk management process using derivatives.
- Realize use of options and futures contracts
- Understand the pricing of financial derivatives.
- Be aware of fundamentals of credit risk management and Value at Risk

Unit 1:

(6 Hours)

Financial Derivatives - Introduction, economic benefits of derivatives - Types of financial derivatives - Features of derivatives market - Factors contributing to the growth of derivatives - functions of derivative markets - Exchange traded versus OTC derivatives - traders in derivatives markets - Derivatives market in India

Unit 2:

(12 Hours)

Futures and forwards - differences-valuation of futures, valuation of long and short forward contract. Mechanics of buying & selling futures, Margins, Hedging using futures - specification of futures - Commodity futures, Index futures, interest rate futures - arbitrage opportunities.

Interest rate markets - Type of rates, Determining Zero rates, Forward rate agreements (FRA), Interest rate derivatives.

Unit 3:

(10 Hours)

Financial Swaps - features and uses of swaps - Mechanics of interest rate swaps – valuation of interest rate swaps – currency swaps – valuation of currency swaps.

Unit 4:**(12 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 futures – interest rate options. Concept of exotic option. Hedging & Trading strategies involving options, valuation of option: basic model, one step binomial model, Black and Scholes Model, option Greeks. Arbitrage profits in options.

Unit 5:**(8 Hours)**

Commodity derivatives: commodity futures market-exchanges for commodity futures in India, Forward Market Commissions and regulation-commodities traded – trading and settlements – physical delivery of commodities.

Unit 6:**(8 Hours)**

Credit risk - Bond prices and the probability of default, Historical default experience, reducing exposure to Credit risk, Credit default swaps, Total return swaps, Credit spread options, Collateralized debt obligation. Basics of Interest rate risk and risk management strategies.

Value at Risk (VAR) - Measure, Historical simulation, Model building approach, linear approach, Quadratic model, Monte Carlo simulation, stress testing and back testing

(Question Paper: 50% Theory and 50% Problems)

Practical Components:

- Students can visit a financial institution dealing in derivatives and study the products offered by them
- Students should individually select various futures or options and watch the behavior of these futures and options on a day to day for 15 days to see how futures and options might help mitigate the risks of investors.

RECOMMENDED BOOKS:

- Options Futures & Other Derivatives - John C. Hull, 6/e, Pearson Education.
- Derivatives and Risk Management, Rajiv Srivastava, Oxford University Press, 2010
- Options & Futures- Vohra & Bagri, 2/e, TMH
- Derivatives- Valuation & Risk Management - Dubofsky& Miller, Oxford University Press, 2005.
- An introduction to derivatives and risk management, Chance, Cengage, 9th edition.

REFERENCE BOOKS:

- Derivatives, Principles and Practice, Sundaram& Das, Mc Graw Hill, 2013
- Risk Management, VaijanathBabshetti& Prakash B. Yaragol, 1st edition, Kalyani Publishers, 2014.
- Introduction to Derivatives and Risk Management – Don M. Chance, Cengage Learning, 2008.
- Financial Derivatives- Bishnupriya Mishra and SathyaSwaroopDebashish, Excel BOOKS, 2007.
- Options & Futures –Edwards & Ma, 1/e, McGraw Hill.

- Derivatives & Financial Innovations - Bansal, TMH.
- Financial Derivatives –Kumar S. S. S, PHI, 2007.
- Futures, Options and Swaps – Robert W. Kolb, 5/e, Wiley India Pvt. Ltd. 2011.

CORPORATE VALUATION

Subject Code	: 16MBA FM406	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Objectives:

- To identify the purpose of corporate valuation and to obtain an overview of the basic corporate valuation process
- To familiarize the students with the standard techniques of corporate valuation.
- To develop analytical skills and communication strategies for discussing corporate valuation.
- To assess a firm's business and competitive strategy and whether it is creating value for shareholders

Course Outcome:

At the end of the course, the students are able to

- Get an overview of the basic corporate valuation process
- Be familiar with the standard techniques of corporate valuation.
- Understand analytical skills and communication strategies for corporate valuation.

Unit 1: (8 Hours)

Corporate valuation-an Overview-Context of valuation-Approaches to Valuation-Features of the valuation process: Book value approach, Stock and debt approach, discounted cash flow approach, Relative valuation approach, option valuation approach-Features of the valuation process-Corporate valuation in practice.

Unit 2: (12 Hours)

Enterprise DCF Model-Analysing historical performance-Estimating the cost of Capital-Forecasting performance-Estimating the continuing value-Calculating and interpreting the results-Other DCF models: Equity DCF Model: Dividend discount model, free cash flow to Equity (FCFE) model-Adjusted present value model-Economic profit model-Applicability and Limitations of DCF analysis

Unit 3: (10 Hours)

Relative valuation-Steps involved in Relative valuation-Equity valuation multiples-Enterprise valuation multiples-Choice of multiple-Best practices using multiples-Assessment of relative valuation.

Other Non DCF Approaches-Book Value approach-Stock and Debt approach-Strategic approach to valuation-Guidelines for corporate valuation

Unit 4: (8 Hours)

Advanced issues in valuation-Valuation of companies of different kinds-valuation in different contexts-Loose ends of valuation-Valuation of intangible assets: Patents, trademarks, copyrights and licenses; Franchises; Brands

Unit 5: (10 Hours)

Value Based Management- Methods and Key premises of VBM-Marakon approach-Alcar approach-Mckinsey approach-Stern Stewart approach-BCG approach-Lessons from the experiences of VBM adopters.

Unit 6: (8 Hours)

Case studies in Valuation - Bharat Hotels company - Bharat Heavy Electricals Limited - Bhoruka Power Corporation Limited - Valuation in the Merger of ICICI with ICICI Bank - Sasken Communication Technologies - Valuation of Infosys Brand

(Question Paper: 50% Theory and 50% Problems)

Practical Component:

- Obtain last three years' balance sheet of any firm that has debt and equity and find out the free cash flow to the firm and free cash flow to the equity for the last three years. Also determine if there is any growth in the cash flows to the firm and to the equity holders. Find beta of the firm and compute cost of equity and WACC to finally find the value of the firm

RECOMMENDED BOOKS

- Corporate Valuation and Value Creation, Prasanna Chandra, Tata McGraw Hill, 2011.
- Valuation, AswathDamodaran, Damodaran, 2/e, John Wiley and Sons, 2006.

REFERENCE BOOKS

- Corporate Valuation: A Guide for Managers and Investors, Philip R Daves, Michael C. Ehrhardt, and Ron E. Shrieves, , Cengage Learning,2003
- Corporate Valuation Financial Times, David Frykman, JakobTolleryd, Prentice Hall, 2003.
- The Valuation Handbook: Valuation Techniques from Today's Top Practitioners, Rawley Thomas, Benton E. Gup, John Wiley & Sons, 2010
- Financial Management, Rajiv Srivastava and Anil Misra, 2/e, Oxford University Press, 2011.

**SEMESTER IV
Human Resources Management**

PUBLIC RELATIONS

Subject Code	: 16MBA HR401	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03

Total Number of Lecture Hours : 56
Practical Component : 02 Hours / Week

Exam Marks : 80

Course Objective:

- To provide an understanding of the fundamentals tools of public relations practice
- To provide a multidisciplinary understanding of the emerging trends in the field of public relations.

Course Outcomes:

The students will be able to

- Gain the insights of Public relations principles and practices.
- Learn the various theories of mass communication
- Understand the various issues in crisis management

Unit 1: (8 Hours)

Public Relation: Meaning, Concepts of PR -Proactive and Reactive Approaches – Public Relations Process – Behavioral Public Relations Model – Persuasion Model – Two way symmetrical Communications Model – 20 great truths about Public Relations

Unit 2: (8 Hours)

Theoretical basis for Public Relations –Theories of Relationships –Systems Theory – situational Theory – Theories of Persuasion and Social Influence – Social Exchange Theory – Diffusion Theory – Social Learning Theory – Elaborated Likelihood Theory - Theories of Mass communication – Uses and Gratification Theory – Agenda Setting Theory – Public Relations roles – Models of Public Relations – Approaches to Conflict Resolutions

Unit 3: (10 Hours)

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)

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

Unit 4: (8 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)

Unit 5: (8 Hours)

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

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

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

Unit 6:

(14 Hours)

Issues in Public Relations/Crisis Management – public relations challenges –Types of Issues - target audiences-Public Service as Preventive Public Relations – Special Interests – Importance of Compromise –Issue Anticipation – Scenario Technique.

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

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

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

Practical Component:

- Related cases for each module to be discussed in the classes and presentation can be done for each case by group of students.
- Team of students can be made and asked to report the media personalities about the event held in the college. Different styles of reporting the same event can be discussed in the class with its possible reactions from the media.
- Collect the newspaper articles about various messages from organizations through spokespersons and analyze the effect of each type of delivery and impact on the audience.
- Conduct a CSR Programme for the college like Blood donation, Eye camps in association with Lions, Rotary clubs etc and gather the information's about various challenges these organizations face during such community oriented programmes.

RECOMMENDED BOOKS

- “Public Relations – The Profession and Practice”, Lattimore, Laskin, Heiman &Toth, third edition, Tata McGraw Hill, 2012 (LLHT)
- “Public Relations Practices – Managerial Case Studies and Problems” Center, Jackson, Smith and Stansbury, Seventh Edition, Prentice Hall of India, 2008 (CJSS).
- Public Relations - Paul Baines, John Egan, Frank Jefkins, Routledge, 3rd edition, 2007.
- Public Relations: Concepts, Practice and Critique, Jacquie L'Etang, SAGE, 2007.
- Public Management – Organizations, Governance and Performance, Laurence J. O' Toole Jr, Kenneth J Meier, 1st edition, Cambridge Publications, 2011.

REFERENCE BOOKS:

- Strategic Planning for Public Relations, Ronald D. Smith, revised edition, Taylor & Francis, 2004.
- Public Relations: A Practical Guide to the Basics, Philip Henslowe, 1st edition, Kogan Page Publishers, 2003.
- An Overview of the Public Relations Function - Shannon A. Bowen, Reprint Edition, Business Expert Press, 2010.
- Public Relations Practices, Managerial Case Studies and Problems, Allen H Center, Patrick Jackson, Stacey Smith, Frank R Stansberry, 7th Edition.

WORKPLACE ETHICS AND VALUE SYSTEMS

Subject Code	: 16MBA HR402	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03

Total Number of Lecture Hours : 56
Practical Component : 02 Hours / Week

Exam Marks : 80

Course Objectives:

- To understand the ethical practices at workplace.
- To address the ethical issues which arise in the work environment.
- To acquaint students with various ethical problems at work place.

Course Outcomes:

The students will be able to

- Learn the principles and practices of workplace ethics.
- Understand the concepts of corporate governance and ethics.
- Gain insights of Discrimination and Harassment at Workplace

Unit 1: (8 Hours)

Workplace Ethics: Introduction, Needs, Principles, Development of Personal Ethics, Workplace Ethics for Employees-Ethical behavior 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 2; (8 Hours)

Professionalism at Workplace: Unethical Conduct for employees and employers. Factors leading to Unethical Behaviors. Different unethical behaviors. Measures to control unethical behaviors. Rewarding ethical behavior

Unit 3: (10 Hours)

Business Ethics and Corporate Governance: Overview of Business Ethics, Corporate Governance, Ethical issues in human 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 4: (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.

Unit 5; (12 Hours)

Teamwork in the Workplace, Ethics, Discrimination and Harassment at 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. Discrimination, sexual harassment, creating awareness about workplace harassment, Vishaka Dutta vs. State of Rajasthan –Supreme Court directions, Compulsory workplace guidelines.

Unit 6: (8 Hours)

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

Practical Components:

- To solve case studies on Workplace Ethics
- To visit organizations and find out the problems and causes for unethical behavior at workplace.
- To visit organizations and find out the measures adopted to control unethical behavior of employees.
- To compare and contrast the various ethical codes of conduct practiced in organizations.
- To study the recent cases on breach of workplace privacy.

RECOMMENDED TEXT BOOKS:

- Ethical Theory and Business, Tom L. Beauchamp, Norman E. Bowie and Denis Arnold, 8th Edition.
- Business Ethics – Ethical Decision making and cases O.C. Ferrell, John Fraedrich, and Linda Ferrell, 9th Edition, Cengage Learning.
- How technology is compromising Workplace Privacy, Fredrick S Lane 111, AMACOM Div American Mgmt Assn, 2003
- Ethics in the Workplace, Dean Bredeson, Keith Goree, Cengage Learning, 2011.

REFERENCE BOOKS:

- Ethics in 21st Century, Mary Alice Trent, Oral Roberts University, longman.
- Ethics in workplace, Elizabeth P Tierney, Oak tree press
- Ethics in Workplace: System Perspective, William F Roth, Pearson, 2014.
- Ethics in the Workplace: Tools and Tactics for Organizational Transformation - Craig E. Johnson - SAGE Publications, 2007
- Business Ethics: Fairness and justice in the workplace - Volume 2 of Business
- Ethics, Fritz Allhoff, ISBN 1412902541, 9781412902540 - SAGE Publications, 2005

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Subject Code	: 16MBA HR403	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Course Objectives:

- To analyze the impact of contemporary issues and global imperatives on Human Resource concepts
- To learn the policies and practices in multinational organizations
- To compare, contrast and explain a variety of strategic approaches to the management of Human Resources in multinational organizations.

Course Outcomes:

The students will be able to

- Apply the concepts and knowledge about the range of Human Resource functions.
- Deploy the expatriate employees and expatriate failures on international assignments.
- Evaluate the effects of different Human Resource and International Industrial Relations strategies adopted by multinational organizations

Unit 1: (10 Hours)

Introduction to IHRM Definition, The drivers of internationalization of business. The different setting of International Human Resource Management. Development of IHRM. Difference between IHRM and Domestic HRM. Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model. SHRM: Evolution of MNE's, Business strategies, IHRM Strategies, SIHRM. Barriers in effective global HRM. Socio-cultural context, Organizational dynamics and IHRM: Role of culture in International HRM, Country and Regional Cultures, Country Culture versus MNE Culture. Culture and employee management issues/ impact of Country culture on IHRM.

Unit 2: (7 Hours)

Strategies for International Growth: Exploiting global integration-The logic of global integration, differentiation, Mastering expatriation, beyond the traditional expatriate model, the limits of global integration. Becoming locally responsive: The roots of responsiveness, understanding diversity, responding to diversity, the challenges of localization. Managing alliances and joint ventures - IHRM and International Alliances, IHRM and International Joint Ventures.

Unit 3: (10 Hours)

International Workforce planning and staffing: International labour market International Recruitment function; head-hunters, cross-national advertising, e-recruitment; International staffing choice, different approaches to multinational staffing decisions, Types of international assignments, Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues, Successful expatriation, role of an expatriate, female expatriation, repatriation, re-entry and career issues.

Unit 4: (7 Hours)

Developing Global Mindset: Global Leadership, Cross cultural context and international assignees, Current scenario in international training and development, training & development of international staff, types of expatriate training, sensitivity training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies.

Unit 5: (8 Hours)

Performance Management: Performance Management and MNE, Constraints in goal attainment, performance management cycle, Performance Management of International Assignees, third and host country employees, issues and challenges in international performance management, country specific performance management practices.

Unit 6: (14 Hours)

International Compensation and International Employment Laws and HRIS: International compensation and international assignees, Forms of compensation, key components of international compensation, Approaches to international compensation, compensation practices across the

countries, emerging issues in compensation management. Establishment of labour standards by International Institutions, The global legal and regulatory context of MNE, The International framework of Ethics and Labour standards, Key issues in International Industrial Relations, Trade Unions and MNE's, Response of Trade Unions to MNE's, Non-Union worker representation. HRIS: Meaning, Role of IT in HR, Designing of HRIS, Applications of HRIS in Employee Management, Limitation of HRIS.

Practical Component:

- Study the Socio-Political-Economic System in U.S, U.K, Japan and India and prepare a comparative analysis.
- Visit an MNE organization and study the HR shared services operations performed.
- Solve a case study to understand the challenges faced by organizations in evaluating the performance of international assignees.
- Study and compare Recruitment, Selection and Training practices in various countries.
- Study Indian and US legal aspects involved when deploying an employee on an International Assignment.

RECOMMENDED BOOKS:

- International Human Resource Management - Peter J. Dowling, MavinFesting, Allen D Englesr Cengage Learning.
- International Human Resource Management - Monir H. Tayeb, Oxford University Press, 2005.
- Human Resource Information Systems: Basics, Applications, and Future Directions: Basics, Applications, and Future Directions, Michael J. Kavanagh, Mohan Thite, Richard D. Johnson SAGE, 2011, 2/e.
- Strategic International Human Resource Management: Choices and Consequences in Multinational People Management - Stephen J. Perkins, Susan M. Shortland – Kogan Page Publishers, 2006.
- Strategic Human Resource Management, Schuler, 2/e, Wiley.

REFERENCE BOOKS:

- International Human Resource Management: Text and Cases By P. L. Rao, Excel Books, Reprint
- International Human Resource Management: Policies and Practices By Dennis Briscoe, Randall Schuler, IbraizTarique, Taylor & Francis, 4/e, 2012.
- International Human Resource Management - Anne-Wil Harzing, Joris Van Ruysseveldt - SAGE, 2004.
- International human resource management: think globally, act locally – Derek Torrington - Prentice Hall, 1994.

ORGANISATION CHANGE AND DEVELOPMENT

Subject Code	: 16MBA HR404	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Course Objectives:

- To understand the concepts of change management and to acquire the skills required to manage any change effectively.
- To understand the various components and constraints involved in Change management.
- To learn the various tools & techniques for Organization Development
- To understand the different OD interventions and its effectiveness.

Course Outcomes:

The students will be able to

- Gain insights of change management components, process and its functions
- Enable with various OD diagnosing models
- Ability to handle various OD interventions.

Unit 1: (8 Hours)

Organizational change- Introduction, nature of change, Internal & External changes, types of change, **Models of change-** Lewis's Force field, Systems Model, Action research model, organizational vision and strategic planning.

Unit 2: (8 Hours)

Resistance to change- reasons for the resistance, overcoming resistance for the change, change and person and manager, systematic approach to making change- factors for effective change, skills of leaders in change management, designing the change.

Unit 3: (8 Hours)

Organization development-Introduction, history, evolution of OD, OD interventions: Definition, actors to be considered, choosing and sequencing, intervention activities, classification of OD interventions, results of OD, typology of interventions based on target groups.

Process of Organization Development: Entering into OD relationship, developing a contract.

Unit 4: (8 Hours)

Diagnosing Organizations- Need for diagnostic models, organization, group, individual level diagnosis, Collecting and analyzing the diagnostic information, Feeding Back of diagnostic information, Designing interventions, overview of interventions, evaluating and Institutionalizing OD Interventions.

Unit 5: (12 Hours)

Human Process Interventions: Human process interventions (individual, group and inter-group human relations): **Individual based:** coaching, counselling, training, behavioral modelling, delegating, leading, morale boosting, mentoring, motivation, etc., **Group based:** conflict management, dialoguing, group facilitation, group learning, self-directed work teams, large scale interventions, team building, and virtual teams.

Inter-group based: Organization mirroring, third party peacemaking interventions.

Unit 6: (12 Hours)

Techno-structural Interventions and Future of OD: Restructuring Organizations, Employee Involvement, work Design, Balanced scorecard; business process reengineering; downsizing and outsourcing; **Strategic Interventions:** Competitive and Collaborative Strategies, Organization Transformation.

The Future of 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.

Practical Component:

- To conduct Force field analysis for MBA department
- Group activity-Identify the need for OD intervention for your college and call the director/principal of your college to the classroom to explore the possibility for OD intervention.
- Presentation by students: Identify and explore the possibility for OD intervention in your college level, group level and individual level.
- Hold a debate in the classroom about downsizing the workforce.
- Organization change questionnaire data collection and analyzation.
- Group Presentation: Health care, FOO, Education, PSU, Retail, Manufacturing Industries.
- Design a role play event for students, so that they will play it out to mobilize support for a change implementation programme.

RECOMMENDED BOOKS:

- Theory of Organization Development and Change. Thomas G. Cummings, Christopher G. Worli, Cengage Learning.
- Understanding the theory and design of organization, Richard L Draft, Cengage Learning.
- Organization Development, behavioral science interventions for Organization Improvement, Wendell French, Cecil H.Bell, Veena, Jr, Pearson, PHI.
- Organization Change and Development, Kavith Singh, Excel BOOKS.

REFERENCE BOOKS:

- Change & Knowledge Management-R.L. Nandeshwar, Bala Krishna Jayasimha, Excel BOOKS, 1st Ed.
- Management of Organizational Change – K Harigopal – Response BOOKS, 2001
- Organizational, Design, and Change-Gareth R. Jones, 5th Edition, Pearson Education

STRATEGIC TALENT MANAGEMENT

Subject Code	: 16MBA HR405	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Course Objectives:

- To aware the challenges of acquisition and retention of talents for the competitive advantage of the organization.
- To develop a conceptual understanding of the management of talents in the competitive environment.
- To understand how important is to develop and retain the best talents in the industry.
- To understand the concepts of competency and its usage in evaluating a person's work.
- To get an idea about different tools in identifying required competencies in a person.

Course Outcomes:

The students will be able to

- Gain the insights of talent management practices in organization.
- Learn the techniques and retail the best talent in industry.
- Prepare competency mapping.

Unit 1: (10 hours)

Basics of Talent Management: Talent- engine of new economy, difference between talents and knowledge workers, leveraging talent, the talent value chain, elements of talent friendly organizations, talent management process, **Talent Management System** – Components and benefits of Talent Management System; creating TMS, challenges of TMS, **Building blocks of talents management:** competencies – performance management, conducting performance reviews, Appraising executive talent, selecting the right appraisal.

Unit 2: (8 hours)

Talent Planning – Concept, succession management process, Integrating succession planning and career planning, designing succession planning program, strategic accountability approach in developing the workforce, balanced scorecard, talent development budget, contingency plan for talent; building a reservoir of talent, compensation management within the context of talent management, CEO Succession planning,

Unit 3: (6 hours)

Developing and Retaining Talent – Potential identification and development, coaching for sustained & desired change, integrating coaching, training and development with talent management ,employee retention- motivation and engagement, Return on talent; age of analytics, making outplacement as a part of talent strategy, developing talent management information system.

Unit 4: (6 hours)

Competency mapping: Concepts and definition of competency; types of competencies, competency based HR systems, competency and performance, 5 level competency model, developing various competency models, how competencies relate to career development and organizational goals.

Unit 5: (14 hours)

Methodology of competency mapping : competency model development ,competency models, people capability maturity model ,developing competency framework , competency profiling , competency mapping tools , use of psychological testing in competency mapping , competency based interviewing , assessment of competencies through 360 degree feedback, BEI, CIT, validation of competencies.

Unit 6: (12 hours)

Measuring Performance, Assessment and Development Centre: background and approaches to performance assessment, competency based performance assessment, diagnosing reasons for performance problems, designing an effective performance management systems, sources of errors in performance measurement.

Assessment and Development Centre : concepts , importance and uses of assessments centre in selecting employees , difference between assessment and development centre, assessment centre

approach to competence building , profile of the assessors, steps in assessment centre, designing the assessment centre.

Practical Component:

- Students are expected to conduct a study on how talents are acquired and retained – in various industries – and various strategies followed by the respective companies.
- Discussion on “How to have/ evaluate the performance of the MBA students”
- Ask the students to find out the best employer surveys conducted during the past one year and make a presentation.
- Identify the important positions in your college or any other organization and ascertain the measures if any taken to develop second line of leadership
- Ask the students to collect data about the position of principal, director, and other teachers in your college and prepare a competency dictionary for the said positions
- Presentation by students about the competency directory profiling of various positions.
- Ask the students to role play the behavioural event interview to collect data for competency mapping for the position of management professor.
- Presentation by students about the competency directory profiling of various positions.

RECOMMENDED BOOKS:

- The Talent Management Hand Book – Lance A. Berger & Dorothy R. Berger, Tata McGraw Hill
- Competence at work – Lyle M. Spencer, Signe M. Spencer. John Wiley, 1993.
- A Handbook of Competency Mapping – Seema Sangi, Response BOOKS, 2004.
- Competency mapping, Assessment and Growth – Naik G.P, IHRM, 2010.

REFERENCE BOOKS:

- The Talent Era, Chowdhary, Subir, Pearson Education, New Delhi.
- Appraising & Developing Managerial Performance- Rao T. V, Excel BOOKS
- Performance Management – Herman Aguinis, Pearson Education, 2007.
- Performance Management, Rao, Wiley.

PERSONAL GROWTH AND INTERPERSONAL EFFECTIVENESS

Subject Code	: 16MBA HR406	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Course Objectives:

- To identify strengths and weaknesses as an individual, as a member of a group/organization using personality types.
- To understand the concepts of self awareness, self esteem, NLP and Locus of Control.
- To understand Interpersonal growth and effectiveness.

Course Outcomes:

The Students will be able to:

- Understand the components of personal growth.
- Gain insights in the aspects of interpersonal growth and handling conflicts, managing time, self analysis to name a few.

Unit 1: (12 Hours)

Personal growth: Meaning, nature and scope of personal growth. Self-awareness and self-esteem, life roles, social roles and organizational roles, role clarity and role boundaries. Ego states- Id, ego and super ego and defense mechanisms; developing a self improvement plan.

Interpersonal Trust: Discovering facets of interpersonal trust through Johari Window (Openness, confidentiality, blind spot and unknown part of personality); Self disclosure, seeking feedback, self reflection and practicing new behaviors.

Unit 2: (8 Hours)

Understanding Human Personality: Personality – Meaning & Determinants; Personality theories, Carl Jung's theory of personality Types and Myers Briggs Type Indicator test (MBTI), Trait theories- Guilford Peogut, PF 16 and Type A and B Personalities; Emotional intelligence – Meaning, Dimensions, and Emotionally intelligent Organizations.

Unit 3: (8 Hours)

Attitudes, beliefs, Values and their impact on behavior; Personal change- meaning, nature and requisites. Locus of control. **Habit Formation** - Habits of personal effectiveness. Seven habits of highly effective people.

Unit 4: (8 Hours)

Basic functions of mind: Creativity and innovation. Blocks to creativity. Creativity processes and tools- convergent and divergent thinking. Six thinking Hats, Neuro Linguistic Programming (NLP).

Unit 5: (6 Hours)

Interpersonal relations and personal growth: Interpersonal needs for openness, inclusion and control. Discovering the interpersonal orientation through FIRO-B. Conflict resolution and negotiation, Time management and honoring the commitments

Unit 6: (14 Hours)

Transactional Analysis: Ego states, types of transactions and time structuring. Life position, scripts and games; strokes and stamps

Experiential learning methodologies: T-group sensitivity training, encounter groups and appreciative enquiry.

Practical Components:

- Students are expected to conduct an in depth study about various personality traits & TA and submit a detailed report.
- Students have to undergo psychometric test like MBTI, FIRO-B, Big Five etc , conduct SWOT analysis and prepare a personal growth plan based on the results

- Ask the individual students to seek multisource feedback about their interpersonal effectiveness from peers, teachers, and parents; understand and reflect the feedback and prepare a development plan for interpersonal effectiveness.
- Discuss a Johari Window case in the class to identify how it can help each individual student to promote his/ her personal growth.
- Organize a workshop on MBTI for the students to know their type and to understand the type dynamics.
- Organize a neuro linguistic programming workshop for the participation of all HR students.

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

**GUIDELINES FOR INTERNSHIP STUDY (16MBAIN307)
(BETWEEN 2ND AND 3RD SEMESTER MBA)**

OBJECTIVE

To expose the students to understand the working culture of the organization and apply theoretical concepts in real life situation at the work place for various functions of the organization.

STRUCTURE

The Internship shall consist of Study of an organization for 4 weeks.

GENERAL GUIDELINES

- The Internship shall be for a period of 4 weeks immediately after the completion of 2nd Semester Examinations but before the commencement of the 3rd semester classes
- The Subject code of the project work report shall be 16MBAIN307 and shall be compulsory for all the students.
- No two students of an institute shall work on the same organization.
- The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance. Student need to identify an external guide (Working in the organization) and seek guidance from him/her.

Format of the internship report shall be prepared using the word processor viz., MS Word, Times New Roman font sized 12, on a page layout of A4 size with 1” margin all sides and 1.5line spacing. The internship report shall not exceed 60 pages.

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

Evaluation:

- Internal evaluation will be done by the internal guide.

- Viva-Voce / Presentation: A viva-voce examination shall be conducted at the respective institution where a student is expected to give a presentation of his/ her work. The viva –voce examination will be conducted by the respective HOD or Senior Professor or internal Guide of the department and an external evaluator drawn from industry. In case of non availability of industry person, a senior professor or a faculty with more than 10 years of experience may be invited to conduct the viva-voce. Internship work carries 100 marks consisting of 50 marks for internship report (evaluated by internal guide and 50 marks for viva-voce examination)

Contents of the Internship Report

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

Chapter 1: Introduction about the internship, Industry Profile.

Chapter 2: Organization Profile:

- i. Back ground,
- ii. Nature of business,
- iii. Vision mission, quality policy
- iv. Product/service profile
- v. Ownership pattern
- vi. Achievements/awards if any
- vii. Future growth and prospects

Chapter 3: Mckensy's 7S framework with special reference to organization under study.

Chapter 4: SWOT Analysis

Chapter 5: Analysis of financial statement. in brief.

Chapter 6: Learning experience.

Bibliography

Annexure relevant to the Internship study such as figures, graphs, photographs etc.,

GUIDELINES FOR 10 WEEK PROJECT WORK (16MBAPR407) (BETWEEN 3RD AND 4TH SEMESTER MBA)

OBJECTIVE

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

GENERAL GUIDELINES

- The project work shall be for a period of 10 weeks immediately after the completion of 3rd Semester Examinations but before the commencement of the 4th semester classes
- The Subject code of the project work report shall be 16MBAPR407 and shall be compulsory for all the students opting for all specializations.
- The University shall receive 3 copies of project reports prior to the commencement of the 4th semester examination. Copies of the project report should be sent to the concerned Regional Office with an intimation to the Registrar (Evaluation)
- No two students of an institute shall work on the same problem in the same organization
- The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.
- On completion of the project work, student shall prepare a report with the following format.
- The Project report shall be prepared using word processor viz. MS Word with New Times Roman, 12 font size
- All the reports shall be printed in the A4 size 1” margin on all the sides.

- The report shall be hard bound facing sheet indicating the title of college and month & year of admission (spiral binding not permitted)
- A certificate by the guide, HOD and Head of the institution indicating the bonafide performance of the project by the student to be enclosed.
- An undertaking by the student to the effect that the work is independently carried out by him.
- The certificate from the organization.
- Acknowledgement
- Executive Summary

Schedule to be followed before commencement of Project

Activity	Time line	Remarks
<ul style="list-style-type: none"> • Identifying the organization • Problem identification 	First two weeks	Student individually identifies an organization and identifies problem for his/her study, according to his/her interest.
Problem statement	3rd week	His/ Her interests are discussed with selected guides
Research Design	4th week	Discussion with Internal Guide to decide on suitable design for the research
Synopsis Preparation	5th and 6th week	Preparation of Synopsis* incorporating the objectives

Presentation of Synopsis	7th and 8th week	The student will present the synopsis with the detailed execution plan to the Internal Guide and HOD who will review and may: a. Approve b. Approve with modification or c. Reject for fresh synopsis
Approval Status	9th and 10th week	The approval status is submitted to HOD who will officially give concurrence for the execution of the Project

*Synopsis: It is a three page document or hard copy to be submitted to the HOD with the signatures of the Guide and the student.

Page 1	Title, Contact Address of student- with details of Internal and External Guide
Page 2	Short introduction with objectives and summary (300 words). Review

	of Articles / Literature about the topic with source of information
Page 3	Time Activity Chart

Schedule to be followed during Project work

Activity	Time Line	Remarks
Understanding Structure, Culture and functioning of the organization	First 2 weeks of Project	Student should understand products/services and the problems of the organization.
Preparation of Research instrument for data collection	3rd and 4th week of Project	Discussion with the guide for finalization of research instrument in his/her domain and present the same to the guide. (First Presentation)
Data collection	5th and 6th week of Project	Data collected to be edited, coded, tabulated and presented to the guide for suggestions for analysis. (Second Presentation)
Analysis and finalization of report	7th and 8th week of Project	Students must use appropriate and latest statistical tools and techniques for analyzing the data. (It is must to use Statistical Package whose

		result should be shown in the report) (Third Presentation)
Submission of Report	9th and 10th of Project	Final Report should be submitted to the University before one week of the commencement of theory examination

Evaluation:

- Internal evaluation will be done by the internal guide.
- External valuation shall be done by a faculty member of other institute drawn from VTU affiliated institute with minimum of 10 years of experience.
- Viva-Voce / Presentation: A viva-voce examination shall be conducted at the respective Institution where a student is expected to give a presentation of his/ her work.
- The viva –voce examination will be conducted by the respective HOD / Senior Professor of the department and an expert drawn from the VTU affiliated institutes with minimum of 10 years of experience as appointed by the University.
- Project work carries 200 marks consisting of 50 marks for internal valuation by the internal guide, 50 marks for external evaluation and 100 marks for viva-voce examination.
- **Format of the project report** shall be prepared using the word processor viz., MS Word, Times New Roman font sized 12, on a page layout

of A4 size with 1” margin all sides and 1.5 line spacing. The Project report shall not exceed 100 pages.

- **Submission of Report:** Students should submit the Project Report in electronic data form only, in **PDF** file (Un-editable Format) to the Institute. The Institute in turn shall submit all the CD’s of their students along with a consolidated master list as per specialization containing USN, Name of the student, and Title of the Report to Registrar (Evaluation) one week before the commencement of the Theory Examinations.
- **Plagiarism:** Plagiarism is considered as academically fraudulent, and an offence against University academic discipline. The University considers plagiarism to be a major offence, and subject to the corrective procedures. It is compulsory for the student to get the plagiarism check done before submission of the project report. Plagiarism of up to 25% is allowed in the project work and report should consist 75% of original content/work.
- **Publication of Research Findings:** Students are expected to present their research findings in Seminars/Conferences/Technical/Management Fests or publish their research work in Journals in association with their Internal Guide. Appropriate Weightage should be given to this in the internal evaluation of the project report.

Contents of the Project Report

- Cover page
- Certificate from the Organization (scanned copy)
- Certificate from the guide, HOD and Head of the Institution (scanned copy)
- indicating bonafide performance of Project by the student

- Declaration by the student (scanned copy)
- Acknowledgement
- Table of contents
- List of tables and graphs
- Executive summary

Chapter 1: Introduction

Introduction, Industry profile and company profile: Promoters, vision, Mission & Quality Policy. Products / services profile areas of operation, infrastructure facilities, competitors' information, SWOT Analysis, Future growth and prospects and Financial Statement

Chapter 2: Conceptual background and Literature review

Theoretical background of the study, Literature review with research gap (with minimum 20 literature reviews).

Chapter 3: Research Design

Statement of the problem, Need for the study, Objectives, Scope of the study, Research methodology, Hypotheses, Limitations, Chapter scheme.

Chapter 4: Analysis and Interpretation

Analysis and interpretation of the data- collected with relevant tables and graphs. Results obtained by the using statistical tools must be included.

Chapter 5: Findings, Conclusion and Suggestions

Summary of findings, Conclusion and Suggestions / Recommendations

Bibliography

Annexure relevant to the project such as figures, graphs, photographs etc.,

Marks allocation for IV Semester Project Report

Evaluation by Internal guide

SL. No	Aspects	Marks
01	First Presentation	05
02	Second Presentation	05
03	Third Presentation	10
04	Introduction and Methodology	05
05	Industry and Company Profile	05
06	Theoretical background of study	05
07	Data analysis and interpretation	10
08	Summary of findings, suggestions and conclusion	05
	Total	50

Evaluation by faculty member drawn from VTU institutions.

SL. No	Aspects	Marks
1	Introduction & Relevance of the project	10
2	Conceptual background and literature review	05
3	Research design	05
4	Analysis and interpretation	20
5	Summary of findings, suggestions and	10

	conclusion	
	TOTAL	50

Viva voce conducted by HOD/Internal Guide and an Expert from VTU.

SL. No	Aspects	Marks
1	Presentation skill	10
2	Communication skills	10
3	Subject knowledge	20
4	Objective of the study or methodology	20
5	Analysis using statistical tools and statistical packages	20
6	Findings and appropriate suggestions	20
	TOTAL	100

Formats for Project Report and Evaluation

- Format of Cover Page
- Format of certificate by College/Institution
- Format of Declaration Page
- Format of Contents
- Format of List of Tables and Charts
- Format of Bibliography
- Format for Internal Evaluation, External Evaluation and Viva voce

(Title of the Report)

BY

(Student Name)
(USN)

Submitted to

VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELGAUM
In partial fulfillment of the requirements for the award of the degree of

MASTER OF BUSINESS ADMINISTRATION

Under the guidance of

INTERNAL GUIDE
(Name)
(Designation)

EXTERNAL GUIDE
(Name)
(Designation)

(Institute Logo)

Department of MBA
(Institute Name with Address)

(Month & Year of submission)

CERTIFICATE

This is to certify that **(Name of the Student)** bearing USN (xxxx), is a bonafide student of Master of Business Administration course of the Institute (Batch), affiliated to Visvesvaraya Technological University, Belgaum. Project report on **“(Title of Report)”** is prepared by Him/her under the guidance of **(Name of the Guide)**, in partial fulfillment of the requirements for the award of the degree of Master of Business Administration of Visvesvaraya Technological University, Belgaum Karnataka.

Signature of Internal Guide

Signature of HOD

Signature of Principal

DECLARATION

I, **(Student Name)**, hereby declare that the Project report entitled “(Title)” with reference to “(Organisation with place)” prepared by me under the guidance of **(Guide Name)**, faculty of M.B.A Department, **(Institute name)** and external assistance by **(External Guide Name, Designation and Organisation)**. I also declare that this Project work is towards the partial fulfillment of the university Regulations for the award of degree of Master of Business Administration by Visvesvaraya Technological University, Belgaum. I have undergone a summer project for a period of Twelve weeks. I further declare that this Project is based on the original study undertaken by me and has not been submitted for the award of any degree/diploma from any other University / Institution.

Place:

Date:

Signature of the student

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Bibliography

Annexure

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Table – 4.3	Table showing EOQ	
Table – 4.4	Table showing stock of Raw materials	

LIST OF FIGURES AND CHARTS

Chart No.	Particulars	Page Nos.
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Chart - 4.2	Graph showing FSN Analysis	
Chart - 4.3	Graph showing EOQ	
Chart - 4.4	Graph showing stock of Raw materials	

BIBLIOGRAPHY

BOOKS:

1. Name of the Author, Title of the Book, Name of the Publisher, Edition, year of Publication.

ARTICLES:

1. Name of the Author, Title of the article, Name of the Journal, Volume Number, Issue Number, Year, Page Number (pp)

WEBLIOGRAPHY

1. Name of the Author, Title of the article, retrieved on mm/dd/yy, from URL

Visvesvaraya Technological University

Internal Evaluation Mark Sheet for Project Report

Name of the Institution: _____

Marks Allocation

SL. No	Aspects	Marks
1	First Presentation	05
2	Second Presentation	05
3	Third Presentation	10
4	Introduction	05
5	Conceptual background	05

	and literature review	
6	Research design	05
7	Analysis and interpretation	10
8	Summary of findings, suggestions and conclusion	05
	TOTAL	50

Marks Sheet:

SL.No	USN		1	2	3	4	5	6	7	8	Total
1											
2											
3											
4											
5											
6											
7											
8											
9											
10											

Signature of the Guide with Date

Visvesvaraya Technological University

External Evaluation Mark Sheet for Project Report

Name of the Institution: _____

Marks Allocation

SL. No	Aspects	Marks
1	Introduction & Relevance of the project	10
2	Conceptual background and literature review	05
3	Research design	05
4	Analysis and interpretation	20
5	Summary of findings, suggestions and conclusion	10
	TOTAL	50

SL.No	USN	1	2	3	4	5	Total
1							
2							
3							
4							
5							
6							

7							
8							
9							
10							

Signature of External Examiner with affiliation

Signature of HOD

Visvesvaraya Technological University

Viva-Voce examination Mark Sheet for Project Report

Name of the Institution: _____

Marks Allocation

SL. No	Aspects	Marks
1	Presentation skill	10
2	Communication skills	10
3	Subject knowledge	20
4	Objective of the study or methodology	20
5	Analysis using statistical tools and statistical packages	20
6	Findings and appropriate suggestions	20
	TOTAL	100

SL.No	USN	1	2	3	4	5	6	Total
1								
2								
3								
4								
5								

Signature of External Examiner with affiliation

Signature of HOD