



Sri Shridevi Charitable Trust (R.)

SHRIDEVI INSTITUTE OF ENGINEERING AND TECHNOLOGY

Sira Road, Tumkur - 572 106, Karnataka, India.

Phone: 0816 - 2212629 | Principal: 0816 - 2212627, 9686114899 | Telefax: 0816 - 2212628

Email: info@shrideviengineering.org, principal@shrideviengineering.org | Website: www.shrideviengineering.org

ESTD: 2002



(Approved by AICTE, New Delhi, Recognised by Govt. of Karnataka and Affiliated to Visvesvaraya Technological University, Belagavi)

COURSE CONTENT AND OUTCOMES OF MASTER OF BUSINESS ADMINISTRATION (Effective from Academic year 2020 - 21)

MANAGEMENT & ORGANIZATIONAL BEHAVIOUR			
Course Code	20MBA11	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives 1. The student will be able to recite the theories and models of Management and Organisational Behavior. 2. The student will be able to apply and solve the workplace problems. 3. The student will be able to classify in differentiating between the best methods to solve the problem. 4. The student will be able to compare the appropriate framework for solving the problems at the workplace 5. The student will be able to design model in dealing with the problems in the organisation.			
Module-1 Introduction to Management			9 hours
Management -Introduction, Meaning, Nature, Objectives, Importance, Difference between Administration and Management, Levels of Management, Types of Managers, Managerial Skills, Managerial Competencies, Scope of Management, Functions of Management, Evolution of Management Thought, Fayol's fourteen principles of Management, Recent Trends in Management.			
Module -2 Functions of Management			10 hours
Planning - Definition, Features, Nature, Importance, Types, Steps in Planning, Planning Tools and Techniques, Essentials of a Good Plan. Organisation -Definitions, Importance, Principles, Types of Organisation Structures, Span of Control, Centralisation and Decentralisation of Authority. Directing -Definitions, Importance, Elements of Directing, Principles of Directing, Characteristics of Directing; Controlling -Definitions, Need of Controlling, Characteristics of Control, Steps in the Controlling Process, Resistance to Control, Design of Effective Control System, Types of Control, Control Techniques. Decision-making - Concepts, Types, Models, Difficulties in Decision-making, Decision-making for Organisational Effectiveness, Decision-making Styles.			
Module -3 Organisational Behaviour			10 hours
Organisational Behaviour: Introduction, Definitions, Nature, Goals, Importance, Approaches to Organisational Behaviour, Models. Attitude - Meaning, Definition, Types, Components, Attitudes and Behaviour, Changing Attitudes in the Workplace; Perception -Perception, Perceptual Process, Factors Influencing Perception, Perception and Decision-making; Personality -Definitions, Factors Influencing Personality, Big Five Personality Traits, Myers-Briggs Type Indicator (MBTI), Personality Tools and Tests; Motivation -Definitions, Process of Motivation (Cycle of Motivation), Nature, Importance, Types, Theories.			
Module -4 Managing Human at Work			7 hours
Group Dynamics - Meaning of Group, Group Characteristics, Classification of Groups, Models of Group Development, Meaning of Group Dynamics, Group Behaviour, Impact of Group on Individual's Behaviour, Impact of External Factors on Group Behaviour. Teamwork - Nature of Teams, Team Characteristics, Teams Versus Groups, Teamwork, Processes of Teamwork, Types of Teams, Reasons for Team Failure, Creating Effective Teams.			
Module-5 Organizational Power, Politics and Culture			7 hours
Power and Politics - Nature of Power and Politics, Early Voices, Questioning Power and Authority, Sources of Power for Individuals, Managing Organisational Politics. Culture - Definitions of Organisational Culture, Strong Versus Weak Culture, Characteristics, Types, Levels, Dimensions, Creating Organisational Culture, Changing Organisational Culture.			
Module - 6 Change and Stress Management			7 hours
Change - Nature, Characteristics, Process, Forces Responsible for Change in Organizations, Resistance to Change, Managing Resistance to Change. Stress Management -Definitions, Understanding Stress, Relation between Stress and Performance, Level, Signs and Symptoms of Stress, Types of Stress, Causes of Stress, Managing Stress.			
Course Outcomes: 1. Gain practical experience in the field of Management and Organization Behaviour 2. Acquire the conceptual knowledge of Management, various functions of Management and theories in Organizational Behaviour. 3. Apply managerial and behaviour knowledge in real world situations. 4. Develop a greater understanding about Management and Behavioural aspects to analyse the concepts related to individual behavior, attitude, perception and personality. 5. Understand and demonstrate their exposure on recent trends in management.			

MANAGERIAL ECONOMICS			
Course Code	20MBA12	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives: <ol style="list-style-type: none"> 1. To introduce the fundamentals, tools and theories of managerial economics. 2. To provide an understanding of the application of Economics in Business 3. To learn the basic Micro and Macroeconomic concepts. 4. To have an understanding of Demand, Production, Cost, Profit and Market competitions with reference to a firm and industry. 			
Module -1 Introduction			7 hours
Managerial Economics: Meaning, Nature, Scope, & Significance, Uses of Managerial Economics, Role and Responsibilities of Managerial Economist. Theory of the Firm: Firm and Industry, Objectives of the firm, alternate objectives of firm. Managerial theories: Baumol's Model, Marris's Hypothesis, Williamson's Model.			
Module -2 Demand Analysis			9 hours
Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand –Classification of Price, Income & Cross elasticity, Advertising and promotional elasticity of demand. Uses of elasticity of demand for Managerial decision making, Measurement of elasticity of demand. Law of supply, Elasticity of supply, Demand forecasting: Meaning & Significance, Methods of demand forecasting. (No problems).			
Module -3 Cost Analysis & Production analysis			9 hours
Concepts of Production, production function with one variable input - Law of Variable Proportions. Production function with 2 variable inputs and Laws of returns to scale, Indifference Curves, ISO-Quants & ISO-Cost line, Least cost combination factor, Economies of scale, Diseconomies of scale. Technological progress and production function. Types of cost, Cost curves, Cost – Output Relationship in the short run and in the long run, LAC curve Break Even Analysis – Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions (with simple Problems).			
Module -4 Market structure and Pricing Practices			9 hours
Perfect Competition , Features, Determination of price under perfect competition, Monopoly: Features, Pricing under monopoly, Price Discrimination. Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation. Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership. Descriptive Pricing Approaches: Full cost pricing, Product line pricing, Pricing Strategies: Price Skimming, Penetration Pricing, Loss leader pricing, Peak Load pricing.			
Module -5 Indian Business environment			9 hours
Nature, Scope, Structure of Indian Business Environment – Internal and External Environment. Political and Legal Environment, Economic Environment, Socio – Cultural Environment, Global Environment Basic Macro Economic Concepts: Open and Closed Economies, Primary, secondary and Tertiary sectors and their contribution to the economy. SWOT Analysis for the Indian economy. Measuring the Economy: Measuring GDP and GDP Growth rate, Components of GDP.			
Module-6 Indian Industrial Policy			7 hours
Industrial Policies and Structure: A critical look at Industrial Policies of India, New Industrial Policy 1991; - Private Sector- Growth, Problems and Prospects, SMEs –Significance in Indian economy-problems and prospects. Fiscal policy and Monetary Policy. Foreign Trade: Trends in India's Foreign Trade, Impact of WTO on India's Foreign Trade.			
Course outcomes: At the end of the course the student will be able to: <ol style="list-style-type: none"> 1. The student will understand the application of Economic Principles in Management decision making. 2. The student will learn the micro economic concepts and apply them for effective functioning of a Firm and Industry. 3. The Student will be able to understand, assess and forecast Demand. 4. The student will apply the concepts of production and cost for optimization of production. 5. The student will design Competitive strategies like pricing, product differentiation etc. and marketing according to the market structure. 6. The student will be able to understand macroeconomic concepts. 			

ACCOUNTING FOR MANAGERS			
Course Code	20MBA13	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives 1. To explain fundamental accounting concepts, the elements of financial statements, and basic accounting vocabulary. 2. To explain and use the accounting equation in basic financial analysis and explain how the equation is related to the financial statements. 3. To prepare basic entries for business transactions and present the data in an accurate and meaningful manner. 4. Prepare basic financial statements and explain the articulation between the basic statements. 5. To analyze a company's financial statements and come to a reasoned conclusion about the financial situation of the company.			
Module-1 Introduction to Accounting			7 hours
Financial Accounting: Need and Types of Accounting, Single Entry System, Double Entry System, Concepts and Conventions of Accounting, Relation of Accounting with other disciplines, Journal, Ledgers, Trial balance.			
Module -2 Financial Statements			10 hours
Preparation of final accounts of companies in vertical form as per Companies Act of 2013 (Basic problems of Final Accounts), Window dressing. Case Study problem on Final Accounts of Company-Appropriation accounts.			
Module -3 Analysis of Financial Statements			10 hours
Limitations of Financial Statements; Meaning and Purpose of Financial Statement Analysis, Trend Analysis, Comparative Analysis, Financial Ratio Analysis, Preparation of Financial Statements using Financial Ratios, Case Study on Financial Ratio Analysis. Preparation of Cash flow Statement (indirect method). Lab compulsory for Financial Statement Analysis using excel.			
Module -4 Management Accounting			9 hours
Scope, Purpose of Management Accounting Cost Volume Profit Analysis: Meaning-Methods of determination-Applications. Managerial Decision-Making-Make /Buy etc: Short-run Decision Analysis-Decision situations: Sales-volume related, Sell or further process, Make or Buy, Operate or shut-down.			
Module -5 Functional and Flexible Budgeting			7 hours
Functional budgets, Flexible Budgets: Meaning-Measure of Volume-Cost Behaviour with change in volume-Fixed, variable & mixed costs.Variance Analysis: Cost Variances – Revenue Variances-Variance Reporting-Disposition of variances.			
Module-6 Emerging Issues in Accounting and Computerised Accounting			7 hours
Emerging Issues in Accounting: Human Resource Accounting, Forensic Accounting, Sustainability Reporting, Applicability of Ind AS – Indian Accounting Standards. Computerised Accounting Systems -Structuring Database for Accounting- Accounting system Using Database Management systems- Illustration of Accounting Database.			
Course outcomes: At the end of the course the student will be able to: <ol style="list-style-type: none"> 1. Demonstrate theoretical knowledge and its application in real time accounting. 2. Capable of preparing financial statement of companies. 3. Independently undertake financial statement analysis and take decisions. 4. Comprehend emerging trends in accounting and computerization of Accounting systems. 			

BUSINESS STATISTICS			
Course Code	20MBA14	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives: 1. To make the students learn about the applications of statistical tools and Techniques in decision making. 2. To emphasize the need for statistics and decision models in solving business problems. 3. To enhance the knowledge on descriptive and inferential statistics. 4. To develop analytical skills in students in order to comprehend and practice data analysis at different levels. 5. To familiarize the students with analytical package MS Excel.			
Module -1 Introduction to Statistics			9 hours
Introduction to Statistics: Meaning and Definition, functions, scope and limitations, Collection and presentation of data, frequency distribution, measures of central tendency - Mean, Median, Mode, Geometric mean, Harmonic mean. Measures of dispersion: Range – Quartile Deviation – Mean Deviation -Standard Deviation – Variance- Coefficient of Variance - Comparison of various measures of Dispersion.			
Module -2 Correlation and Regression			7 hours
Scatter Diagram, Karl Pearson correlation, Spearman's Rank correlation (one way table only), simple and multiple regressions (problems on simple regression only).			
Module -3 Probability Distribution			9 hours
Probability Distribution: Concept and definition - Rules of probability –Random variables – Concept of probability distribution – Theoretical probability distributions: Binomial, Poisson, Normal and Exponential – Baye's theorem (No derivation) (Problems only on Binomial, Poisson and Normal).			
Module -4 Time Series Analysis			8 hours
Time Series Analysis –Objectives, Variations In Time Series - Methods Of Estimating Trend: Freehand Method - Moving Average Method - Semi-Average Method - Least Square Method. Methods of Estimating Seasonal Index: Method Of Simple Averages - Ratio To Trend Method - Ratio To Moving Average Method.			
Module -5 Hypotheses			7 hours
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). Normality and reliability of hypothesis. Statistical analysis- Bivariate and Multivariate Analysis- ANOVA-one-way, two-way classification (theory only).			
Module-6 Computer lab for Statistics			10 hours
MS Excel: Functions, Formulas, Types of errors in excel, Data analysis using MS-Excel- Mean, Median, Mode, Geometric Mean, Harmonic mean, Standard Deviation, Correlation			
Course Outcomes: At the end of the course the student will be able to: 1. Facilitate objective solutions in business decision making under subjective conditions. 2. Demonstrate different statistical techniques in business/real-life situations. 3. Understand the importance of probability in decision making. 4. Understand the need and application of analytics. 5. Understand and apply various data analysis functions for business problems.			

MARKETING MANAGEMENT			
Course Code	20MBA15	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives <ol style="list-style-type: none"> 1. Make students have an understanding of the fundamental concepts of marketing & the environment in which marketing system operates. 2. To analyze the motives influencing buying behaviour & Describe major bases for segment marketing, target marketing, and market positioning. 3. Identify a Conceptual framework, covering basic elements of the marketing mix. 4. To understand fundamental premise underlying market driven strategies. 5. Giving them hands on practical approach to subject study. 			
Module-1 Introduction to Marketing			9 hours
Marketing V/s Selling, Customer value, Components of customer value and components of customer cost. Marketing Ethics- green marketing and green economy. Marketing Myopia. Marketing Environment - Components of Environment to be analysed- Micro/ Macro Environment, Technological environment, Socio-cultural environment, Economic Environment, Legal Environment, Consumer/demographic environment, Government policies, Political environment. Techniques used in Environment Analysis. Contemporary Indian Marketing Environment. Cause and Social Marketing alternate concepts like 3V concepts of Nirmalaya Kumar Social Responsibility of marketing- new marketing realities, new responsibilities, new-age marketing, societal marketing concept, Corporate Social Responsibility. Emerging areas- Neuro Marketing , Sensory Marketing-concepts only. Assignment: Contemporary Indian Marketing Environment			
Module -2 Analysing Consumer Behaviour			9 hours
Connecting with consumers and consumer in sighting, Factors influencing Consumer Behaviour, Consumer characteristics influencing buying behaviour- personal factors and cultural factors. Consumer Buying Decision Process, Buying Roles, Buying Motives. The black box model of consumer behaviour. Psychological Processes underlying consumer behaviour. Market Segmentation: Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies. Segmentation method – Geographic segmentation and Demographic segmentation, psychographic segmentation, behavioural segmentation, volume segmentation, deep segmentation. Indian Consumer- Features about consumer India, Classifying Indian consumer by Income B2B marketing Vs Consumer Marketing. Assignment- Live projects on Consumer Behaviour.			
Module -3 Product, Brand Equity, Services Marketing			9 hours
Product Management- fundamentals, primary objective of product management, product hierarchy, product line, product mix, product mix strategies, Appraisal of product lines, products and brands. Managing PLC of product/brand, New Product Development, packing as a marketing tool, Role of labelling in packing. Main tasks in product management. Components of Product personality. Brand- selecting brand name, selecting logo, brand extension- effects. Introducing new product, innovations, new product development, stages in new product development, pricing strategy for new product. Branding - Concept of Branding, Types, Brand Equity, Branding strategies. Services Marketing & its Characteristics- tasks involved in service marketing, differentiating, positioning and brand building in services, premiumisation in service marketing. Market Segmentation, Targeting & Positioning (STP): Targeting - Bases for identifying target Customer target Marketing strategies, Positioning - Meaning, Product Differentiation Strategies, Tasks involved in Positioning. Monitoring brands performance and positioning.			
Module -4 Pricing , Marketing Channels			7 hours
Pricing decisions: Significance of pricing, factor influencing pricing (Internal factor and External factor), objectives, Pricing Strategies- Value based, Cost based, Market based, Competitor based, Pricing Procedure. Marketing Channels: Roles and purpose of Marketing Channels, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System, Network Marketing. Contemporary Channels and Retailing in India. Product Distribution Logistics: Product distribution Concept. Distinction between distribution logistics and Supply Chain Management..			
Module -5 Direct Marketing & Digital Marketing:			9 hours
Concept and scope of direct marketing, concept and components of digital marketing. Digital marketing communications, digital marketing in India. Promotions- Marketing communications- Integrated Marketing			

Communications (IMC)-communication objectives, steps in developing effective communication, Stages in designing message. Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Traditional Vs Modern Media- Online and Mobile Advertising, Social Media for Advertising. Customer Relationship Management- components. Significance of Marketing Research- importance of data.

Module - 6 Sales Promotion, Marketing Planning and Rural Marketing

7 hours

Sales Promotion: Tools and Techniques of sales promotion, Push-pull strategies of promotion. Personal selling: Steps/process involved in Personal Selling. Publicity/Public Relation-word of mouth, sponsorships. Database marketing: Basic concepts of e-commerce, e-marketing, m-Commerce, m-marketing, e-networking, CRM, MkIS. **Marketing Planning:** Meaning, Steps involved in Marketing planning. Marketing Audit- Meaning, components of Marketing Audit. Market Share analysis, Marketing cost analysis, Marketing Strategic Planning Process.

Concept of Rural Marketing: Flumist (HBR) and Saffola Journey- Case Studies

Classroom Exercise: Brand Communication (create and enact a commercial)

Course outcomes:

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

1. Develop an ability to assess the impact of the environment on marketing function.
2. To formulate marketing strategies that incorporate psychological and sociological factors which influence buying .
3. Understand concept of Branding, development of product and significance of market segmentation , targeting and positioning.
4. Identifying marketing channels and the concept of product distribution.
5. Identifying techniques of sales promotion , significance of marketing research.
6. Synthesize ideas into a viable marketing plan for various modes of marketing

MANAGERIAL COMMUNICATION			
Course Code	20MBA16	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
<p>Course Objectives:</p> <ol style="list-style-type: none"> 1. To enable the students to become aware of their communication skills and sensitize them to their potential to become successful managers. 2. To enable learners with the mechanics of writing and also help them to draft business letters in English precisely and effectively. 3. To introduce the students to some of the practices in managerial communication those are in vogue. 4. To prepare students to develop the art of business communication with emphasis on analysing business situations. 5. To train Students towards drafting business proposals. 			
Module -1 Introduction			7 hours
<p>Introduction: Meaning & Definition, Role, Classification – Purpose of communication – Communication Process – Characteristics of successful communication. Communicating within Organizations – Levels of communication, Communication flow, Communication barriers, Media choices, Legal Consequences and Ethics, Communication in a cross-cultural setting.</p>			
Module -2 Oral Communication			7 hours
<p>Oral Communication: Meaning – Principles of successful oral communication, Conversation control –Reflection and Empathy: two sides of effective oral communication.</p> <p>Oral Presentation: Role of business presentations, Planning and Organizing Presentation, Planning Team and Online Presentations, Developing Visual Support for Business presentation, Practicing and Delivering Presentation - Refining your delivery.</p> <p>Business Pitch: 10 steps in Pitching, Elevator Pitching</p> <p>Class room Exercise: Business pitch with video recording using PowerPoint and feedback.</p>			
Module -3 Written Communication			9 hours
<p>Written Communication: Purpose of writing – Clarity in writing –Principles of effective writing – Approaching the writing process systematically: The 3X3 writing process for business communication Pre writing – Writing – Revising. Audience analysis, Writing Positive, Neutral, Persuasive and Bad-news Messages</p> <p>Types of Written Communication in Business: Business Letters, Employee Reviews, Recommendation Letters, Thank You Letters, Memos, proposals and Reports, Planning Documents, Press Releases, Proactive Media Writing and E-mail.</p>			
Module -4 Business Reports			9 hours
<p>Business Reports: Purpose, Kinds and Objectives of reports – Organization & Preparing reports, short and long reports Writing, writing executive summary.</p> <p>Business Case Analysis: What is a case? Characteristics of Case and its Analysis, Process of Case Analysis, Requirements of Case analysis, The structure of written cases analysis.</p> <p>Meeting Documentation: Notice, Agenda, and Resolution & Minutes</p> <p>Assignment: Executive summary to be submitted.</p>			
Module -5 Employment communication			9 hours
<p>Employment communication: Putting your best self forward, Preparing your resume, Writing covering letters and Inquiry Emails, Preparing for a Job Interview, Conducting Yourself during the Interview, Following up throughout the process, Practicing business etiquette.</p> <p>Business Meetings: Format, planning, facilitating, participating and following-up.</p> <p>Lab component: Video conferencing across stakeholders.</p>			

Module-6 Interpersonal Communication	9 hours
<p>Interpersonal Communication: Nonverbal communication and Listening.</p> <p>Conflict Management and Negotiation skills: Meaning and characteristics of Conflict, Conflict management through communication, Managing the process of communication in Conflict, Verbal skills for communicating in conflict. Communication for effective negotiation – Meaning, nature and need for negotiation, Factors affecting negotiation, stages in negotiation process, Negotiation strategies.</p> <p>Technological Advancement and Business Communication: Intranet, Internet, Teleconference, Video conference, Blogs, Webinars, Chat rooms, Voice and Text messaging.</p> <p>Social Media: Introduction, Characteristics, Classification, Nature and scope of Six types of Social Media, Choosing the most suitable social media. Using Social Media to build business relationships.</p> <p>Lab component: Creating a Blog</p> <p>Note: Suggested for practical component: Effective Communication Development.</p> <p>Subject faculty to design suitable practical components for the topics in syllabus.</p>	
Course Outcomes:	
At the end of the course the student will be able to:	
1. The students will be aware of their communication skills and know their potential to become successful managers.	
2. The students will get enabled with the mechanics of writing and can compose the business letters in English precisely and effectively.	
3. Students will get exposure in drafting business proposals to meet the challenges of competitive environment.	
4. The students will be introduced to the managerial communication practices in business those are in vogue.	
5. Students will get trained in the art of Interpersonal communication and technological advancement and social media usage in communications, with emphasis on analysing business situations.	

II SEMESTER

HUMAN RESOURCE MANAGEMENT			
Course Code	20MBA21	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives 1. The student will be able to recite the theories and various functions of Human Resources Management 2. The student will be able to describe and explain in her/his own words, the relevance and importance of Human Resources Management at workplace 3. The student will be able to apply and solve the workplace problems through Human Resources Management intervention 4. The student will be able to classify and categorise in differentiating between the best method to solve the problem 5. The student will be able to compare and contrast different approaches of HRM for solving the complex issues and problems at the workplace 6. The student will be able to design and develop an original framework and model in dealing with the problems in the organization.			
Module-1 Introduction			7 hours
Human Resource Management and Personnel Management, The Importance of Human Resource Management, Models of Human Resource Management, Evolution of Human Resource Management, HRM in India, The Factors Influencing Human Resource Management, Human Resource Management and Line Managers, The HR Competencies, Human Resource Management and Firm Performance.			
Module -2 Human Resource Planning			9 hours
Importance of HR Planning, Manpower Planning to HR Planning, Factors Affecting HR Planning, Benefits of HR Planning, HRP Process, Tools for Demand Forecasting, Attributes of an Effective HR Planning, Barriers to HR Planning, The Challenges for HR, Process of Job Analysis and Job Evaluation. Recruitment and Selection: Importance of Recruitment, Recruitment Policies, Factors Influencing Recruitment, Recruitment Process, Sources, Evaluation of Recruitment Process, Recruitment Strategy ; Selection, Future Trends in Recruitment; Selection Process; Selection Tests; Factors Influencing Selections, Challenges in Selection, Application Tracking System using MS-Excel Learning, Training, and Development: Training, Learning and Development, Learning Theories, The Future of Training, Learning, and Development: Crystal Gazing into the Future, World of Learning. Process of training and Techniques of Training			
Module -3 Performance Management and Appraisal			9 hours
Objectives of Performance Management, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Performance Management Process, Types of Performance Rating Systems, Future of Performance Management. Compensation and Benefits Introduction, Definitions, Total Compensation, Total Rewards System, Forms of Pay, Theories of Compensation, External Factors, Internal Factors, Establishing Pay Rates, Employee Benefits. Industrial Relations Decent Workplace: International Labor Organisation, Industrial Relations, The Objectives of Industrial Relations, Approaches of Industrial Relations Systems, The Actors in Industrial Relations, Indian Context, Industrial Relations and Human Resource Management. Employment Relations - The Definition, Traditional Employment Relations, Actors in the Fray: Role-taking, The New Frameworks for Employment Relations, The Future of Employee Relations.			
Module -4 Human Resource Management in Small and Medium Enterprises			9 hours
Definition of SMEs, Human Resource Management and Performance in SMEs, The Difference in Adoption of Human Resource Management: SMEs and Large Firms, Indian Experience, Impact of Weak Adoption of Human Resource Management in SMEs, Factors Influencing the Adoption of Human Resource Management Practices in SMEs, Future of Human Resource. Management in SMEs. Human Resource Management in the Service Sector Introduction, The Emergence of the Services Sector, Implications for Human Resource, Management Function, Differences Between Services Sector and the Manufacturing Sector, Difference in Human Resource Management			

Practices in Services and Manufacturing Sectors, Human Resource Management and Service Quality Correlation, Some Specific Industries in Services Sector, Trade Unions in Services Sector, Models of Union Strategies. Case Study on “Training Program at ABC Cement”.

Module -5 Human Resource Management Innovations

9 hours

Introduction, Human Resource Management and Innovations, Factors Affecting the Innovation Process in Organisations, Characteristics of Human Resource Management Innovations, Conditions Necessary for Successful HRMI Implementation, Current Trends in Human Resource Management Innovations, Innovative Human Resource Management Practices in India, How Human Resource Management Practices Contribute to Organisational Innovation, How to Make Human Resource Management Innovations Sustainable.

Module - 6 HR Leadership and Organisation Transformation

7 hours

Future of Human Resource Management: The next generation HR professionalism, Critical HR Issues of Today and Tomorrow, Changing Mental Models: HR's Most Important Task, HR roles critical for business survival, HR profession in today's changeable workplace, HR and Technology.

Course Outcomes:

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

1. Gain practical experience in the field of Human Resource Concepts, functions and theories.
2. Acquire the conceptual insight of Human Resource and various functions of HR.
3. Apply personnel, managerial and welfare aspects of HR.
4. Develop a greater understanding about HR practices, analyse the trends in the field of HR.

FINANCIAL MANAGEMENT			
Course Code	20MBA22	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives: <ol style="list-style-type: none"> 1. To familiarize the students with basic concepts of financial management and financial system. 2. To understand concept of time value of money and its implication. 3. To evaluate the investment proposals. 4. To understand the management of working capital in an organization. 5. To analyze capital structure and dividend decision. 			
Module-1 Introduction			9 hours
Meaning and objectives of Financial Management, changing role of finance managers. Interface of Financial Management with other functional areas. Indian Financial System: Financial markets, Financial Instruments, Financial institutions and financial services. Emerging issues in Financial Management: Risk Management, Behavioural Finance, Financial Engineering, Derivatives (Theory).			
Module-2 Time value of money			9 hours
Meaning of 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. (Theory & Problem). Case Study on Loan amortization. Computer lab for calculation of future value, present value and loan amortisation in MS excel.			
Module-3			9 hours
Sources of Financing: Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and private equity, Warrants and convertibles (Theory Only). Cost of Capital: Basic concepts. Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital (Dividend discounting and CAPM model) - Cost of retained earnings - Determination of Weighted average cost of capital (WACC) and Marginal cost of capital. (Theory & Problem). Case Study on WACC.			
Module-4 Investment Decisions			9 hours
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 Problem). Risk analysis in capital budgeting-Case Study on replacement of capital project. (Numerical problems). Computer lab for calculation of NPV, IRR, PI, Payback period, ARR in MS excel.			
Module-5 Working Capital Management			7 hours
Factors influencing working capital requirements - Current asset policy and current asset finance policy- Determination of operating cycle and cash cycle on Excel- Estimation of working capital requirements of a firm. (Does not include Cash, Inventory & Receivables Management). Case study on Working Capital Determination and the impact of negative working capital Amazon-negative working capital and profitability. Computer lab for calculation of working capital cycle and operating cycle in MS excel.			
Module-6 Capital structure and dividend decisions			7 hours
Capital structure and dividend decisions – Planning the capital structure-Governance of Equity and Debt, Fall in interest rates and perils of Debt funding. Leverages, EBIT and EPS analysis. ROI & ROE analysis. Capital structure policy. Dividend policy – Factors affecting the dividend policy - Dividend Policies- Stable Dividend, Stable Payout (No dividend theories to be covered). Case Study on EBIT-EPS analysis & Leverages.			
Course outcomes: At the end of the course the student will be able to: <ol style="list-style-type: none"> 1. Understand the basic financial concepts 2. Apply time value of money 3. Evaluate the investment decisions 4. Estimate working capital requirements 5. Analyze the capital structure and dividend decisions 			

RESEARCH METHODOLOGY			
Course Code	20MBA23	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives: <ol style="list-style-type: none"> 1. To understand the basic components of research design. 2. To Gain an insight into the applications of research methods. 3. To equip students with various research analytical tools used in business research. 4. To equip students with necessary critical thinking skills using excel. 			
Module-1 Business Research			9 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.			
Module -2 Business Research Design			9 hours
Meaning, types and significance of research design. 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.			
Module -3 Sampling			7 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.			
Module -4 Data Collection			9 hours
Meaning of 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. Case Study as per the chapter needs.			
Module -5			7 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.			
Module – 6			9 hours
Advanced Excel and real time application: V Look Up, H Look up, Sort and filter, concatenate, Conditional Formatting., Pivot Table, If statement, Nested If, Charts. Statistical tests and how to interpret statistical outputs.			
Course outcomes: At the end of the course the student will be able to: <ol style="list-style-type: none"> 1. Understand various research approaches, techniques and strategies in the appropriate in business. 2. Apply a range of quantitative / qualitative research techniques to business and day to day management problems. 3. Demonstrate knowledge and understanding of data analysis, interpretation and report writing. 4. Develop necessary critical thinking skills in order to evaluate different research approaches in Business using excel in particular 			

OPERATIONS RESEARCH			
Course Code	20MBA24	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course objectives: <ul style="list-style-type: none"> Understand the mathematical tools that are needed to solve optimisation problems Solve linear programming problems using appropriate techniques to take informed Decision To understand and practice allocation problems, Assignments problems, Transportation problems and Network Analysis (PERT & CPM). 			
Module -1 Introduction			7 hours
Definition, scope of Operations Research, characteristics, advantages and limitations. Quantitative approach to decision making models (Theory Only)			
Module -2 Linear programming			9 hours
Structure of linear program model, Assumption, Advantages, Limitations, General mathematical model, Guidelines for formulation of linear programming model, Formulation of problems, graphical method.			
Module -3 Transportation problem			7 hours
General structure of transportation problem, methods of finding initial basic feasible solution (NWCM, LCM & VAM), Degeneracy, Optimality Test using Stepping Stone and MODI Methods (theory only). Assignment problems - Introduction, General structure. Problems on minimization & maximization.			
Module -4 Decision theory			9 hours
Decision under uncertainty- Maxmin & Minmax, Decision under Risk- Expected Value, Simple decision tree problems. (Only theory). Job Sequencing- N Jobs-two machines and N Jobs-three machines, 2 jobs-M machines cases. (Only theory).			
Module -5 Theory of games			9 hours
Formulation of game models, Two person Zero sum games & their solution, 2 x N and M x 2 games, pure strategy games with saddle point, Mixed strategies (Graphical and algebraic methods), Limitations of game theory. Simulation: process of simulation, types of simulation, steps in simulation process, Monte Carlo simulation, Simple problems on Simulation applications in Inventory, Queuing, finance problems, Advantages & Disadvantages.			
Module-6 Project management			9 hours
Structure of projects, phases of project management-planning, scheduling, controlling phase, work breakdown structure, project control charts, network planning, PERT & CPM, Network components & precedence relationships, critical path analysis, probability in PERT analysis, Theory of crashing (Theory Only), Theory of Constraints (Theory only).			
Course outcomes: <ol style="list-style-type: none"> Get an insight into the fundamentals of Operations Research and its definition, characteristics and phases Use appropriate quantitative techniques to get feasible and optimal solutions Understand the usage of game theory , Queuing Theory and Simulation for Solving Business Problems Understand and apply the network diagram for project completion 			

STRATEGIC MANAGEMENT			
Course Code	20MBA25	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course objectives: 1. To provide insights into the core concepts of strategic management. 2. To evaluate various business strategies in dynamic market environments. 3. To gain insights into various strategic management models.			
Module-1 Introduction			7 hours
Meaning and Nature of Strategic Management, its Importance and Relevance and. Characteristics of Strategic Management, The Strategic Management Process. Relationship Between a Company's Strategy and its Business Model. Case Study related to the Module.			
Module -2 External Analysis			9 hours
Strategically Relevant Components of a Company's External Environment – Industry Analysis - Factors Driving Industry Change and its Impact - Porter's Dominant Economic Feature - Competitive Environment Analysis - Porter's Five Forces Model – Key Success Factors Concept and Implementation. Case Study on external analysis. Students Assignment: Industry External Analysis.			
Module -3 Internal Analysis			9 hours
Describe Strategic Vision, Mission, Goals, Long Term Objectives, Short-Term Objectives and Discuss Their Value to the Strategic Management Process, Resources, Capabilities, Competencies, Resource Based View of the firm (RBV), Balanced Score Card, SWOC Analysis, Value Chain Analysis, Benchmarking. Case Study on internal analysis. Students Assignment: Industry Internal Analysis.			
Module -4 Strategy Formulation			9 hours
Business Strategies –Porter's Generic Strategies: Low Cost, Differentiation, Best Cost, Focused Low Cost and Focused Differentiation, Corporate Strategies – Growth Strategies (Internal Growth, External Growth, Integration, Diversification, Mergers, Strategic Alliances), Ansoff's Matrix, Stability Strategies (No-Change, Profit and Proceed With Caution), Retrenchment Strategies (Turnaround, Divestment and Liquidation), International Business Level Strategies. Case Study on Strategic Formulation. Students Assignment: Strategies of listed companies.			
Module -5 Strategy Implementation			9 hours
Strategy Implementation -Organisational Structure, Strategic Leadership and Organisational Culture Strategy and Innovation - Introduction to Innovation: Process, Product and Platform; Creative Destruction and Disruptive Technologies; Designing Organisations for Innovation; Innovation Environments: Institutional Innovation and Environments, The Co-creation of Value, Open Innovation and Open Strategy, National Innovation Systems, Learning Networks and Clusters, Social Innovation. Case Study on Strategy Implementation.			
Module - 6 Strategic Control			7 hours
Strategic Control: Focus of Strategic Control, Establishing Strategic Controls (Premise Control, Strategic Surveillance, Special Alert Control, Implementation Control), Exerting Strategic Control (through Competitive Benchmarking, Performance and Formal and Informal Organisations). Case Study on Strategic Control.			
Course outcomes: At the end of the course the student will be able to:			
1. Students should get clear idea about the concept of Strategic Management, its relevance, Characteristics, process nature and purpose.			
2. Student to acquire an understanding of how firms successfully institutionalize a strategy and create an organizational structure for domestic and overseas operations and gain competitive advantage.			
3. To give the students an insight on strategy at different levels of an organization to gain competitive advantage.			
4. To help students understand the strategic drive in multinational firms and their decisions in different markets.			
5. To enable the students to gain knowledge of strategy implementation and the control measures for effective decision-making.			

ENTREPRENEURSHIP AND LEGAL ASPECTS			
Course Code	20MBA26	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives: 1. To develop and strengthen entrepreneurial quality and motivation in students. 2. To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively. 3. To provide insights to students on entrepreneurship opportunities, sources of funding and institutions supporting entrepreneurs. 4. To make students understand the ways of starting a company of their own.			
Module -1 Introduction to Entrepreneur & Entrepreneurship			7 hours
Meaning of entrepreneur - Evolution of the concept - Functions of an Entrepreneur - Types of Entrepreneur - Intrapreneur- an emerging class - Concept of Entrepreneurship -Entrepreneurial Culture - Stages in entrepreneurial process. Creativity and Innovation: The role of creativity – The innovation Process – Sources of New Ideas – Methods of Generating Ideas – Creative Problem Solving – Entrepreneurial Process.			
Module -2 Developing Business Model			9 hours
Importance of Business Model – Starting a small scale industry -Components of an Effective Business Model, Osterwalder Business Model Canvas. Business Planning Process: Meaning of business plan - Business plan process - Advantages of business planning - Final Project Report with Feasibility Study - preparing a model project report for starting a new venture. Lab Component and assignment: Designing a Business Model Canvas			
Module -3 Marketing function and forms of organisation			9 hours
Industry Analysis – Competitor Analysis – Marketing Research for the New Venture – Defining the Purpose or Objectives – Gathering Data from Secondary Sources – Gathering Information from Primary Sources – Analyzing and Interpreting the Results – The Marketing Process Forms of business organization: Sole Proprietorship – Partnership – Limited liability partnership - Joint Stock Companies and Cooperatives.			
Module -4 Entrepreneurial finance			7 hours
Entrepreneurial finance- Estimating the financial needs of a new venture, internal sources of finance, external sources of finance, components of financial plan 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.			
Module -5 Rules And Legislation			9 hours
Applicability of Legislation; Industries Development (Regulations) Act, 1951; Factories Act, 1948; Industrial Employment (Standing Orders) Act, 1946, Suspension, Stoppage of work, Termination of employment; Karnataka Shops and Establishment Act, 1961; Environment (Protection) Act, 1986; The sale of Goods Act, 1930; Industrial Dispute Act 1947.			
Module-6 Company Incorporation			9 hours
Process of Company Incorporation; process of registration; Importance of Marketing; Funding, Four stages of Start Up. Intellectual property protection and Ethics: Patents – Copyright - Trademark- Geographical indications – Ethical and social responsibility and challenges.			
Course outcomes: At the end of the course the student will be able to:			
1. Display keen interest and orientation towards entrepreneurship, entrepreneurial opportunity Modules' in order to setup a business and to think creatively. 2. To know about the various business models and B-Plans across Business sectors. 3. Able to understand the importance of marketing and different forms of businesses. 4. Become aware about various sources of funding and institutions supporting entrepreneurs. 5. Awareness about legal aspects and ways to protect the ideas. 6. To understand the ways of starting a company and to know how to protect their ideas.			

II SEMESTER CORE COURSES

EMERGING EXPONENTIAL TECHNOLOGIES			
Course Code	20MBA301	CIE Marks	40
Teaching Hours/Week	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Objective of the Course: <ol style="list-style-type: none"> To understand the emerging technologies applicable in field of Management. To study data science as a tool for decision making in Management To understand the concept of AI, IOT and AR. To study other emerging technologies in Management. 			
Module -1 Introduction to Emerging Technologies			9 hours
Evolution of technologies; Introduction to Industrial revolution; Historical background of the Industrial Revolution; Introduction to Fourth industrial revolution (IR 4.0); Role of data for Emerging technologies; Enabling devices and networks for emerging technologies (programmable devices); Human to Machine Interaction; Future trends in emerging technologies.			
Module -2 Data Science			7 hours
Overview for Data Science; Definition of data and information; Data types and representation; Data Value Chain; Data Acquisition; Data Analysis; Data Curating; Data Storage; Data Usage; Basic concepts of Big Data.			
Module -3 Artificial Intelligence(AI)			9 hours
Concept of AI, meaning of AI, History of AI, Levels of AI, Types of AI, Applications of AI in Agriculture, Health, Business (Emerging market), Education, AI tools and platforms (eg: scratch/object tracking).			
Module -4 Internet of Things (IoT)			9 hours
Overview of IOT; meaning of IOT; History of IOT; Advantages of IOT; Challenges of IOT; IOT working process; Architecture of IOT; Devices and network; Applications of IOT at Smart home; Smart grid; Smart city; Wearable devices; Smart farming; IOT tools and platforms; Sample application with hands on activity.			
Module-5 Augmented Reality (AR) and Virtual Reality (VR)			9 hours
Introduction to AR, Virtual reality (VR), Augmented Reality (AR) vs mixed reality (MR), Architecture of AR systems. Application of AR systems (education, medical, assistance, entertainment) workshop oriented hands demo.			
Module-6 Ethics, Professionalism and Other Emerging Technologies			7 hours
Technology and ethics, Digital privacy, Accountability and trust, Treats and challenges.			
Other Technologies: Block chain technology, Cloud and quantum computing, Autonomic computing, Computer vision, Cyber security, Additive manufacturing (3D Printing)			
Course Outcomes: By the end of this course the student will able to: <ol style="list-style-type: none"> Identify different emerging technologies Select appropriate technology and tools for a given task Identify necessary inputs for application of emerging technologies Understand the latest developments in the area of technology to support business 			

Technology & Operational Strategy			
Course Code	20MBA302	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives <ol style="list-style-type: none"> 1. To acquaint the student with the basic management principles with respect to production and operations management. 2. To Familiar the student with different types of Production Systems. 3. To explain the students regarding various techniques used in Operations Management. 			
Module-1 Introduction to Production and Operation Management (POM)			7 hours
Introduction Operations Management: Meaning, Definition, Scope and Functions. Difference Between Production and Operations Management. Management Guru's and their Contribution. The Roles and Functions of Operations Manager. Industry 4.0; Productions and Operations Management in Indian Context.			
Module -2 Process Management Mapping			9 hours
Process Mapping, Process Flow charts, Ishikawa Diagrams, Fishbone Diagram and Cause and Effect Relationship, 5M, 8P, and 4S Systems, Theory Z Approach.			
Module -3 Lean Manufacturing			9 hours
Concept of Lean Manufacturing; meaning of lean manufacturing; History of Lean Operations, Types of Waste, "5S" Technique of Eliminating the Waste, Lean Operations in the service sector, Role of Leadership, Lean Operations and Just In Time(JIT).			
Module -4 Production System			9 hours
Production System: Meaning, Types- Batch and Continuous Production, TPS: Introduction, Overview of Toyota Production Systems – Focused Areas, Techniques: 5S, JIT, JIDOKA, KANBAN, KAIZEN, POKAYOKE, Toyota Production Systems.			
Module -5 Total Quality Management(TQM)			9 Hours
Evolution of quality; Concept, Meaning and Features of TQM, Eight building blocks of TQM; TQM tools. Benchmarking: Concepts, Meaning, Benefits, Elements, Reasons for benchmarking, Process of benchmarking, FMEA; Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Quality Circles. Total Productive Maintenance (TPM) – Concept and need.			
Module-6 Quality Systems			7 Hours
ISO: ISO role; Functions of ISO, Quality System Family Series ISO 9000; ISO 14000; ISO21000. Six Sigma: Features of Six Sigma, Goals of Six Sigma, DMAIC, Six Sigma implementation. Supply Chain and Operations: Supply Chain "KEIRETSU", Core Competency, Relationship of Operations and Supply Chain; Relationship of Purchasing and Supply Chain; Sources, Service Quality and Supply Chain.			
Course Outcomes: At the end of the course the student will be able to: <ol style="list-style-type: none"> 1. Acquire the knowledge about the concepts of production and operation management 2. Demonstrate the basic concepts of process mapping 3. Evaluate the importance of Lean Manufacturing 4. Develop strategies of Total quality management 5. Understand the roles of ISO standards and production system 			

MARKETING SPECIALISATION COURSES

SERVICES MARKETING			
Course Code	20MBAMM303	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives 1. To acquaint the students with the characteristics of services and their marketing implications. 2. To discuss and conceptualize the service quality, productivity in services, role of personnel in service marketing and to manage changes in the environment. 3. To familiarize the students with the GAPS model and strategizing towards closing the GAPS for effective services marketing.			
Module-1 Introduction to services			9 hours
Reasons for the growth of services sector and its contribution; difference in goods and service 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 influencing customer perception of service, Service encounters, Customer satisfaction, Strategies for influencing customer perception.			
Module -2 Market Research for Customer Expectation			9 hours
Key reasons for gap using marketing research to understand customer expectation, Types of service research, Building customer relationship through retention strategies –Relationship marketing, Evaluation Of customer relationships, Benefits of customer relationship, levels of retention strategies, Market segmentation-Basis & targeting in services.			
Module -3 Customer defined service standards			9 hours
“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.			
Module -4 Employee role in service designing and Delivery			7 hours
Boundary spanning roles, Emotional labour, Source of conflict, Quality- productivity trade off, Strategies for closing GAP 3. Customer’s role in service delivery-Importance of customer & customer’s role in service delivery, Strategies for enhancing-Customer participation, Delivery through intermediaries-Key intermediaries for service delivery, Intermediary control strategies.			
Module -5 Role of services marketing communication			9 hours
Role of services marketing communication- Key reasons for GAP 4 involving communication, four categories of strategies to match service promises with delivery. Pricing of services- Role of price and value in provider GAP 4, Role of non-monitory cost, Price as an indicator of service quality –Approaches to pricing services, pricing strategies, SERVQUAL Model.			
Mini Project – On measuring SERVQUAL			
Module - 6 Physical Evidence in Services			7 hours
Physical evidence in services: Importance of Physical Evidence, Elements of Physical Evidence, Physical Evidence Strategies, Guidelines for Physical Evidence. Service scapes: Types of service scapes-Objective and Goals of services capes Role of services capes, Approaches for understanding service scapes effects, Frame work for understanding services capes & its effect on behaviour-Guidance for physical evidence strategies.			

Course outcomes:

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

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

MARKETING RESEARCH & ANALYTICS			
Course Code	20MBAMM304	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives <ol style="list-style-type: none"> 1. To provide an understanding of the basics of marketing research process. 2. To orient on the theoretical and practical aspects of marketing research. 3. Encourage the students to take up analytical thinking through research. 4. To highlight importance marketing research for enhancing marketing strategies. 			
Module-1 Marketing Research Dynamics			9 hours
Meaning of Marketing research; when marketing research is unnecessary; Nature and Scope of Marketing Research; Marketing Research in the 21st Century (Indian Scenario); limitations of Marketing Research; threats to marketing research; Introduction to marketing intelligence: concept of marketing intelligence (MI), components, need for MI, Domains of MI. Ethics in marketing research. Design of consumer experiments using Conjoint Analysis. Case Study on Marketing Research Dynamics.			
Module -2 Marketing Research Projects			7 hours
Design and implementation of Marketing Research Projects, defining research questions, identifying respondents, sampling accuracy and sufficiency. Issues around studying human subjects. <i>Lab on socially acceptable responses- managing</i>			
Module -3 Decision Support System			9 hours
Marketing Decision Support System-meaning, Use of Decision Support Systems in Marketing Research, Data base & Data warehousing. The three Vs: Volume, Velocity & Variety, The Fourth V: Value. Elements of data base, types of data base, using marketing data base for marketing intelligence, ways to gather consumer data.			
Module -4 Applications of Marketing Research			9 hours
Applications of Marketing Research: Introduction, Consumer Market Research, Business-to-Business Market Research, Product Research, Pricing Research, Motivational Research, Distribution Research, Advertising Research, Media research, Sales Analysis and Forecasting. <i>Live project & Assignment: Agriculture Marketing or B2B marketing</i>			
Module -5 Predictive analysis			9 hours
Meaning of predictive analysis, how good are models at predictive behavior, benefits of predictive models and applications of predictive analysis, reaping the benefits, avoiding the pitfalls, importance of predictive model, process of predictive analytics. Predictive Analytics, Data Mining and Big Data_ Myths, Misconceptions and Methods by Steven Finlay.			
Module - 6 Product Research			7 hours
Product Research- Analysis of Diffusion of products, Adoption decisions, Product – services tradeoffs, evaluating prototypes, Luxury and Lifestyle products. Live project: New Product adoption			
Course outcomes: The student should be able to: <ol style="list-style-type: none"> 1. Comprehend the objectives of Market research & its application in solving marketing problems. 2. Appreciate the use of different data collection methods, sampling design techniques, measurement methods to analyze the data. 3. Generalize and interpret the data with the help of various measurement techniques. 4. To understand the emergence of new trends in research. 			

CONSUMER BEHAVIOUR			
Course Code	20MBAMM305	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives <ol style="list-style-type: none"> To understand the concept of consumer behaviour, decision making by consumers, behavioural variables and its influences on consumer behaviour. To comprehend the social and cultural dimensions of consumer behaviour. To provide an insight of the psychological and behavioural concepts of consumers. 			
Module-1 Introduction			7 hours
Meaning of Consumer Behaviour; Difference between Consumer & Customer; Nature & characteristics of Indian Consumers; Consumerism: meaning; Consumer Movement in India; Rights & Responsibilities of consumers in India; Benefits of consumerism. Research on Consumer Behaviour; Consumer Behaviour and Society.			
Module -2 Models of Consumer Behaviour			9 hours
Input-Process-Output Model, Nicosia Model, Howard Sheth Model, Engel-Kollat-Blackwell Models of Consumer Behaviour, Internal Influences, External Influences. Consumer Decision Making: Consumer Buying Decision Process, Levels of Consumer Decision Making – Four views of consumer decision making. On-line Decision Making: Meaning & Process/Stages. Situational Influences- Nature of Situational Influence, Situational Characteristics and consumption behaviour. Class Exercise: Conducting consumer experiments.			
Module -3 Individual Influences on Consumer Behaviour and CRM Part –I			9 hours
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. 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, Brand Personality, Self and Self-Image. c) Perception: Basics of Perception & Marketing implications, Elements of Perception, Dynamics of Perception, Influence of perception on CB, Consumer Imagery, Perceived price, Perceived quality, price/quality relationship, Perceived Risk, Types of risk, How to consumers' handle risk.			
Module -4 Individual Influences on Consumer Behaviour and CRM Part –II			9 hours
d) Learning: Elements of Consumer Learning, Marketing Applications of Behavioural Learning Theories, Classical Conditioning – Pavlovian Model, Neo-Pavlovian Model, Instrumental Conditioning. e) Attitude: Basics of attitude, the nature of attitude, Models of Attitude and Marketing Implication, (Tri-component Model of attitude, Multi attribute attitude models. Elaboration Likelihood Model). Persuasive Communication: Communications strategy, Target Audience, Media Strategy, Message strategies, Message structure and presentation			
Module -5 External Influences on Consumer Behaviour			9 hours
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: 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 Culture - Cross-cultural consumer analysis - 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, Dynamics of husband-wife decision making, The family life cycle & marketing strategy, Traditional family life cycle & marketing implications, Reference Groups: Understanding the power & benefits of reference groups, Factors that affect reference group influence, Types of reference group, Reference Group Appeals.			
Module - 6 Consumer Influence and Diffusion of Innovations			7 hours
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, Adoption Process: Stages, categories of adopters, Post Purchase Processes.			

Customer Relationship Management- Meaning & Significance of CRM, Types of CRM Strategies for building relationship marketing, e-CRM, Meaning, Importance of e-CRM, Difference Between CRM & e-CRM
Case Study: Pillsbury Cookie Challenge.

Course outcomes:

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

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

RETAIL MANAGEMENT			
Course Code	20MBAMM306	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives 1. To provide an understanding of the concepts, techniques and approaches in Sales Management 2. To emphasize on the Sales Manager's problems and dilemmas. 3. To develop skills for generating, evaluating and selecting sales strategies. 4. To develop an understanding of the contemporary retail management, issues, strategies and trends. 5. To highlight the importance of retailing and its role in the success of modern business. 6. To acclimatize with the insights of retailing, key activities and relationships.			
Module-1 Sales Management			7 hours
Meaning, Personal Selling, the sales management process Emerging Trends in Sales Management, Qualities and Responsibilities of a sales manager. Selling skills & selling strategies: selling and buying styles, selling situations, selling skills, selling process.			
Module -2 Management of Sales Territory & Sales Quota			7 hours
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 salesforce.			
Module -3 Retail Management			10 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, role of retailing, trends in retailing, FDI in Retail - Problems of Indian Retailing - Current Scenario. Assignment: History and current trends including Indian retail FDI Policy.			
Module-4 Setting up Retail organization			10 hours
Size and space allocation, location strategy, factors Affecting the location of Retail, Retail location Research and Techniques, Objectives of Good store Design. Retail Market Strategy - Financial Strategy Human Resource Management, Information Systems and supply chain management & Logistics. Store Layout and Space planning: Types of Layouts, role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories Loss, Exteriors, Interiors. Store Management: Responsibilities of Store Manager, Store Security, Parking Space Problem at Retail Centers, Store Record and Accounting System, Coding System, Material Handling in Stores, Management of modern retailers stores. Assignment: <i>Merchandise Planning and Category Management, Mall Management-key aspects</i>			
Module -5 Retail Pricing			9 hours
Retail Pricing: Factors influencing retail pricing, Retail pricing strategies, Retail promotion strategies Relationship Marketing in 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 Retail Audit and ethics in Retailing Undertaking an audit, responding to a retail Audit, problems in conducting a retail audit Retail Analytics Case Study: Customer Analytics at Big Basket.			
Module – 6 Internationalization of Retailing			7 hours
Evolution of International Retailing, Motives of International Retailing, International Retail Environment –Socio-Cultural, Economic, Political, Legal, Technological and issues in international retailing.			
Course Outcomes: 1. Career development in the field of sales 2. Management of sales 3. Find out the contemporary retail management, issues, and strategies. 4. Evaluate the recent trends in retailing and its impact in the success of modern business. 5. Relate store management and visual merchandising practices for effective retailing.			

FINANCE SPECIALISATION COURSES
INVESTMENT MANAGEMENT

Course Code	20MBAFM303	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives 1. To understand the capital market and various instruments for investment. 2. Learn valuation of equity, debt and mutual funds. 3. To learn theories of portfolio management. 4. To learn diversification of securities for risk return trade off in capital market. 5. To learn portfolio construction for retail investors, high net worth individuals, mutual funds.			
Module -1 Introduction to Investment			7 hours
Investment Avenues, Attributes, Investor V/s speculator, Features of a good Investment, Investment Process. Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives. Securities Market: Primary Market, Secondary Market. Stock Market Indicators- Indices of Indian Stock Exchanges (only Theory).			
Module -2			7 hours
Return and Risk Concepts: Concept of return, individual security returns, rate of return, Concept of Risk, Causes of Risk, Types of Risk- Systematic risk- Market Price Risk, Interest Rate Risk, Purchasing Power Risk, Unsystematic Risk- Business risk, Financial Risk, Insolvency Risk, Risk-Return Relationship, Concept of diversifiable risk and non-diversifiable risk. Calculation of Return and Risk of Individual Security (Theory & Problems).			
Module -3 Valuation of Securities			9 hours
Bond features, Types of Bonds, Determinants of interest rates, Bond Valuation, Bond Duration, Bond Management Strategies. Preference Shares- Concept, Features, Valuation. Equity Shares- Concept, Valuation, Dividend Valuation Models, P/E Ratio valuation model. (Theory & Problems).			
Module -4			7 hours
Macro-Economic and Industry Analysis: Fundamental analysis-EIC Frame Work, Economy Analysis, Industry Analysis, Company Analysis- Financial Statement Analysis. Market Efficiency: Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency. Technical Analysis – Concept, Theories- Dow Theory, Eliot Wave theory. Charts-Types, Trends and Trend Reversal Patterns. Mathematical Indicators –Moving Average Convergence-Divergence, Relative Strength Index (Theory only).			
Module -5 Modern Portfolio Theory			11 hours
Markowitz Model- Diversification, Portfolio Return, Portfolio Risk, Efficient Frontier. Sharpe's Single Index Model, Capital Asset Pricing Model: Assumptions, CAPM Equation, Capital Market Line, Security Market Line, CML V/s SML. Sharpe's Optimum Portfolio Construction. Arbitrage Pricing Theory: Equation, Assumption, CAPM V/s APT (Theory & Problems).			
Module-6 Portfolio Management Strategies and Performance Evaluation			9 hours
Portfolio Management Strategies: Active and Passive Portfolio Management strategy. Portfolio Revision: Portfolio Revision Strategies – Objectives, Performance plans. Mutual Funds: Concept of Mutual Funds, Participants in Mutual Funds, Advantages of Investment in Mutual Fund, Measure of Mutual Fund Performance. Portfolio performance Evaluation: Measures of portfolio performance (Theory & Problems).			
Course outcomes: At the end of the course the student will be able to: 1. The student will understand the capital market and various Instruments for Investment. 2. The learner will be able to assess the risk and return associated with investments and methods to value securities. 3. The student will be able to analyse the Economy, Industry and Company framework for Investment Management. 4. The student will learn the theories of Portfolio management and also the tools and techniques for efficient portfolio management.			

DIRECT TAXATION			
Course Code	20MBAFM304	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives 1. To provide the students with a comprehensive understanding of basic concepts of Income tax 2. To understand the computation of taxable Income under different heads. 3. To know the deductions available while computing Income. 4. To understand corporate taxation system in India			
Module-1 Income Tax Act, 1961			7 hours
Income Tax Act, 1961, Basic Concepts and definitions, Capital and revenue – receipts, expenditures, Basis of charge and scope of total income , Residential Status and Incidence of Tax, Incomes which do not form part of Total Income (Sec.10), Tax Planning, Tax Evasion and Tax Management. (Problems on residential Status of Individual assessee).			
Module -2 Income from Salaries			9 hours
Meaning of Salary, Allowances, Valuation & Taxability of Perquisites, Death cum Retirement benefits, Deductions against Salary. Income from House Property (Theory Only). (Problems on salary Income).			
Module -3 Income from Business or Professions			9 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).			
Module -4 Income under capital gain			9 hours
Income under capital gain, basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain, deductions from capital gains. Income from Other Sources (Theory Only). (Problems on computation of Income from capital gain).			
Module -5 Permissible Deductions			9 hours
Permissible deductions under section 80C to 80U, computation of tax liability of Individuals. Setoff and carry forward of losses (Theory only). (Problems on Computation of taxable Income and tax liability of Individuals).			
Module -6 Computation of taxable income of a company			7 hours
Computation of taxable income of a company with special reference to MAT. (Problems on MAT).			
Course outcomes: At the end of the course the student will be able to: 1. Understand the basics of taxation and process of computing residential status. 2. Calculate taxable income under different heads. 3. Understand deductions and calculation of tax liability of Individuals. 4. Know the corporate tax system.			

BANKING & FINANCIAL SERVICES			
Course Code	20MBAFM305	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives: 1. To understand the structure and functions of central and Commercial banking in India. 2. To learn the functions of various financial services in India.			
Module-1 Structure of Banking in India			7 hours
Structure of Banking in India: Functions of RBI, Monetary system, Sources of funds, Quantitative and qualitative measures of credit control. Banking sector reforms, Bank performance analysis and Future of Banking.(Theory)			
Module -2 Commercial Banking			9 hours
Commercial Banking: Structure, Functions - Primary & secondary function, Role of commercial banks in socio-economic development, Services rendered. 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. (Theory)			
Module -3 Merchant Banking			9 hours
Merchant Banking: Categories, Services offered, Issue management – Pre and Post issue management, Issue pricing, preparation of prospectus, Issue Management, Underwriting, Private Placement, Book Building Vs. Fixed price issues.(Theory)			
Module -4 NBFCs; Micro-finance; Leasing & Hire Purchase Banking			9 hours
A. NBFCs: An Overview -Types of NBFCs in India-Regulatory framework. B. Micro-finance: Models, Services, Challenges. C. Leasing & Hire Purchase: Concept, Types, Evaluation. Problems in Evaluation of Leasing & Hire Purchase. (Theory& Problems)			
Module -5 Credit Rating; Venture Capital; Depository System & Securitisation of Debt			9 hours
A. Credit Rating: Meaning, Process, Methodology, Agencies And Symbols. B. Venture Capital: Concept, Features, Process. Stages, Performance of Venture Capital Funded Companies In India.(Theory) C. Depository System: Objectives, Activities, NSDL& CDSL. Process of Clearing and Settlement. D. Securitization of Debt: Meaning, process, Types, Benefits. (Theory)			
Module-6 Mutual Funds			7 hours
Meaning, Structure, Functions, Participants, Types of Funds, Types of Schemes, Performance of Mutual Funds, Regulations for Mutual Funds.			
Course outcomes: At the end of the course the student will be able to: 1. The Student will be acquainted to various Banking and Non-Banking financial services in India. 2. The Student will understand the activities of Merchant Banking and credit rating. 3. The Student will be equipped to understand micro financing and other financial services in India. 4. The Student will understand how to evaluate and compare leasing & hire purchase.			

ADVANCED FINANCIAL MANAGEMENT			
Course Code	20MBAFM306	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives 1. To understand the concept capital structure and capital structure theories. 2. To assess the dividend policy of the firm. 3. To be aware of the management of working capital and its financing. 4. To understand the techniques of managing different components of working capital.			
Module -1 Capital Structure Decisions			9 hours
Capital structure & market value of a firm. Theories of capital structure – NI approach, NOI approach, Modigliani Miller approach, Traditional approach. Planning the capital structure: EBIT and EPS analysis. ROI & ROE analysis. (Theory and Problems).			
Module -2 Dividend Policy			9 hours
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. (Theory and Problems).			
Module -3 Working Capital Management Policy			9 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. (Theory).			
Module -4 Inventory Management			7 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. (Theory and problems)			
Module -5 Receivables Management			7 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. (Theory and Problems)			
Module-6 Cash Management			9 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. (Theory and Problems)			
Course outcomes: At the end of the course the student will be able to: 1. Get an overview of capital structure theories. 2. Understand and assess the dividend policy of the firm. 3. Realize the importance of management of working capital in an organization. 4. Be aware of the techniques of cash, inventory and receivables management			

HUMAN RESOURCE SPECIALISATION COURSES

RECRUITMENT AND SELECTION			
Course Code	20MBAHR303	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives <ol style="list-style-type: none"> 1. The student will be able to recite the theories and various steps involved in Recruitment and Selection 2. The student will be able to describe and explain in her/his own words, the relevance and importance of Recruitment and Selection in the Organization 3. The student will be able to apply and solve the workplace problems through Recruitment and Selection intervention 4. The student will be able to classify and categorize in differentiating between the best method to be adopted by organization related to Recruitment and Selection 5. The student will be able to compare and contrast different approaches of Recruitment and Selection framework for solving the complex issues and problems 6. The student will be able to design and develop an original framework and framework in dealing with the problems in the organization. 			
Module-1 Workforce Planning and Recruitment Analytics			9 hours
Concept of Work, Organisation's Work and Jobs; Millennials at the work place; Key Characteristics of Millennials; Types of Millennial; The Evolution of Work Structure; Organising the Work; Strategic Job Redesign and Its Benefits; Strategic Issues in Recruitment; What make Bad Recruitment; Overview of the Hiring Process; Recruitment Metrics; Factors Affecting Recruitment; Recruitment Strategy: An Internal Approach; Recruitment Strategy: An External Approach; Legal and Ethical Considerations; Organisational Best Practices.			
Module -2 Job Analysis, Job Description and Job Design			9 hours
Identify the Job to Examine; Determine Appropriate Information Sources and Collect Job-Related Data; Job Description; Competency and Competency Ice Berg Model; Why Competency Based Recruitment; Sources of Recruitment; Different steps of job search; Motivational Job Specification; Creation of Functional Specification; Creation of Behavioural Specification; Employer branding; Social Media; Job Design.			
Module -3 Job Evaluation			7 hours
The Job Evaluation Process; Obtain Job KSAOs, Qualifications, Working Conditions, and Essential Duties; Examine Compensable Factors Using the Rating/Weighting Evaluation Method; Determine Overall Job Value; Hay Group—Pioneer in Job Evaluation; Determining Compensation using Job Evaluation Data; Legal and Ethical Considerations for Job Evaluation; Online Salary Survey.			
Module -4 Selection and Interview Strategy			9 hours
Interview Strategy and Process; Millennials shaping the Recruitment landscape in the organizations; Strategies for recruiting and selecting Generation Y into the workforce Developing Effective. Interviewers; Interviewing Techniques; Legal and Ethical Considerations in the Interview Process; The overall BEI Process; Assessment Centre's; Simulations.			
Module -5 Testing and Assessment			9 hours
Testing in Occupational Selection; Test related to Assessment of Knowledge, Skills, and Abilities; Personality Assessment; The Birkman method and MBTI® comparison; FIRO-B; Honesty and Integrity Assessment; Various Non-Interviewing Methods; Graphology; Skills Assessment; Games and Group Activity for Leadership Assessment; Administration of Tests and Assessments; Key Interviewer Skills.			
Module – 6 Making the Hire; Assessment of Candidate and Job Fit			7 hours
Unique Recruitment strategies; Biodata and Application Forms; Implications of Using Social Media Content in Hiring Decisions; Background Checks; Reference Checks; Pre-employment Testing; Making a Job Offer; Transitioning from Job Candidate to Employee; Induction; Placement.			
Course outcomes: At the end of the course the student will be able to: <ol style="list-style-type: none"> 1. Gain the practical insight of various principles and practices of recruitment and selection. 2. Acquire knowledge of latest conceptual framework used in recruitment and selection process and procedure applied in various industries. 			

3. Illustrate the application of recruitment and selection tools and techniques in various sectors.
4. Develop a greater understanding about strategies for workforce planning and assessment, analyse the hiring management system followed in various industries.

HUMAN RESOURCE ANALYTICS			
Course Code	20MBAHR304	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives			
<div><div></div><div>1. The student will be able to describe and Identify the application of HR Analytics in the Organisation</div><div>2. The student will be able to describe and explain in her/his own words, the relevance and importance of HR Analytics in the Organisation</div><div>3. The student will be able to apply and solve the workplace problems through application of HR Analytics in the Organisation</div><div>4. The student will be able to classify and categorise different models of HR Analytics in the Organisation</div><div>5. The student will be able to compare and contrast different approaches of HR Analytics in the Organisation</div><div>6. The student will be able to design and develop an original framework and model in dealing with the problems in the organisation.</div></div>			
Module-1 Introduction		7 hours	
Evolution of Business Analytics, Motivation for Studying Business Analytics, Emergence of Business Analytics, Understanding Business Analytics, Managing a Business Analytics Project, Advantages of Business Analytics, Making the Best Use of Business Analytics, Challenges to Business Analysts, Analytics in Different Domains of Business, Levels of Analytics Maturity.			
Module -2 Rise of Human Resource(HR)Analytics		7 hours	
Meaning of HR Analytics; Pitfalls of HR Analytics; What is not HR Analytics; Evolution of HR Analytics, Levels of Analysis, Conducting HR Analytics, Who Are Applying HR Analytics, Future of HR Analytics, The Scope of Big Data in HR Analytics, Scope of Text Analytics in HR Analytics.			
Module -3 Applications of HR Metrics and Creating HR Dashboards		9 hours	
HR Metrics, Types of HR Metrics, Staffing Metrics, Training and Development Metrics, Application-oriented Exercises : Dashboards: Few Key Excel Add-ins/Functions to Help Create Dashboards, Name Range, The Developer Tab, Form Controls, Important Excel Formulas Useful for Creating Dashboards, VLOOKUP, INDEX, SUMIF, AVERAGEIF and COUNTIF, Application of Excel Functions in Creating HR Dashboards, Storyboarding: Connecting the Dots and Integrating the Findings.			
Module -4 Correlation and Regression for HR Analytics		9 hours	
Correlation Analysis, Output of Correlation Analysis, The Case of Outlier, Software for Statistical Analysis 1- GNU PSPP, Plotting Scatter Plot in PSPP, Conducting Correlation in PSPP , Software for Statistical Analysis 2: R and R Commander, The Advantage of Free OSS over Closed Software, Simple Linear Regression Analysis, Co-variation of the Cause and Effect, Temporal Precedence, Plausible Alternative Explanations, Assumptions of Regression Analysis, Interpretation of the Output of Simple Linear Regression Analysis, Conducting Simple Linear Regression Analysis in PSPP, Conducting Simple Linear Regression Analysis in R Commander, Multiple Regression Analysis, Interaction Effects.			
Module -5 HR Analytics Applications using ANOVA		9 hours	
One-Sample T-test, Null and Alternate Hypotheses, One-Sample T-Test, Assumptions of One-Sample T-test , Conducting One-Sample T-Test in PSPP, Conducting One-Sample T-Test in R Commander, Interpreting the Output of One-Sample T-Test, Paired Sample T-Test, Conducting Paired-Sample T-Test in PSPP, Conducting Paired-Samples T-Test in R Commander, Independent-Sample T-Test, Conducting Independent-Sample T-Test in PSPP, Conducting Independent-Sample T-Test in R Commander, Analysis of Variance, Conducting Independent One-Way ANOVA in PSPP, Conducting Independent One-Way ANOVA in R Commander, Steps to Analyse the Output of ANOVA, Advanced Concepts.			

Module – 6 HR Analytics Applications using Regression	9 hours
<p>Logistic Regression with Single Nominal Predictor, Assumptions of Logistic Regression Analysis Conducting Logistic Regression Analysis in PSPP, Conducting Logistic Regression Analysis in R Commander, The Output of Logistic Regression Analysis, Multiple Predictors, Conducting Logistic Regression Using Rattle Package, Advanced Concepts , Pros and Cons of Logistic Regression as a Supervised Learning Algorithm; Factor Analysis and Cluster Analysis: Factor Analysis, Assumptions of Factor Analysis, Considerations Before Conducting Factor Analysis; Conducting Factor Analysis in PSPP, Conducting Factor Analysis in R Commander, Interpretation of the Output of Factor Analysis, Cluster Analysis, Assumptions of Cluster Analysis, Conducting Cluster Analysis in PSPP, Conducting Cluster Analysis in R Commander, Conducting Cluster Analysis in Rattle, Interpreting the Output of Cluster Analysis, Advanced Concepts.</p>	
Course Outcomes:	
At the end of the course the student will be able to:	
<ol style="list-style-type: none"> 1. Gain practical insight of HR Processes, HR analytics and predictive modelling used in HR functions. 2. Acquire conceptual knowledge of HRA frameworks, models and approaches. 3. Illustrate the application of datafication of HR, predictive analytics tools and techniques. 4. Analyse the employee data set, considering the various concepts and functions of HR, facilitating the decision making in business context. 	

INDUSTRIAL RELATIONS AND LABOUR LAWS			
Course Code	20MBAHR305	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives <ol style="list-style-type: none"> 1. The student will be able to describe and Identify the application of Labour Laws regulating Industrial Relations in Organisation 2. The student will be able to describe and explain in her/his own words, the relevance and importance of Labour Laws and Industrial Relations in Organisation 3. The student will be able to apply and solve the workplace problems through Labour Laws 4. The student will be able to classify and categorise different Laws and Codes 5. The student will be able to create and reconstruct Industrial Relations System to be adopted in the Organisation 6. The student will be able to appraise and judge the practical applicability of Labour Laws regulating Industrial Relations in Organisation 			
Module-1 Fundamental Aspects of Industrial Relations			9 hours
Introduction, Nature of Industrial Relations, Approaches to Industrial Relations, Trade Unions: The Participants of Industrial Relation Activities, State and Employer/Management. The Participants of Industrial Relation Activities; Evolution of Labour Legislation in India - History of Labour Legislation in India, Objectives of Labour Legislation, Types of Labour Legislations in India, Constitutional Provisions for the Protection of Labour Workforce in India, Rights of Woman Workers; The Present Labour Laws and Codes			
Module -2 Factories Act, 1948			7 hours
Introduction, Objectives, Scope and Important Definitions, Approval, Licensing and Registration of Factories, Health and Safety of Workers, Provisions Related to Working Conditions, Hazardous Processes, Employee Welfare and Working Hours, Employment of Young Persons and Women, Annual Leaves with Wages, Penalties and Contingence of Offences			
Module -3 Social Security Act			9 hours
The Employees' Compensation Act, 1923 Introduction, Objectives, Scope and Important Definitions of the Act, Eligibility, Rules for Workmen's Compensation, Amount and Distribution of Compensation, Notice, Claims and Other Important Provisions, Enforcement of Act and Provisions for Penalty The Employees' State Insurance Act, 1948 Introduction, Objectives, Scope and Important Definitions, Administration of the Act, Finance and Audit, Contribution, Benefits, Obligations of Employers under the Act, Adjudication of Disputes, Claims and Penalties, Exemptions The Maternity Benefit Act, 1961 Introduction, Objectives, Scope and Important Definitions, Provisions Related to Maternity, Benefits, Enforcement of the Act, Penalties and Offences, Miscellaneous Provisions of the Act The Employees' Provident Funds and Miscellaneous Provisions Act, 1952 Introduction, Objectives, Scope and Important Definitions, Administration of the Schemes under the Act, Administration of the Act, Calculation of Money Due from Employers, Their Recovery and Employees', Provident Funds Appellate Tribunal, Enforcement of the Act, Penalties and Offences, Miscellaneous Provisions of the Act The Payment of Gratuity Act, 1972 Introduction, Objectives, Scope and Important Definitions, Payment and Forfeiture of Gratuity and Exemption, Compulsory Insurance and Protection of Gratuity, Determination and Recovery of Gratuity, Enforcement of the Act, Penalties and Offences.			
Module -4 Wages Act			9 hours
The Payment of Wages Act, 1936 Introduction, Objectives, Scope and Important Definitions, Provisions for Payment of Wages, Deductions from Wages, Enforcement of the Act, Penalties and Offences, Miscellaneous, Provisions of the Act The Minimum Wages Act, 1948 Introduction, Objectives, Scope and Important Definitions, Fixation and Revision of Wages, Payment of			

Minimum Wages, Enforcement of the Act, Penalties and Offences, Miscellaneous, Provisions of the Act The Payment of Bonus Act, 1965 Introduction, Objectives, Scope and Important Definitions of the Act, Eligibility, Disqualification and Amount of Bonus, Calculation of Bonus, Special and Miscellaneous Provisions, Dispute, Penalties and Offences	
Module -5 Regulating Employer-Employee Relations Act	9 hours
The Industrial Disputes Act, 1947 Introduction, Objectives, Scope and Important Definitions, Procedure for Settlement of Industrial Disputes and Authorities under the Act, (Chapter II), Notice of Change in Conditions of Service (Chapter II-A), References of Disputes to Boards, Courts or Tribunals and Voluntary References (Chapter III) Award and Settlements, Strikes and Lockouts (Chapter V), Layoff and Retrenchment (Chapters V-A and V-B), Transfer and Closing Down of Undertakings, Special Provisions Related to Layoff, Retrenchment and Closure (Chapter V-B), Unfair Labour Practices (Chapter V-C), Miscellaneous Provisions of the Act (Chapter VII)	
The Industrial Employment (Standing Orders) Act, 1946 Introduction, Objectives, Scope and Important Definitions of the Act, Procedure for Certification of Standing Orders, Other Provisions Relating to Standing Orders, Miscellaneous Provisions of the Act, Penalties and Offences	
The Trade Unions Act, 1926 Introduction, Objectives, Scope and Important Definitions, Registration and Cancellation of Registration of Trade Unions, Rights and Duties of Registered Trade Unions, Amalgamation and Dissolution of Trade Union, Penalties	
Module – 6 Contract Labour (Regulation and Abolition) Act, 1970	7 hours
Contract Labour (Regulation and Abolition) Act, 1970 Introduction, Objectives, Scope and Important Definitions, Registration of Establishments Employing Contract Labour, The Advisory Boards, Prohibition of Employment of Contract Labour, Appointment of Licensing Officer and Licensing of Contractors, Welfare and Health of Contract Labour, Offences by Companies	
The Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959 Introduction, Objectives, Scope and Important Definitions, Notification of Vacancies, Penalties Miscellaneous Provisions, The Employment Exchanges (Compulsory Notification of Vacancies) Amendment Bill, 2013	
Course outcomes: At the end of the course the student will be able to: <ol style="list-style-type: none"> 1. Gain practical experience related to labour legislations in India across various sectors. 2. Acquire conceptual knowledge of Industrial relations and labour laws followed within industries. 3. Develop the greater understanding of IR concepts and its application in solving various issues in IR. 4. Apply the IR and labour laws concepts in various industries in India. 	

COMPENSATION MANAGEMENT AND REWARD SYSTEM			
Course Code	20MBAHR306	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives <ol style="list-style-type: none"> 1. The student will be able to describe and Identify the application of Compensation Management in the Organisation 2. The student will be able to describe and explain in her/his own words, the relevance and importance of Compensation Management in the Organisation 3. The student will be able to apply and solve the workplace problems through application of Compensation Management 4. The student will be able to classify and categories different models and approaches of Compensation Management adopted in the Organisation 5. The student will be able to formulate and prepare Compensation Management to be adopted in the Organisation 6. The student will be able to design and develop an original framework and model in dealing with compensation problems in the organisation. 			
Module-1 Compensation			7 hours
Compensation, Meaning of compensation, Total Compensation/Reward and Its Components and Types, Importance of the Total Compensation Approach, Wages/Salaries, Some Other Terms, Theories of Wages, Does Compensation Motivate Behaviour?, Compensation Philosophy, Compensation Strategy, Compensation Policy, Base of Compensation Management, The Psychological Contract, Compensation and Legal Issues in Compensation Management, Factors Affecting Employee Compensation/Wage Rates/Wage Structure/Levels of Pay.			
Module -2 Compensation Management			7 hours
Meaning of Compensation Management, Methods of Wage Payment, Essentials of a Satisfactory Wage System, National Wage Policy in India, Wage Policy at the Organisational Level, Wage Problems in India, Components/Functions of Compensation Management/W&S Admin, Divergent Systems and Institutions for Wage Fixation in India.			
Module -3 Wage Determination Practices in India			9 hours
Divergent Systems for Wage Determination in Practice in Indian Organisations Introduction, Management's Strategy, Reward Policy, Reward Management Processes, Reward Management Procedures, Pay Reviews, Planning and Implementing Pay Reviews, Procedures for Grading Jobs and Pay, Rates Fixation, Controlling Payroll Costs, Evaluation of Reward Processes, Some Other Trends, Boardroom Pay; Divergent Systems and Institutions for Wage Fixation in Practice in India, Management Strategy; Fringe Benefits, Fringe Benefits and Current Practices, Internal Audit of Compensation and Benefits; Different types of Direct and Indirect compensation include: Base Pay / Base pay; Commissions; Overtime Pay; Bonuses, Profit Sharing, Merit Pay; Stock Options; Travel/Meal/Housing Allowance; Benefits including: dental, insurance, medical, vacation, leaves, retirement, taxes; Merit pay; Incentive Pay; Deferred Pay ; Pay for time; Recreational facilities.			
Module -4 Contingent Pay, Pay for Performance, Competence			9 hours
Competency-Based Pay, Skill-Based Pay, Team-Based Rewards, Gainsharing, Profit-Sharing Profit-Related Pay and Beyond Other Cash Payments and Allowances Overtime Payments Attendance Bonuses, Shift Pay, Clothing Allowances, Honoraria, Payments for Qualifications, Pay for Person, Pay for Excellence, Managerial Compensation and Rewards, Sales Force Incentive Programmes, Competency based Pay- Framework, Model and Challenges; Pay for Performance : Steps involved in the design for pay for performance - Intent ; Eligibility; Participation; Performance and Goal Criteria-Measurements ; Funding; Pay Outs and Timing; Benefits Impact & Administration; Evaluation.			
Module -5 Administration & Controlling Salary Costs and Salary Review			9 hours
Salary Survey data, Salary Costs, Salary Planning, Salary Budget, Salary Control, Salary Reviews, Guidelines for Salary Review Process, Responding to Negative Salary Review, Five Key Steps: Manager's Guide to Annual Salary Review, Fixing of Salary, Method of Paying Salary, Flexibility, Process of Wage and Salary Fixation.			
Module - 6 Operating, Non-financial Benefits(Intrinsic and Relational Rewards)			9 hours

on, Role of Non-financial Benefits/Rewards on Employee Motivation, Types of Non-financial Benefits/Rewards, Planning the Non-financial Benefits/Rewards, A Few Most Effective Non-financial Benefits/Rewards to Motivate Employees, Heineken's Refreshing Approach to Reward, Non-financial Metrics Intellectual Capital Assessment and Market Implications of Human Capital, Recognition, Praise, Learning and Development, Achievement, Value Addition in Personality Others.

Course outcomes:

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

1. Gain insights of various conceptual aspects of Compensation and Benefits to achieve organizational goals.
2. Determine the performance based compensation system for business excellence and solve various cases.
3. Designing the compensation strategies for attraction, motivation and retaining high quality workforce.
4. Understand the Legal & Administrative Issues in global compensation to prepare compensation plan, CTC, wage survey and calculate various bonus.

**II SEMESTER
MARKETING SPECIALISATION COURSES**

B2B MARKETING MANAGEMENT			
Course Code	20MBAMM401	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives 1. Make students have an understanding of B2B Marketing and its characteristics 2. To analyze the purchasing decisions of online customers 3. Analysing traditional marketing approach vis-a vis modern marketing approach using the B2B strategy 4. To enhance knowledge of emerging trends in integrated marketing communications. 5. Managing innovation in the B2B context and understand concept of Relationship portfolio and Key Account Management.			
Module-1 B2B Marketing			7 hours
B2B-Introduction, significance and concept of B2B Marketing. Business Markets, characteristics. Classification of Business Products and Markets.			
Module -2 Purchasing Behaviour			7 hours
Factors affecting purchasing decisions, purchasing orientation, Segmenting purchase categories. Purchase Process- variations. Buying situations and marketer actions. Online buying. Traditional marketing approach- uncertainties of buyer and supplier/ marketer. Supplier uncertainties. Relationship variables. Impact of IT. Inter-firm Relationships and Networks. Case Study			
Module -3 B2B strategy and Market Segmentation			7 hours
Process, approach. Responsible strategy-CSR and sustainability, Customer value and strategy. Researching B2B markets. Standard industrial classification. B2B Market Segmentation- Significance of segmentation. Basis of segmentation. Challenges of segmentation in B2B markets. B2B positioning. Case Study.			
Module -4 Market Communication			7 hours
Brand expression, Communication mix and customer acquisition process. Relationship Communication, sales responsibilities. The relationship communication process, call preparation, selling to low-priority and high-priority customers. Value selling and consequences- order fulfilment-relationship building- Case Study.			
Module -5 Relationship Portfolio & Key Account Management			7 hours
Principles of Portfolio management, identifying key accounts, Classification criteria. Relationship life-cycle, declassification, managing loyalty. Case Study. Assignment: Implementing KAM			
Module – 6 B2B product Offerings and Price Setting			5 hours
Elements of B2B offering, strategic tools for managing product offerings, managing innovation in the B2B context. Price setting in B2B markets- 3 C's of pricing-cost, customer and competition-Pricing- strategy, price positioning, role of sales force in pricing, bid pricing, internet auctions, ethical aspects of B2B pricing. Case Study			
Course outcomes: At the end of the course the student will be able to: 1. Understand significance of B2B marketing 2. Ability to create an integrated marketing communications plan which includes promotional strategies. 3. Effectively use marketing communication for customer acquisition 4. Define and apply knowledge of various aspects of managerial decision making related to marketing communications strategy and tactics.			

LOGISTICS AND SUPPLY CHAIN MANAGEMENT			
Course Code	20MBAMM402	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives <ol style="list-style-type: none"> 1. To understand the basic concepts, processes and key elements of a supply chain. 2. To understand the elements and scope of logistics in supply chain management 3. To provide insights for establishing efficient, effective, and sustainable supply chains. 4. To comprehend the role of warehouse management 5. To gain knowledge about Inventory Management 6. To provide insights into International Logistics 7. To explain the role of technology in supply chain planning, visibility, and execution. 			
Module-1 Supply Chain			7 hours
Concept, significance and key challenges. Scope of SCM- historical perspective, essential features, decision phases – process view, supply chain framework, key issues in SCM and benefits. Definition and scope of Logistics. Elements of Logistics, types, incremental value delivery through Logistics management. Innovations in Supply Chain. Estimating customer demand, forecasting in Supply Chain. Case Study.			
Module -2 Warehouse Management System			7 hours
Warehousing – scope, primary functions. Efficient Warehouse Management. Types of Warehouse. Warehouse Layout Design, criteria. Warehouse Management System, Distribution Management, 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. HUB & SPOKE vs Distributed Warehouses. Case Study			
Module -3 Inventory Management			7 hours
Concept, various costs associated with inventory, EOQ, buffer stock, lead time reduction, reorder point / re-order level fixation, ABC analysis, SDE/VED Analysis. Goals, need, impact of inventory management on business performance. Types of Inventory, Alternative approach for classification of inventories, components of inventory decisions, inventory cost management, business response to stock out, replenishment of inventory, material requirements planning. Dealing with demand uncertainty in Supply Chain- managing uncertainty in Supply Chain, (Bullwhip Effect) ,Impact of uncertainties. Case Study			
Module -4 Transportation			5 hours
Role, functions, mode of transportation and criteria of decision. Transportation Infrastructure. Factors impacting road transport cost, hazards in transportation, State of Ocean Transport, global alliances. Packaging Issues in Transportation, role of containerisation. Case Study			
Module -5 Logistics Management			7 hours
Logistics of part of SCM, logistics costs, logistics, sub-systems, inbound and out bound logistics bullwhip effects in logistics, distribution and warehousing management. Demand Management and Customer Service: Demand Management, CPFRP, customer service, expected cost of stock outs. 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. Case Study			
Module - 6 International Logistics			7 hours
Logistics and Environment, Methods and tools facilitating International Logistics, challenges, Integrated Supply Chain and Logistics Value Chain, Supply Chain Security Initiatives in the USA, Logistics Industry in India. Sourcing Decisions in Global SCM- Logistics, trends, Key issues in Global sourcing, Factors influencing Outsourcing. Performance Management in Supply Chain introduction. Case Study			

Course outcomes:

The student should be able to:

1. Demonstrate knowledge of the functions of logistics and supply chain management.
2. To relate concepts and activities of the supply chain to actual organizations.
3. Highlight the role of technology in logistics and supply chain management.
4. Evaluate cases for effective supply chain management and its implementation.

DIGITAL MARKETING MANAGEMENT			
Course Code	20MBAMM403	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives <ol style="list-style-type: none"> 1. To understand the important concepts related to e-marketing 2. To learn the use of different electronic media for designing marketing activities. 3. To acquaint the students with the latest techniques of e-marketing. 			
Module-1 Introduction to Digital Marketing			7 hours
Concept of Digital Marketing, Origin, traditional versus Digital Marketing. Digital Marketing Strategy- The P-O-E-M Framework, Segmenting and customising Messages, Digital Landscape. Digital advertising Market in India. Skills required in Digital Marketing, Digital Marketing Plan			
Module -2 Display Advertising			7 hours
Concept of Display Advertising, types of display ads, buying models, display plan Targeting- contextual targeting placement targeting, remarketing, interest categories, geographic and language tagging, demographics, mobile, other targeting methods. Programmatic digital advertising, You Tube Advertising.			
Module -3 Search Engine Advertising			7 hours
Understanding Ad Placement, Understanding Ad Ranks, Creating First Ad Campaign, Performance Reports. Social Media Marketing: Building a successful Strategy Live Project: Create a digital marketing plan			
Module -4 Social Media Marketing			7 hours
Face Book Marketing: Facebook for business & facebook insights LinkedIn Marketing: LinkedIn Strategy, LinkedIn Analytics Twitter Marketing: Building Content Strategy, twitter usage , Twitter Analytics Instagram & Snapchat: Objectives of Instagram, Hashtags. What is Snapchat. Digital Public Relations			
Module -5 Mobile Marketing			7 hours
Mobile Usage, Mobile Advertising- Mobile Advertising Models, advantages of Mobile advertising, Mobile Marketing Toolkit, Mobile Marketing features- Location based services, Social marketing on mobile, QR Codes, Augmented Reality, Gamification. Tracking mobile campaigns- Mobile Analytics. Live Project: Create a mobile advertising project..			
Module – 6 Search Engine Optimization			5 hours
Search Engine Optimization: How search engines work, concept of search engine optimisation (SEO), On Page Optimisation, Off Page Optimisation, Social media Reach, Maintenance- SEO tactics, Google Search Engine, Web Analytics- Key Metrics- concepts only			
Course outcomes: At the end of the course the student will be able to: <ol style="list-style-type: none"> 1. Recognize appropriate e-marketing objectives. 2. Appreciate the e-commerce framework and technology. 3. Illustrate the use of search engine marketing, online advertising and marketing strategies. 4. Develop social media strategy's to solve business problems. 			

STRATEGIC BRAND MANAGEMENT			
Course Code	20MBAMM404	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives <ol style="list-style-type: none"> 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. 			
Module-1 Brand Management			7 hours
Concept, Meaning of Brand, 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.			
Module -2 Customer Based Brand Equity(CBBE)			5 hours
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 Mo del. 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,			
Module -3 Choosing Brand Elements to Build Brand Equity			7 hours
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.			
Module -4 Brand Value chain			7 hours
Designing Brand Tracking studies, Establishing brand Equity Management Systems. 58 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			
Module -5 Designing and sustaining branding strategies			7 hours
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. Assignment: Measuring Brand Strength			
Module – 6 Making Brands go Global			7 hours
Making Brands go Global: Geographic extension, sources of opportunities for global brand, single name to global brand, consumers & globalization, conditions favouring 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.			
Course outcomes: At the end of the course the student will be able to: <ol style="list-style-type: none"> Comprehend & correlate all the management functions which are happening around with fundamental concepts and principles of management. Understand the overview of management, theory of management and practical applications of the same. Effectively use their skills for self-grooming, working in groups and to achieve organizational goals. 			

4. Demonstrate their acumen in applying managerial and behavioral concept in real world/situation.

5. Understand and demonstrate their exposure on recent trends in management

AGRI BUSINESS MARKETING			
Course Code	20MBAMM405	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives <ol style="list-style-type: none"> To provide a conceptual understanding on the Rural Marketing with special reference to Indian context. To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context. To familiarize with the special problems related to sales in rural markets. 			
Module-1 Introduction to Indian Rural Marketing			7 hours
Scope of rural marketing, concepts, classification of rural markets, rural vs. urban markets. Rural marketing environment: Population, occupation pattern, income generation, location of rural population, expenditure pattern, literacy level, land distribution, land use pattern, irrigation, development programs, infrastructure facilities, rural credit institutions, rural retail outlets, print media in rural areas, rural areas requirement, rural demand and rural market index, problems in rural marketing.			
Module -2 Rural Consumer behaviour			7 hours
Consumer buying behaviour models, Factors affecting Consumer Behaviour, Social factors, Technological Factors, Economic Factors, Political Factors, Characteristics of Rural consumer-Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, Information Search and pre-purchase Evaluation, Rise of Consumerism, Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty. 60 Researching Rural Market: Sensitizing rural market, Research design-reference frame, Research approach, Diffusion of innovation, Development studies, PRA approach, The need for PRA, Sampling, Operational aspects of data collection.			
Module -3 Rural Marketing of FMCG's			7 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.			
Module -4 Marketing of agricultural inputs			5 hours
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.			
Module -5 Marketing of agricultural products			7 hours
Profiling of Indian agricultural produces marketing, challenges in marketing of agricultural produce, Strategies to promote marketing of agricultural produce. 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.			
Module - 6 Distribution and Communication Strategy			7 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.			
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.

Live Project: Visit a Rural santhe in village setting (Producer market) and submit a report

Course outcomes:

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

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

INTERNATIONAL MARKETING MANAGEMENT			
Course Code	20MBAMM406	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives <ol style="list-style-type: none"> 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. 			
Module -1 Introduction to International Marketing			5 hours
Scope, Challenges, Reasons and Motivations, Concepts to the management of international marketing function, differences between international marketing and domestic marketing – transition from domestic to international markets - World Trade and India's foreign trade: an overview.			
Module -2 International Trade Theories and Market research			5 hours
International Trade Theories- Absolute cost-comparative Cost- H-O Theorem- New Trade Theories- Porter's Diamond Theory- Managerial Implications. Developing a global vision through market research : Breadth and scope of international marketing research , problems in availability and use of secondary data, problems in gathering primary data , multi cultural research – a special problem , research on internet – a new opportunity , estimating market demand, responsibility for conducting marketing research, communicating with decision makers. Identifying foreign markets – classification based on demand , based on the stage of development , other basis for division of world markets.			
Module -3 Planning and organization			7 hours
Planning and organization: Global perspective – global gateways – global marketing management – an old debate and a new view – planning for global markets – alternative market entry strategies – organizing for global competition. Global marketing environment – cultural Environment Political and Legal Environment, Economic Environment- Modes of entry in to foreign business.			
Module -4 International Product Policy for Consumers			9 hours
: Quality – green marketing and product development, products and culture – analyzing product components for adaptation – products for consumers in global markets, product development, product adaptation, product standardization, Cross country segmentation, Product life cycle in International Marketing, International Packaging. Product and services for businesses. Demand in global business to business markets- Quality and global standards – business services – tradeshows crucial part of business to business marketing – relationship markets in business to business context.			
Module -5 International Pricing, Promotion and distribution decision			9 hours
Pricing decision: global pricing frame work, pricing basics, marginal cost pricing and its importance. Transfer pricing, counter trade, systems pricing, pricing and positioning price quotation-INCO terms. Promotion decision: International Advertising, Sales promotion in International, direct mailing, personal selling, exhibition – generic promotion in international marketing. Global Distribution decision - Introduction, distribution as competitive advantage, rationalizing local channels, global channel design, Channel alternatives – Importance of Channel decision – Factors influencing the Channel decision – Channel Selection decision. <i>Assignment: Identifying a International luxury product and relate it to either pricing or promotion or distribution</i>			
Module – 6 Import –Export procedure and documentation			5 hours
Import policy – procedure and Documentation - balance of trade and payments , Institutional infrastructure for exports promotions in India-India's trade policy- export assistance- exports documentation and procedures including different stages of documentations. International Retailing. International expansion of retailers – International retailing defined – retail format – variations in different markets – general merchandise at Retailing – issues in international retailing.			

Course outcomes:

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

1. Understand the differences between domestic marketing and international marketing.
2. Understand the concept of international pricing and distribution decision.
3. Acquire the knowledge of import export documentation.

FINANCE SPECIALISATION COURSES

RISK MANAGEMENT AND INSURANCE			
Course Code	20MBAFM401	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives 1. To provide an understanding of different types of risk. 2. To provide an understanding of the risk identification and measurement. 3. To give an overview of role of Life Insurance in risk management. 4. To provide an understanding of general insurance contract.			
Module -1 Introduction to Risk Management			5 hours
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 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. (Theory).			
Module -2 Risk Measurement			7 hours
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. (Theory).			
Module -3 Introduction to Insurance			7 hours
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. IRDA-Duties and powers of IRDA-IRDA Act 1999. (Theory).			
Module -4 Life Insurance			7 hours
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-Module Linked Plans. Annuities-Need of Annuity Contracts, Annuity V/s Life Insurance, Classification of Annuities. (Theory).			
Module -5 General Insurance			7 hours
Laws Related to General Insurance-General Insurance Contract-General Insurance Corporation (GIC). Health Insurance-Individual Medical Expense Insurance – Long Term Care Coverage – Disability Income Insurance – Medi-claim Policy – Group Medi-claim Policy – Personal Accident Policy – Child Welfare Policy-Employee Group Insurance – Features of Group Health Insurance – Group Availability Plan. Fire Insurance-Essentials of Fire Insurance Contracts, Types of Fire Insurance Policies, Fire Insurance Coverage. Marine Insurance-Types of Marine Insurance – Marine Insurance principles Important Clauses in Marine Insurance– Marine Insurance Policies –Marine Risks-Clauses in Marine Policy. Motor Vehicles Insurance-Need for Motor Insurance, Types of Motor Insurance, Factors to be considered for Premium Fixing. (Theory).			
Module-6 Management of Insurance Companies			7 hours
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 nonlife Insurance. Claims Management-Claim Settlement in General Insurance-Claim Settlement in Life Insurance. (Theory).			
Course outcomes: At the end of the course the student will be able to: 1. Understand various types of risks. 2. Assess the process of identifying and measuring the risk. 3. Acquaint with the functioning of life Insurance in risk management. 4. Understand general insurance contract			

FINANCIAL DERIVATIVES			
Course Code	20MBAFM402	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives 1. To understand various concepts and terminologies used in various financial derivatives. 2. To explain and critically evaluate various financial derivatives such as forwards, futures, options, financial swaps, credit derivatives etc. 3. To apply various financial derivatives in hedging risk and analyse it.			
Module-1 Financial Derivatives			5 hours
Meaning, benefits, types (both exchange traded and OTC traded) and features of financial derivatives-Factors causing growth of derivatives-functions of derivatives market-Derivative market players (Hedgers, speculators and arbitrageurs)-Derivatives market in India. (Theory).			
Module -2 Futures and Forwards			7 hours
Futures and Forwards: Meaning, features and types of futures/forwards-Futures vs Forwards-Mechanics of buying and selling futures/forwards-Hedging through futures/forwards-Marking-to-market process-contract specifications of stock, index and commodity futures-valuation of futures/forwards using cost of carry model-Arbitrage process-Interest Rate Futures & options. (Numerical problems on MTM and valuation of futures/forwards). (Theory and Problems).			
Module -3 Option Contracts			7 hours
Option Contracts: Meaning, features and types of option contracts-Options vs futures/forwards-Mechanics of buying and selling option contracts-contract specifications of stock, index and commodity options-Option pricing-factors affecting option pricing-Valuation of option contracts using Black Scholes model and Binomial model-Put-call parity theory-Option Greeks-Option Trading strategies-Interest rate options-Exotic options. (Numerical problems on all aspects except exotic options). (Theory and Problems).			
Module -4 Financial Swaps			7 hours
Meaning, features and advantages of financial swaps-Types of financial swaps (Interest rate swap, currency swap, equity swap and commodity swap)-Mechanics of interest rate swaps- Triangular swap (Numerical problems only on interest rate swap including triangular swap)-valuation of interest rate swaps- Only theory. (Theory and Problems).			
Module -5 Commodity Derivative Market			7 hours
Commodity Derivative Market: Meaning of commodity derivatives-Commodity derivative exchanges (with commodities traded) in India-Trading and settlement system of commodity derivatives-SEBI Guidelines for commodity market-commodities traded. (Theory).			
Module -6 Credit Derivatives and VaR			7 hours
Credit Derivatives-Total Return Swap (TRS)-Credit Default Swap (CDS)-Types of CDS-Asset Backed Securities (ABS)-Collateralised Debt Obligation (CDO)-Sub-Prime Crisis-2007-Credit Spread Options-Probability of Default- Forward Rate Agreement (FRA)-Interest Rate Caps/Floors/Collars-Types of Interest Rates-Zero Rate-Forward Rate-Value-at-Risk-Meaning, VaR Models-Stress testing and back testing. (Numerical problems only on VaR, Zero Rate and Forward rate). (Theory and Problems).			
Course outcomes: At the end of the course the student will be able to: <ul style="list-style-type: none"> • Understand the mechanism of forwards/futures, options, financial swaps, various credit derivatives and VaR with their features, merits and demerits. • Assess the application of forwards/futures, options, financial swaps, various credit derivatives and VaR using numerical problems. • Application of financial derivatives in risk management. • Critically evaluate various financial derivatives. 			

- Understand what is the implication of financial derivatives.
- Compile and analyze few Futures, Forward Option contract documents
- Visit MCX portal and study its trading and settlement process
- Study the different types of option and Future contracts traded on NSE

INDIRECT TAXATION			
Course Code	20MBAFM403	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives: 1. To provide an overview of GST in India 2. To provide an understanding of levy and collection of GST 3. To give an overview of customs duty in India 4. To provide an understanding of valuation for customs duty			
Module-1 Introduction to Goods and Services Tax (GST)			7 hours
Goods and Services Tax Act & Rules, Need for GST in India, Dual GST Model - Central Goods and Services Tax Act, 2017 (CGST) State Goods and Services Tax Act, 2017 (SGST) Union Territory Goods and Services Tax Act, 2017 (UTGST) Integrated Goods and Services Tax Act, 2017 (IGST) Goods and Services Tax Network (GSTN), GST Council Guiding principle and Functions of the GST Council. (Theory).			
Module -2 Levy and Collection of Tax			7 hours
Scope of Supply, Composite and Mixed Supplies, Levy and Collection, Composition Levy, Exemptions Person Liable to pay GST, Exemption from tax. (Simple problems on calculation of value of taxable supply and GST Levy). (Theory and Problems).			
Module -3 Time and Value of Supply			7 hours
Time of Supply, Change in Rate of Tax in respect of Supply of Goods or Services, Place of Supply and Value of Supply. (Simple problems on Time of supply, place of supply and value of supply) (Theory and Problems).			
Module -4 Input Tax Credit			7 hours
Introduction and Eligibility to avail Input Tax Credit (ITC). Registration under GST: Persons not liable for Registration, Compulsory Registration in Certain Cases, Procedure for Registration, Deemed Registration. Returns under GST: Furnishing of Returns, First Return, Revision of Returns and Penalty/Late Fee. (Theory).			
Module -5 Customs Duty			7 hours
Concept, Meaning of Customs Duty, Circumstances of Levy of Customs Duties and Types of Duties and Exemption from Customs Duty. Valuation under customs: Valuation of Imported Goods and Valuation of Export Goods.. (Problems on Valuation of Imported Goods). (Theory and Problems).			
Module -6 Import and Export Procedure for Customs			5 hours
Introduction to Baggage and General Free Allowance. Provisional Assessment of Duty, Due Dates for Payment of Duty, Penalties under Customs, Seizure of Goods, Confiscation of Goods. (Theory).			
Course outcomes: At the end of the course the student will be able to: 1. Have clarity about GST system in India 2. Understanding of levy and collection of GST in India 3. Have an overview of customs duty in India 4. Understanding of valuation for customs duty.			

MERGERS, ACQUISITIONS & CORPORATE RESTRUCTURING			
Course Code	20MBAFM404	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives: 1. To understand various concepts and terminologies used in mergers and acquisition. 2. To explain and critically evaluate M&A with its different classifications, strategies, theories, synergy etc. 3. To apply and analyse financial evaluation and accounting aspects of M&A.			
Module-1 Mergers and Acquisitions(M & A)			5 hours
Introduction of M & A: Meaning-types of mergers–Merger Motives-Theories of Mergers-Mergers and industry life cycle, Reasons for failures of M & A-synergy-types of synergy–value creation in M&A-SWOT analysis-BCG matrix. (Theory).			
Module -2 Merger Process			7 hours
Procedure for effecting M & A-Five-stage model–Due diligence–Types, process and challenges of due diligence-HR aspects of M & A–Tips for successful mergers-Process of merger integration. (Theory).			
Module -3 Financial Evaluation of M & A			7 hours
Merger as a capital budgeting-Business valuation approaches-asset based, market based and income based approaches-Exchange Ratio (Swap Ratio)-Methods of determining exchange rate. (Theory and Problems).			
Module -4 Accounting aspects of Amalgamation			7 hours
: Types of amalgamations (Amalgamation in the nature of merger and amalgamation in the nature of purchase)-Methods of Accounting-Pooling of interest method and Purchase method)–Calculation of purchase consideration-Journal entries in the books of transferor & transferee company-Ledger accounts in the books of transferor and transferee companies. (Theory and Problems).			
Module -5 Acquisitions/Takeovers			7 hours
Meaning and types of acquisition/takeovers (Friendly and Hostile takeovers)-Anti-takeover strategies-Anti-takeover amendments-Legal aspects of M & A-Combination and Competition Act-2002Competition Commission of India (CCI)-The SEBI Substantial Acquisition of Shares and Takeover (Takeover code-2011). (Theory).			
Module -6 Corporate Restructuring			7 hours
Meaning, significance and forms of restructuring–sell-off, spin-off, divestitures, demerger, Equity Carve Out (ECO), Leveraged Buy Outs (LBO), Management Buy Out (MBO), Master Limited Partnership (MLP), Limited Liability Partnership (LLP) and joint ventures. (Theory).			
Course outcomes: At the end of the course the student will be able to: 1. Understand M&A with its different classifications, strategies, theories, synergy etc. 2. Conduct financial evaluation of M&A 3. Analyse the results after evaluation 4. Critically evaluate different types of M&A, takeover and antitakeover strategies			

CORPORATE VALUATION			
Course Code	20MBAFM405	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives: <ol style="list-style-type: none"> 1. Identify the purpose of corporate valuation and to obtain an overview of the basic corporate valuation process 2. To familiarize the students with the standard techniques of corporate valuation. 3. To develop analytical skills and communication strategies for discussing corporate valuation. 4. To understand the valuation in the contexts of IPOs, M&As, Bankruptcy cases 			
Module -1 Corporate Valuation Overview			7 hours
Approaches to Valuation-Features of the valuation process: 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 (Theory and problems).			
Module -2 Non-DCF Approaches to Valuation			7 hours
Book value approach, Adjusted book value approach, Stock and debt approach (numerical problems in each of these methods).Market efficiency and valuation. Call option based valuation (theory only because Numerical problems on Black and Scholes –Binomial methods are considered in Derivatives).Relative valuation-Steps involved in Relative valuation-Equity valuation multiples-Enterprise valuation multiples-Choice of multiple-Best practices using multiples-Assessment of relative evaluation. (Theory and problems).			
Module -3 Advanced Issues in Valuation			7 hours
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, WACCVs Flow to equity method. (Theory and problems).			
Module -4 Strategic Financing Decisions			7 hours
Strategic financing decisions: Valuation and financing Decisions in ideal capital markets, Capital structure and value in a perfect world, Information asymmetry, Share buyback and valuation. (Theory).			
Module -5 Leverage decisions			7 hours
, Agency costs of Debt, financial distress, Bankruptcy. Role of Government, securities Markets and financial institutions in IPO valuations and M&As. (Theory).			
Module-6 Value Based Management			5 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. (Theory).			
Course outcomes: At the end of the course the student will be able to: <ol style="list-style-type: none"> 1. Understand corporate valuation and valuation process 2. Familiarize with the standard techniques of corporate valuation 3. Develop analytical skills relevant for corporate valuation and value based management 4. Critically evaluate IPOs, M&As, Bankruptcy cases 			

INTERNATIONAL FINANCIAL MANAGEMENT			
Course Code	20MBAFM406	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives: 1. To understand the International Financial Environment and the Foreign Exchange market. 2. To learn hedging and Forex risk management. 3. To learn the Firm's Exposure to risk in International environment and various theories associated with it.			
Module -1 International Financial Environment		7 hours	
Importance, rewards & risk of international finance- Goals of MNC- International Business methods. Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Equilibrium & Disequilibrium, International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).(Only Theory).			
Module -2 Foreign Exchange Market		7 hours	
Function and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behaviour-Cross Rates- - Bid – Ask – Spread (Theory & Problems).			
Module -3 Foreign Exchange Risk Management		7 hours	
Hedging against foreign exchange exposure – Forward Market- Futures Market- Options Market- Currency Swaps-Interest Rate Swap- problems on both two-way and three-way swaps. (Theory & Problems).			
Module -4 International Financial Markets and Instruments		5 hours	
: Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes, Zero coupon Bonds, International Money Markets, International Banking services –Correspondent Bank, Representative offices, Foreign Branches. Forward Rate Agreements. (Only Theory).			
Module -5 Forecasting Foreign Exchange rate		7 hours	
International Parity Relationships, Measuring exchange rate movements-Exchange rate equilibrium –Factors effecting foreign exchange rate- Forecasting foreign exchange rates. Interest Rate Parity, Purchasing Power Parity &International Fisher effects, Arbitrage, Types of Arbitrage – Locational, Triangular and Covered Interest Arbitrage. (Theory & Problems).			
Module-6 Foreign Exchange exposure		7 hours	
Foreign Exchange exposure: Management of Transaction exposure-Management of Translation exposure-Management of Economic exposure-Management of political Exposure- Management of Interest rate exposure. International Capital Budgeting: Concept, Evaluation of a project. (Theory & Problems).			
Course outcomes: At the end of the course the student will be able to: 1. The student will have an understanding of the International Financial Environment. 2. The student will learn about the foreign exchange market, participants and transactions. 3. The student will be able to use derivatives in foreign exchange risk management. 4. The student will be able to evaluate the Firm's Exposure to risk in International environment and various theories associated with it.			

HUMAN RESOURCE SPECIALISATION COURSES

ORGANISATIONAL LEADERSHIP			
Course Code	20MBAHR401	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives <ol style="list-style-type: none"> 1. The student will be able to describe and Identify the application of Leadership styles and practices followed in the Organisation 2. The student will be able to describe and explain in her/his own words, the relevance and importance of various Leadership practices and style followed in the Organisation 3. The student will be able to apply and solve the workplace problems through Leadership practices 4. The student will be able to classify and categories different Leadership practices and styles followed in the Organisation 5. The student will be able to create and reconstruct Leadership required to manage the Human Resources in the Organisation 6. The student will be able to appraise and judge the practical applicability of Leadership practices followed in the Organisation 			
Module-1 Introduction			5 hours
Concept of Leadership, Ways of Conceptualizing Leadership, Definition and Components, Leadership Described, Trait Versus Process Leadership, Assigned Versus Emergent Leadership. Leadership and Power, Leadership and Coercion, Leadership and Management.			
Module -2 Model of Leadership - Part A			7 hours
Trait Approach Description, Intelligence, Self-Confidence, Determination, Integrity, Sociability, Five-Factor Personality Model and Leadership, Emotional Intelligence, How Does the Trait Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument Skills Approach Description, Three-Skill Approach, Technical Skill, Human Skill, Conceptual Skill, Summary of the Three-Skill Approach, Skills Model, Competencies, Individual Attributes, Leadership, Outcomes, Career Experiences, Environmental Influences, Summary of the Skills Model, How Does the Skills Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument Behavioral Approach Description, The Ohio State Studies, The University of Michigan Studies, Blake and Mouton's Managerial (Leadership) Grid, Authority-Compliance (9,1), Country-Club Management (1,9) Impoverished Management (1,1), Middle-of-the-Road Management (5,5), Team Management (9,9), Paternalism/Maternalism, Opportunism, How Does the Behavioral Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument Situational Approach Description, Leadership Styles, Development Levels, How Does the Situational Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument			
Module -3 Model of Leadership - Part B			7 hours
Path-Goal Theory Description, Leader Behaviors, Directive Leadership, Supportive Leadership, Participative Leadership, Achievement-Oriented Leadership, Follower Characteristics, Task Characteristics How Does Path-Goal Theory Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument Leader-Member Exchange Theory Description, Early Studies, Later Studies, Leadership Making, How Does LMX Theory Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument Transformational Leadership Description, Transformational Leadership Defined, Transformational Leadership and Charisma, A Model of Transformational Leadership, Transformational Leadership Factors, Transactional Leadership Factors, Non-leadership Factor, Other Transformational Perspectives Bennis and Nanus, Kouzes and Posner, How Does the Transformational Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument Authentic Leadership			

<p>Description, Authentic Leadership Defined, Approaches to Authentic Leadership, Practical Approach, Theoretical Approach, How Does Authentic Leadership Theory Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument</p> <p>Psychodynamic Approach</p> <p>Description, The Clinical Paradigm, History of the Psychodynamic Approach, Key Concepts and Dynamics Within the Psychodynamic Approach,</p> <ol style="list-style-type: none"> 1. Focus on the Inner Theatre 2. Focus on the Leader-Follower Relationships <p>Social Defense Mechanisms, Mirroring and Idealizing, Identification With the Aggressor</p> <ol style="list-style-type: none"> 3. Focus on the Shadow Side of Leadership Narcissism <p>How Does the Psychodynamic Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument</p>	
Module -4 Leadership Instrument	7 hours
<p>Description, Culture Defined, Related Concepts, Ethnocentrism, Prejudice, Dimensions of Culture, Uncertainty Avoidance, Power Distance, Institutional Collectivism, In-Group, Collectivism, Gender Egalitarianism, Assertiveness, Future Orientation, Performance Orientation, Humane Orientation, Clusters of World Cultures, Characteristics of Clusters, Anglo, Confucian Asia, Eastern Europe, Germanic Europe, Latin America, Latin Europe, Middle East, Nordic Europe, Southern Asia, Sub-Saharan Africa, Leadership Behavior and Culture, Clusters, Eastern Europe Leadership Profile, Latin America Leadership Profile, Latin Europe Leadership Profile, Confucian Asia Leadership Profile, Nordic Europe Leadership Profile, Anglo Leadership Profile, Sub-Saharan Africa Leadership Profile, Southern Asia Leadership Profile, Germanic Europe Leadership Profile, Middle East Leadership Profile, Universally Desirable and Undesirable Leadership Attributes, Strengths, Criticisms, Application, Case Studies on Leadership Instrument</p>	
Module -5 Ethical Leadership	7 hours
<p>Description, Ethics Defined ;Level 1. Preconventional Morality ;Level 2. Conventional Morality; Level 3. Postconventional Morality; Ethical Theories, Centrality of Ethics to Leadership, Heifetz's Perspective on Ethical Leadership; Burns's Perspective on Ethical Leadership, The Dark Side of Leadership, Principles of Ethical Leadership, Ethical Leaders Respect Others, Ethical Leaders Serve Others, Ethical Leaders Are Just, Ethical Leaders Are Honest, Ethical Leaders Build CommModuley, Strengths, Criticisms, Application, Case Studies, Leadership Instrument.</p>	
Module – 6 Leadership Practices	7 hours
<p>Select Case of Successful Leadership Practices; TATA Group; Reliance; Infosys; WIPRO; and Organisations which are listed as Fortune Companies. Survey Report analysis of NHRD; NIPM; CII; FICCI; Conference Board; CCL - Centre of Creative Leadership.</p>	
<p>Course Outcomes:</p> <ol style="list-style-type: none"> 1. Understand the fundamental concepts and principles, theories of Organizational Leadership 2. Analyze the organizational leadership style, approaches and traits, its impact on the followers by using leadership theories and instruments. 3. Developing better insight in understanding the leadership traits that influence them to work effectively in group. 4. Demonstrate their ability to apply of their knowledge in organizational leadership. <p style="text-align: center;">-</p>	

PERSONAL GROWTH AND INTERPERSONAL EFFECTIVENESS			
Course Code	20MBAHR402	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives <ol style="list-style-type: none"> 1. The student will be able to describe and Identify the application of various PG and IE framework 2. The student will be able to describe and explain in her/his own words, the relevance and importance of various PG and IE to be adopted in the Organisation 3. The student will be able to apply and improve the workplace effectiveness through various PG and IE 4. The student will be able to classify and categorise different PG and IE practices and to be followed in the Organisation 5. The student will be able to create and reconstruct Leadership required to manage the Human Resources in the Organisation 6. The student will be able to appraise and judge the practical applicability of various PG and IE practices to be followed in the Organisation 			
Module-1 Dynamics of Personal Growth			4 hours
Dynamics of Personal Growth Meaning, nature and scope of personal growth. Self-awareness and self-esteem, life roles, social roles and organisational roles, role clarity and role boundaries. Ego states- Id, ego and super ego and defense mechanism. Developing a self-improvement plan.			
Module -2 Interpersonal Trust			4 hours
Openness, confidentiality, blind spot and unknown part of personality. Self-disclosure, seeking feedback, self-reflection and practicing new behaviors. Discovering facets of interpersonal trust through Johari Window.			
Module -3 Understanding Human Personality and Neuro Functioning			7 hours
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, Emotional intelligence. Basic functions of mind: Creativity and innovation. Blocks to creativity. Creativity processes and tools- convergent and divergent thinking. Six thinking Hats, Neuro Linguistic Programming.			
Module -4 Attitudes, Beliefs, Values and their impact on Behaviour			7 hours
Personal change meaning, nature and requisites. Social adjustments and habit formation. Locus of control. Habits of personal effectiveness. Seven habits of highly effective people.			
Module -5			9 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 honouring the commitments			
Module – 6 Transactional Analysis			9 hours
Ego states, types of transactions and time structuring. Life position, scripts and games; T-group sensitivity training, encounter groups, appreciative enquiry and group relations conference (students may go through three days personal growth lab for experiential learning)			
Course Outcomes: <ol style="list-style-type: none"> 1. Have in-depth understanding the various personality traits which promotes personal growth. 2. Analyze the concepts of human personality, behaviour and functioning of mind 3. Learn and apply the psychometrics tests in understanding the personality traits. 4. Develop the greater insight of self, and others through various theories and prepare the developmental plan for interpersonal effectiveness. 			

INTERNATIONAL HUMAN RESOURCES MANAGEMENT			
Course Code	20MBAHR403	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives			
1. The student will be able to describe and Identify the application of IHRM in managing and developing an Organisation			
2. The student will be able to describe and explain in her/his own words, the relevance and importance of IHRM in managing and developing an Organisation			
3. The student will be able to apply and solve the workplace problems involving International issues			
4. The student will be able to classify and categorise different Laws related to IHRM			
5. The student will be able to create and reconstruct HRM System to be adopted in the Organisation related to International employees			
6. The student will be able to appraise and judge the practical applicability of various strategy and approaches in managing International Organisation			
Module-1 Introduction		7 hours	
Meaning and Definition IHRM: Evolution, Challenges, Objectives, IHRM Versus Single Nation-centric HRM IHRM: Approaches Emergence of Global HR Manager IHRM;Culture and Cross-Cultural Management-Introduction, Studies on culture in management Positivist views: ‘Culture and values’ Interpretive views: ‘Culture and meanings’ Critical views: ‘Culture and power”; Comparative Human Resource Management - Globalisation and HRM, The importance of context, Differences in HRM practice; Approaches to International Human Resource Management - Review of IHRM approaches, The concept of HRM, Are IHRM models applicable to other contexts? What factors affect HRM approaches internationally? What are the implications of change for IHRM approaches?			
Module -2 IHRM Policies and Practices - Part A		7 hours	
Managing Knowledge in Multinational Firms: Introduction, Different types of knowledge, Factors influencing knowledge sharing How to stimulate knowledge sharing Gaining access to external knowledge, Knowledge retention From the management of knowledge to innovation			
Training and Development: Developing Global Leaders and Expatriates			
Training and Development: Domestic Versus International Organisations International Training Management: Basic Concepts and Models Leadership Training and Development in International Organisations Technology in International Training Management.			
Module -3 IHRM Policies and Practices - Part B		7 hours	
Global Performance Management			
Introduction, Key components of PMSs Factors affecting PMSs Culture and PMSs, PMSs in six leading economies: China, India, Japan, South Korea, UK and USA, PMS for expatriates			
Total Rewards in the International Context			
Recap: differentiating between PCNs, TCNs and HCNs Introduction: the current state of total rewards			
Complexities faced by IHR managers, International total rewards objectives for the MNC Newer forms of international assignments, Key components of global total rewards programs. Approaches to international compensation Repatriation issues, International trends in global total rewards.			
Module -4 International Assignments And Employment Practices		5 hours	
Introduction Staffing policies, Motives for international transfers, Alternative forms of international assignments. The international assignment process Dimensions of international assignment success			
Multinational Companies and the Host Country Environment Introduction, Varieties of host country environments, Sustainability of divergent, employment arrangements Understanding how MNCs act in diverse host country, environments Host country effects on IHRM practices of MNC subsidiaries			
Module -5 Employment Practices		7 hours	
Regulation and Multinational Corporations: The Changing Context of Global Employment Relations			
Importance of regulation and political context, Political agendas to de-regulate, Political and institutional drivers of de-regulation, Problems with de-regulation in a global context. Human Resource Management in Cross-Border Mergers and Acquisitions. Cultural differences and cross-border M&A performance, Managing cross-border integration: the HRM implications.			

Module – 6 Diversity Management and CSR	7 hours
<p>Equal opportunities, Diversity Management, Work–life balance: practices and discourses; International Culture Management: Model Organisational Culture and Innovation, Models of Culture, Hofstede’s Four, Cultural Dimensions, Trompenaar’s Seven Cultural Dimensions, Globe’s Nine Cultural Dimensions, Edgar Schein’s Model of Culture Deal and Kennedy’s Culture Model, Schneider’s Culture Model, Cameron and Quinn’s Model of Culture Charles Handy’s Model of Culture Denison’s Model of Culture, Profile of Organisational Culture in International Organizations Managing International Culture. Corporate Social Responsibility and Sustainability through Ethical HRM practices. Ethics and corporate social responsibility International labour standards.</p>	
<p>Course Outcomes:</p> <ol style="list-style-type: none"> 1. Gain conceptual knowledge and practical experience in understanding the HR concepts globally. 2. Comprehend and correlate the strategic approaches to HR aspects amongst PCN’s, TCN’s and HCN’s. 3. Develop knowledge and apply the concepts of HR in global perspective 4. Have a better insight of HR concepts, policies and practices by critically analysing the impact of contemporary issues globally. 	

ORGANISATIONAL CHANGE AND DEVELOPMENT			
Course Code	20MBAHR404	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives 1. The student will be able to describe and Identify the application of various OC/D framework 2. The student will be able to describe and explain in her/his own words, the relevance and importance of various OC/D intervention to be adopted in the Organisation 3. The student will be able to apply and improve the workplace effectiveness through various OC/D Intervention 4. The student will be able to classify and categorise different OC/D practices and intervention followed in the Organisation 5. The student will be able to create and reconstruct OC/D intervention and process required to manage the Organisation 6. The student will be able to appraise and judge the practical applicability of various OC/D intervention, process and practices to be followed in the Organisation			
Module-1 Changing Organisations			5 hours
Nature of 21st Century Organisation, Defining Organisational Change, The Roots of Organisation Change, Environmental Forces, Driving Change Today, The Implications of Worldwide Trends for Change Management, Four Types of Organisational Change, Planned Changes and Intended Results, Organisation Change Roles, Change Initiators, Change Implementers, Change Facilitators, Change Recipients, The Requirements for Becoming a Successful Change Leader, Application of Lewin's Model of Change, OD Practitioners.			
Module -2 Building and Energising the Need for Change			7 hours
Organisations as Systems, Levels and Characteristics of Organisational Change, Models of Organisational Change, Systems Theory and Social Construction Approaches, Developing a Knowledge for the Need for Change, Seek Out and Make Sense of Internal - External Data, The Organisations' Readiness for Change, Creating Awareness of the Need for Change, Factors That Block People From Recognising the Need for Change, Creating a Powerful Vision for Change, The Difference Between an Organisational Vision and a Change Vision.			
Module -3 Measuring Change: Designing Effective Control Systems			7 hours
Using Control Processes to Facilitate Change, Selecting and Deploying Measures, Use Measures that Lead to Challenging but Achievable Goals, Use Measures and Controls that are Perceived as Fair and Appropriate, Ensure Accurate Data, Control Systems and Change Management, Controls During Design and Early Stages of the Change Project, Measurement Tools to use in Change Process, Strategy Maps, The Balanced Scorecard, Risk Exposure Calculator, Organisational Change Agent, Orienting Yourself to Organisation Change, Data Gathering, Diagnosis and Feedback.			
Module -4 Models of Change			7 hours
Kurt Lewin's Three-step Model (1950–1952), Six-box Model of Marvin Weisbord, The McKinsey 7-S Model, Huse's Model of Planned Organizational Change, Action Research Model, David Nadler and Michael Tushman Model, Porras and Silvers Model (1991), The Burke–Litwin Causal Model, John Kotter's Eight-step Theory, Organizational Intelligence Model (2004), Managing Change with ADKAR Model, Integrated Model of Change, Comparison and Critical Analysis of Change Models Plan the Work, Selecting the Correct Path, Engage Others in Action Planning, Working the Plan Ethically and Adaptively, Developing a Communication Plan, Key Principles in Communicating for Change, Transition Management. Ensure Alignment in Your Action Planning, Action Planning Tools: 1) To-Do Lists; 2) Responsibility Charting; 3) Contingency Planning; 4) Surveys and Survey Feedback; 5) Project Planning and Critical Path Methods; 6) Force Field and Stakeholder Analysis; 7) Leverage Analysis and 8) Other Change-Management Tools.			
Module -5 Organisation Development(OD)			7 hours
Concept of O D, History of O D, OD in India, OD Activities, Values, Beliefs and Assumptions of OD, Laboratory Training and T-Groups Action Research and Survey Feedback, Employee Involvement, Organisational Culture, Reengineering Organisational Learning, Organisational Effectiveness and Employee Engagement, Defining Values, Values Important to the OD Practitioner, Core Values of O D, Changes to OD Values, Values Statement of O D, Ethical Issues of OD.			
Module – 6 OD Practitioner and Consulting Process			7 hours

Changing Workforce Demographics, Changing Nature of Work, The Consulting Relationship and Types of Consulting, Consulting Model, OD Practitioners, The Organisation Development Consulting Profession, The OD Consulting Process and Action Research, Data Gathering - Data Gathering Methods and Process, Ethical Issues With Data Gathering, Diagnosis and Feedback, assessment, Ethical Issues With Diagnosis and Giving Feedback, OD Intervention-Team Interventions, Quality, Performance Management, Communication in OD process, Coaching, Mentoring, 360 Feedback, Career Planning and Development. Merger and Acquisition, Organisational Health, OD Association in India.

Course Outcomes:

1. Gain conceptual insight of change management models, OD processes and interventions.
2. Develop the understanding of OD to apply OD aspects in private and public sectors in India.
3. Analyse the tools and techniques available to implement changes in the organization environment
4. Handle the OD interventions by analysing the role of OD consultant.

HUMAN RECOURSE AUDIT			
Course Code	20MBAHR405	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives <ol style="list-style-type: none"> 1. The student will be able to describe and Identify the application of various HR Audit methodology 2. The student will be able to describe and explain in her/his own words, the relevance and importance of various HR Audit approach adopted in the Organisation 3. The student will be able to apply and improve the workplace effectiveness through various HR Audit approach, practices and interventions 4. The student will be able to classify and categories different HR Audit approach and practices followed in the Organisation 5. The student will be able to create and reconstruct HR Audit framework and Model required to manage the Human Resources in the Organisation 6. The student will be able to appraise and judge the practical applicability of various HR Audit approach and practices to be followed in the Organisation 			
Module-1 Human Resource Development(HRD)			5 hours
H R D -Strategies and Systems; HR as Strategic Partner ; Need for HR Accounting and HR Auditing; Good Industrial Relation Index; Components of HRD Audit; HR Policies and Practices; Elements of good HRD; Role of HR Manager in HRD			
Module -2 Human Resource(HR) Audit			7 hours
The Audit System; Need; Advantage and Challenges; Basic concepts and components; Understanding the concept of HR Audit; Identifying goal of HR Audit; Forming Audit team; Approaches to measuring HR; Audit Strategies; HR Systems; HR Competencies; Benefits of HR Audit; Process; Preparation of Audit Report; Methodology of Conducting Audit; Documents for HR Audit; Competency required for HR Audit.			
Module -3 Areas for HR Audit			7 hours
Audit of HR Planning; Training and Development; Industrial Relations; Managerial compliance and Corporate strategies; Culture; Quality; Communication; Competencies; Decision Making; Engagement; Relational Audit; Task; Systems; HRIS System; Measuring impact of HR policies on the corporate goals; Creating HR Dashboard and Metric.			
Module -4 HR Audit process			7 hours
Audit Methodology- Planning questions; Interview; Observation; Questionnaire; Collecting Audit data; Analysing and interpreting data; Assessing organisation ability to change; Action Plan; Audit Report; Developing Credibility of HR Dept; Internal - External Audit; Attitude Survey; Job Satisfaction Survey; Approaches to HR Audit - (i) Cooperative approach, (ii) Outside authority approach, (iii) Statistical approach, (iv) Compliance approach and (v) Management by objectives (MBO)			
Module -5 HR Scorecard approach			7 hours
Measuring Business Impact; Components of HR scorecard ;How to use HR Scorecard for Audit ; Measuring HR effectiveness through HR Scorecard; Balanced scorecard; HR Research; HRD Audit as OD Intervention.			
Module – 6 HR Audit for Legal Compliance			7 hours
Using scorecard approach in formulating workplace policies; Recruitment and Selection: Formulating FIR Audit for Start-up companies; HR Audit in practice: Cases in manufacturing industry, Service industry; Extracts of an Illustrative Audit Report.			

Course Outcomes:

1. Gain conceptual knowledge and practical experience in understanding the HR Audit.
2. Comprehend and correlate the strategic approaches to HR Audit aspects
3. Develop knowledge and apply the concepts of HR Audit in the organisation
4. Have a better insight of HR Audit concepts, policies and practices by critically analysing the impact of contemporary issues in the organisation.

MANAGEMENT CONSULTING FOR BUSINESS EXCELLENCE			
Course Code	20MBAHR406	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives			
1. To prepare professionals for a career in Management Consulting			
2. To impart basic understanding of the requirements of the profession			
3. To equip professionals with knowledge, skills and attitude desirable for a career in Management Consulting			
4. How to Scale the business and transform it into established firm			
5. To prepare professionals working in industry, service sector, development sector and Not for Profit Organisations for Internal Consulting Roles			
Module-1 Introduction		7 hours	
Management Consultancy in India- Indian Management Consulting Scenario, Concept, Nature, Dynamics, Opportunity Modules, Challenges, Consultancy as Profession, Strategic planning process for long-term success through Consultancy; Proactive client relationships for repeat business; Organisational Study and Consultancy- Align organisational vision and strategy; Changing Business Models and Business Strategy; Consultancy Agenda; Economics of Consulting; Client development, Client engagement, Basic and Advanced tools, techniques and frameworks used by management consultants- simulation analysis, decomposition analysis, feasibility analysis and sensitivity analysis/ rankings, scenario analysis, representative element analysis, decision tree, Theory of constraints, Critical chain; issue tree, bottom-up approach, top-down approach, backward reasoning, 80/20 rule, benchmarking, cost drivers, opportunity tree; Ethics of Consulting; Pre requisite needed for Consultancy as Profession.			
Module -2 Consultancy Areas - Part A		5 hours	
Corporate Governance: Role of Management Consultants Play; Consulting Experience in Brand Management; Experience in M and A Consulting; E-Governance and its Relevance to India; Information Technology Consulting: Bytes of Reality; Management Consultancy in Infrastructure Projects; Implications for Management Consultants.			
Module -3 Consultancy Areas - Part B		7 hours	
Project Finance: New Investment, Diversification and Growth; Mentoring In Entrepreneurship; Strengthening Contribution of NGOs in Social Development: Consultancy in Communication Research; Developing strategy for financial restructuring; Management consulting in investment banking, legal, real estate, accounting, financial services, advertising, IT consulting, engineering consulting, HR consulting, R&D, education, architecture, AI, Block chain; Customer relations' management.			
Module -4 Consulting Services		7 hours	
Consulting Services to design and implement policies, systems and processes in functional and cross-functional areas of business. Project Feasibility studies and appraisal; Performance measurement and evaluation of public and corporate sectors; Designing project planning, monitoring and control systems; Designing and implementing manufacturing execution system; Designing and implementing supply chain models; Total quality management; System analysis and design; Enterprise Resource Planning (ERP); Information Technology strategies and architectures; Business Process Reengineering (BPR); E-Governance; Strategic restructuring through alliances and Joint ventures.			
Module -5 Careers and Firms in Consultancy		7 hours	
Career in Consulting - Future Jobs; Top consulting firms McKinsey, BCG, Bain and AT Kearney, PwC, EY, Accenture, Career Growth for Management Consultants area like- Strategy Consulting; Operations Consulting; Financial Advisory Consulting; Risk & Compliance Consulting; Business Coach; Industry-Specific Consulting like steel, FMCG, supply-chain, public sector, etc.; Legal Management Consultancy; Skills and Competency- Research and analysis, Industry analysis, Project preparation, Strategic and design thinking, Technology, Communication skills, Presentation, Business negotiations, ability to think logically and structure, current affairs in the industry and general news around the world, problem solving, business-analytics skills, writing proposals, managing projects, prising strategy, initiating relationship, growing client organisation relationship, corporate valuation and integration, sharp knowledge and strong networking skills, global culture.			

Module – 6 HR Consultancy	7 hours
<p>Creating Winning People Strategy; Strategy Maps; Structure, Process and Governance; HR Service Delivery Design; Consulting in Executive Search and Building a Management Team; HR Audit; HR Annual Survey; HR Systems Design; HR Process Re-engineering; Creating HPWS- High Performance Work System and Culture; Developing leadership, Succession, Empowering line managers to take on HR role, 360 degree feedback, Assessment and development Centre's, Value and culture building, Human potential utilisation, Manpower planning; Development and Improvement of performance appraisal system; talent management, Organisational restructuring, Developing heterogeneous HR policies, Managing Gen Y and Gen Z employees, Attrition control and employee retention management, Work-life balance, Executive coaching, Performance management, Employee engagement, Integration and assimilation of new recruits, Expectation management, T and D, Stress management, healthy living and building future.</p>	
Course Outcomes:	
<ol style="list-style-type: none"> 1. Gain the practical insight of various principles and practices of Consultant and Consultancy 2. Acquire knowledge of latest conceptual framework used by Consultant and Consultancy process and procedure applied in various sectors 3. Illustrate the application of Consultant and Consultancy tools and techniques in various sectors. 4. Develop a greater understanding about strategies adopted/undertaken by Consultant and Consultancy. 	



Sri Shridevi Charitable Trust (R.)
SHRIDEVI INSTITUTE OF ENGINEERING AND TECHNOLOGY
Sira Road, Tumkur - 572 106, Karnataka, India.

Phone: 0816 - 2212629 | Principal: 0816 - 2212627, 9686114899 | Telefax: 0816 - 2212628

Email: info@shrideviengineering.org, principal@shrideviengineering.org | Website: www.shrideviengineering.org

(Approved by AICTE, New Delhi, Recognised by Govt. of Karnataka and Affiliated to Visvesvaraya Technological University, Belagavi)

ESTD: 2002



**COURSE CONTENT AND OUTCOMES OF MASTER OF
BUSINESS ADMINISTRATION
(EFFECTIVE FROM ACADEMIC YEAR 2018-19)**



I SEMESTER MANAGEMENT AND ORGANISATIONAL BEHAVIOR

Semester	I	CIE Marks	40
Course Code	18MBA11	SEE Marks	60
Teaching Hours / week (L:T:P)	4-0-0	Exam Hours	03
Credits : 04			

COURSE OBJECTIVES:

1. To make students understand fundamental concepts and principles of management, including the basic roles, skills, and functions of management
2. To make students knowledgeable of historical development, theoretical aspects and practice applications of managerial process
3. To understand the basic concepts and theories underlying individual behavior besides developing better insights into one's own self.
4. To make students aware of Individual behavior in groups, dynamics of groups, team building and interpersonal effectiveness besides developing a better awareness of how they can be better facilitators for building effective teams as leaders themselves

PART A - PRINCIPLES OF MANAGEMENT

Unit 1:

Introduction: Management: Introduction, Definition of management, Nature, Purpose and Functions, Levels and types of managers, managerial roles, skills for managers, evolution of management thought, Fayol's fourteen principles of management, Recent trends in management.

Unit 2:

Planning and Organizing:

Planning: Meaning, Nature of Planning, Planning Process, Objectives, MBO, Strategies, level of strategies, policies, methods and programs, Planning Premises, Decision-making, Process of decision-making, Types of decisions, Techniques in decision-making.

Organizing: Organization structure, Formal and informal organizations, Functional, divisional, geographical, customer based and matrix organizations, team based structures, virtual organizations, boundary less organizations. Principles of organizations-chain of command, span of control, delegation, decentralization, and empowerment.

Case Study: Principles of Management, Cengagelearning , William , Manjunath , Sandhya

Unit 3:

Controlling: Meaning, importance of controlling, controlling process, types of control, factors influencing control effectiveness.

PART B - ORGANIZATIONAL BEHAVIOUR

Unit 4:

Introduction: Organizational Behaviour: Introduction, definition, fundamental principles of OB, contributing disciplines, challenges and opportunities. Evolution & Organizational Behavior in India.

Case study: Organizational Behavior by Steven L McShane, Mary Ann Von Glinow and Radha R Sharma, TaTa McGraw Hill companies, Fourth Edition, Pg-6.

Unit 5:

Foundations of Individual Behaviour : Individual behaviour: Foundations of individual behaviour. Ability: Intellectual abilities, Physical ability, the role of disabilities.

Personality: Meaning, formation, determinants, traits of personality, big five and MBTI, personality attributes influencing OB.

Perception: Meaning, Process of perception, factors influencing perception, link between perception and individual decision-making.

Attitude: Meaning, Formation, components of attitudes, relation between attitude and behaviour.

Unit 6:

Motivation: Meaning, theories of motivation-needs theory, two factor theory, Theory X and Y, application of motivational theories.

Leadership: Meaning, styles of leadership, leadership theories, trait theory, behavioural theories, managerial grid, situational theories.

Case Study: "Nuts and Bolts", Principles of Management, Cengagelearning , William , Manjunath , Sandhya Page no 531-532.

studied in Unit 2 and justifying why such structures are chosen by those organizations.

- Preparing the leadership profiles of any 5 business leaders and studying their leadership qualities and behaviors with respects to the trait, behavioural and contingency theories studied.
- Identifying any five job profiles and listing the various types, abilities required for those jobs and also the personality traits/attributes required for the jobs identified.

Note: Faculty can either identify the organizations/ leaders/job profile or students can be allowed to choose the same.

COURSE OUTCOMES:

1. Comprehend & correlate all the management functions which are happening around with fundamental concepts and principles of management.
2. Understand the overview of management, theory of management and practical applications of the same.
3. Effectively use their skills for self-grooming, working in groups and to achieve organizational goals.
4. Demonstrate their acumen in applying managerial and behavioral concept in real world/situation.
5. Understand and demonstrate their exposure on recent trends in management.

MANAGERIAL ECONOMICS

Semester	I	CIE Marks	40
Course Code	18MBA12	SEE Marks	60
Teaching Hours / week (L:T:P)	4-0-0	Exam Hours	: 03
Credits : 04			

Course Objectives:

1. To introduce the fundamentals, tools and theories of managerial economics.
2. To provide an understanding of the application of Economics in Business.
3. To learn the basic economic concepts.
4. To have an understanding of Demand, Production, Cost, Profit and Market competitions with reference to a firm and industry.

Introduction to Economics

Unit 1:

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

Fundamental Concepts of Managerial Economic

Unit 2:

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

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

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

Demand analysis

Unit 3:

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

Cost Analysis & Production analysis

Unit 4:

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

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

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

Market structure and pricing practices

Unit 5:

Perfect Competition, Features, Determination of price under perfect competition, Monopoly: Features, Pricing under monopoly, Price Discrimination. Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation. Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership.

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

Case Study: David Fights Goliath: The Nirma Story.

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

Unit 6: Profits

Profits: Determinants of Short-Term & Long Term Profits, Measurement of Profit.

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

COURSE OUTCOMES:

1. The student will understand the application of Economic Principles in Management decision making.
2. The student will learn the micro economic concepts and apply them for effective functioning of a Firm and Industry.
3. The Student will be able to understand, assess and forecast Demand.
4. The student will apply the concepts of production and cost for optimization of production.

5. The student will design Competitive strategies like pricing, product differentiation etc. and marketing according to the market structure.
6. The student will be able to identify, assess profits and apply BEP for decision making.

ACCOUNTING FOR MANAGERS

Semester	I	CIE Marks	40
Course Code	18MBA13	SEE Marks	60
Teaching Hours / week (L:T:P)	4-0-0	Exam Hours	03
Credits : 04			

Course Objectives:

1. Explain fundamental accounting concepts, the elements of financial statements, and basic accounting vocabulary.
2. Explain and use the accounting equation in basic financial analysis and explain how the equation is related to the financial statements.
3. Prepare basic entries for business transactions and present the data in an accurate and meaningful manner.
4. Prepare basic financial statements and explain the articulation between the basic statements.
5. To analyze a company's financial statements and come to a reasoned conclusion about the financial situation of the company.

Unit 1:

Introduction to Accounting: Need and Types of Accounting, Users of Accounting, concepts and conventions of Accounting, Relation of Accounting with other disciplines, Capital and Revenue Expenditure and Receipt, Accounting Equation.

Case study: Problem on Accounting Equation .

Unit 2:

Preparation of books of Accounts: Journals, ledgers 3 column cash book and trial balance, Depreciation- Straight line and Written down Value Methods.

Case Study on Change of Method of Depreciation.

Unit 3:

Preparation of Financial Statements: Preparation of final accounts of sole traders in horizontal form, Preparation of final accounts of companies in vertical form as per Companies Act of 2013 (Basic problems of Final Accounts), Window dressing.

Case Study problem on Final Accounts of Company and Firm.

Unit 4:

Analysis of Financial Statements: Ratio Analysis, Preparation of financial statements using ratios, Preparation of Cash flow Statement (only indirect method).

Case Study on Ratio analysis.

Unit 5:

Emerging issues in Accounting: Human Resource Accounting, Forensic Accounting, Sustainability Reporting. Accounting Standards and IFRS: Nature and significance.

Unit 6:

Fundamentals of Taxation: Basic concepts of Direct & Indirect Tax. Heads of Income, Deductions u/s 80C, Rate of Income Tax of current assessment Year for Individuals only (only theory) .

COURSE OUTCOME:

1. Demonstrate theoretical knowledge and its application in real time accounting.
2. Demonstrate knowledge regarding accounting principles and its application.
3. Capable of preparing financial statement of sole trading concerns and companies.
4. Independently undertake financial statement analysis and take decisions.
5. Comprehend emerging trends in accounting and taxation.

BUSINESS STATISTICS & ANALYTICS

Semester	I	CIE Marks	40
Course Code	18MBA14	SEE Marks	60
Teaching Hours / week (L:T:P)	4-0-0	Exam Hours	03
Credits : 04			

Course Objectives:

1. To make the students learn about the applications of statistical tools and techniques in decision making.
2. To emphasize the need for statistics and decision models in solving business problems.
3. To enhance the knowledge on descriptive and inferential statistics.
4. To familiarize the students with analytical package MS Excel.
5. To develop analytical skills in students in order to comprehend and practice data analysis at different levels.

Unit 1:

Introduction to Statistics: Meaning and Definition, functions, scope and limitations, Collection and presentation of data, frequency distribution, measures of central tendency - Mean, Median, Mode, Geometric mean, Harmonic mean.

Measures of dispersion: Range – Quartile Deviation – Mean Deviation - Standard Deviation – Variance-Coefficient of Variance - Comparison of various measures of Dispersion.

Unit 2:

Correlation and Regression: Scatter Diagram, Karl Pearson correlation, Spearman's Rank correlation(one way table only), simple and multiple regression(problems on simple regression only).

Unit 3:

Probability Distribution: Concept and definition - Rules of probability – Random variables – Concept of probability distribution – Theoretical probability distributions: Binomial, Poisson, Normal and Exponential – Baye's theorem (No derivation) (Problems only on Binomial, Poisson and Normal).

Unit 4:

Time Series Analysis: Introduction - Objectives Of Studying Time Series Analysis - Variations In Time Series - Methods Of Estimating Trend: Freehand Method - Moving Average Method - Semi-Average Method -

Least Square Method. Methods of Estimating Seasonal Index: Method Of Simple Averages - Ratio To Trend Method - Ratio To Moving Average Method.

Unit 5:

Linear Programming: structure, advantages, disadvantages, formulation of LPP, solution using Graphical method. Transportation problem: basic feasible solution using NWCM, LCM, and VAM unbalanced, restricted and maximization problems.

Unit 6:

Project Management: Introduction – Basic difference between PERT & CPM – Network components and precedence relationships – Critical path analysis – Project scheduling – Project time-cost trade off – Resource allocation, Concept of project crashing.

PRACTICAL COMPONENT :(Student-Centered Learning)

- Students are expected to have a basic excel classes.
- Students should be able to relate the concepts which can highly enhance an application scenario in your profession.
- Student should demonstrate the application of the techniques covered in this course.

COURSE OUTCOMES:

1. Facilitate objective solutions in business decision making under subjective conditions.
2. Demonstrate different statistical techniques in business/real-life situations.
3. Understand the importance of probability in decision making.
4. Understand the need and application of analytics.
5. Understand and apply various data analysis functions for business problems.

MARKETING MANAGEMENT

Semester	I	CIE Marks	40
Course Code	18MBA15	SEE Marks	60
Teaching Hours / week (L:T:P)	4-0-0	Exam Hours	03
Credits : 04			

Course Objectives:

1. Make students have an understanding of the fundamental concepts of marketing & the environment in which marketing system operates.
2. To analyze the motives influencing buying behaviour & Describe major bases for segment marketing, target marketing, and market positioning.
3. Identify a Conceptual framework, covering basic elements of the marketing mix.
4. To understand fundamental premise underlying market driven strategies.

Unit 1:

Introduction to Marketing: Introduction, Definitions of market and marketing, Selling Vs marketing, The Exchange Process, Elements of Marketing Concept, Functions of Marketing, Old Concept or Product-oriented Concept, New or Modern or Customer-oriented Concept, Marketing Myopia, Marketing Environment analysis, (Micro and Macro), Marketing in the 21st century opportunities, challenges & Ethics.

Unit 2 :

Buyer Behavior Analysis: Meaning and Characteristics, Importance, Factors Influencing Consumer Behaviour, Consumer Purchase Decision Process, Buying Roles, Buying Motives. The black box model of consumer behaviour. B2B marketing Vs Consumer Marketing.

Case Study on “ Barista Lavazza”, Marketing Management, Arun Kumar & Meenakshi N, 2/e, Vikas, 2012.Pg 33-34.

Unit 3 :

Market Segmentation, Targeting & Positioning (STP): Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies. Targeting - Bases for identifying target Customer target Marketing strategies, Positioning - Meaning, Product Differentiation Strategies, Tasks involved in Positioning. Branding - Concept of Branding, Types, Brand Equity, Branding strategies.

Case Study on “ Marketing of Tata’s Nano in India ”, Marketing in India: Text and Cases- Neelamegham S, 4/e, Vikas. Pg 335-354.

Unit 4:

Managing the Product: Concept, product hierarchy, product line, product mix, product mix strategies, Product life cycle and its strategies, New Product Development, packing as a marketing tool, Role of labeling in packing. Services Marketing & its Characteristics.

Case Study on “ American Express ”, Marketing Management: A South Asian Perspective–Kotler, Keller, Koshy & Jha, 14/e, Pearson Education, 2012. Pg 257-259.

Unit-5:

Pricing decisions: Significance of pricing, factor influencing pricing (Internal factor and External factor), objectives, Pricing Strategies-Value based, Cost based, Market based, Competitor based, Pricing Procedure.

Marketing Channels: Meaning, Purpose, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System, Network Marketing.

Unit 6:

Promotion Strategy: Integrated Marketing Communications (IMC)-communication objectives, steps in developing effective communication, Stages in designing message. Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Traditional Vs Modern Media- Online and Mobile Advertising, Social Media for Advertising.

Sales Promotion: Tools and Techniques of sales promotion, Push-pull strategies of promotion. Personal selling: Steps/process involved in Personal Selling. Publicity/Public Relation-word of mouth, sponsorships. Database marketing: Basic concepts of e-commerce, e-marketing, m-Commerce, m-marketing, e-networking, CRM, MkIS.

Marketing Planning: Meaning, Steps involved in Marketing planning. Marketing Audit- Meaning, components of Marketing Audit. Marketing Strategic Planning Process.

Case Study on “ Facebook ”, Marketing Management: A South Asian Perspective–Kotler, Keller, Koshy & Jha, 14/e, Pearson Education, 2012. Pg 503-504.

COURSE OUTCOME:

1. Develop an ability to assess the impact of the environment on marketing function.
2. To formulate marketing strategies that incorporate psychological and sociological factors which influence buying.
3. Explain how companies identify attractive market segments, differentiate and position their products for maximum competitive advantage in the market place.
4. Build marketing strategies based on product, price, place and promotion objectives.
5. Synthesize ideas into a viable marketing plan.

MANAGERIAL COMMUNICATION

Semester	I	CIE Marks	40
Course Code	18MBA16	SEE Marks	60
Teaching Hours / week (L:T:P)	4-0-0	Exam Hours	03
Credits : 04			

Course Objective:

1. To enable the students to become aware of their communication skills and sensitize them to their potential to become successful managers.
2. To enable learners with the mechanics of writing and also help them to draft business letters in English precisely and effectively.
3. To introduce the students to some of the practices in managerial communication those are in vogue.
4. To prepare students to develop the art of business communication with emphasis on analysing business situations.
5. To train Students towards drafting business proposals.

Unit 1:

Introduction: Meaning & Definition, Role, Classification – Purpose of communication – Communication Process – Characteristics of successful communication – Importance of communication in management – Communication structure in organization – Communication in conflict resolution – Communication in crisis. Communication and negotiation –Communication in a cross-cultural setting.

Unit 2:

Oral Communication: Meaning – Principles of successful oral communication – Barriers to communication – Conversation control –Reflection and Empathy: two sides of effective oral communication. Modes of Oral Communication – Listening as a Communication Skill, Non-verbal communication.

Unit 3:

Written Communication: Purpose of writing – Clarity in writing – Principles of effective writing – Approaching the writing process systematically: The 3X3 writing process for business communication: Pre writing – Writing – Revising – Specific writing features – Coherence – Electronic writing process.

Unit 4:

Business Letters and Reports: Introduction to business letters – Types of Business Letters – Writing routine and persuasive letters – Positive and Negative messages Writing Reports: Purpose, Kinds and Objectives of reports – Organization & Preparing reports, short and long reports Writing

Proposals: Structure & preparation – Writing memos Media Management:
The press release – Press conference – Media interviews

Group Communication: Meetings – Planning meetings – objectives – participants – timing – venue of meetings.

Meeting Documentation: Notice, Agenda, and Resolution & Minutes

Unit 5:

Presentation skills: What is a presentation – Elements of presentation – Designing & Delivering Business Presentations – Advanced Visual Support for managers.

Case Methods of learning: Understanding the case method of learning.

Negotiation skills: What is negotiation – Nature and need for negotiation – Factors affecting negotiation – Stages of negotiation process – Negotiation strategies.

Unit 6:

Employment communication: Introduction – Composing Application Messages – Writing CVs – Group discussions – Interview skills

Impact of Technological Advancement on Business Communication – Technology-enabled Communication – Communication networks – Intranet – Internet – E-mails – SMS – teleconferencing – videoconferencing.

Note: Course Instructors are free to set their own cases or use cases from Harvard /Case centre.

COURSE OUTCOMES:

1. The students will be aware of their communication skills and know their potential to become successful managers.
2. The students will get enabled with the mechanics of writing and can compose the business letters in English precisely and effectively.
3. The students will be introduced to the managerial communication practices in business those are in vogue.
4. Students will get trained in the art of business communication with emphasis on analysing business situations.
5. Students will get exposure in drafting business proposals to meet the challenges of competitive environment.

II SEMESTER

HUMAN RESOURCE MANAGEMENT

Semester	II	CIE Marks	40
Course Code	18MBA21	SEE Marks	60
Teaching Hours / week (L:T:P)	4-0-0	Exam Hours	03
Credits : 04			

COURSE OBJECTIVES:

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

Unit 1:

Human Resource Management: Introduction, meaning, nature, scope of HRM - Importance and Evolution of the concept of HRM - Major functions of HRM - Principles of HRM.

Case Study on “Enterprise Builds on People”, Human Resource Management, Angelo S Denis / Ricky W Griffin / Anita Sarkar, Cengage Learning, Page 22-23.

Unit 2:

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:

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

Selection: Definition and Process of Selection.

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

Case Study on “Jayram’s Dilemma”, Human Resource Management, Angelo S Denis / Ricky W Griffin / Anita Sarkar, Cengage Learning, Page 123.

Unit 4:

Training and development: Training v/s development, Systematic Approach to Training, Training Methods; on the job and off the job.

Case Study on “Training Program at ABC Cement”, Human Resource Management, Angelo S Denis / Ricky W Griffin / Anita Sarkar, Cengage Learning, Page 140.

Unit 5:

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

Employee Turnover & Employee Retention: Meaning, Strategies to manage employee turnover, Employee retention strategies.

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

Unit 6:

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

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

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

COURSE OUTCOME:

1. Understanding of HRM functions, principles, Job analysis that facilitates students to design a job description and job specification for various levels of employees.
2. Synthesize knowledge on effectiveness of recruitment process, sources & understanding of systematic selection procedure.
3. Identify the various training methods and design a training program.
4. Understand the concept of performance appraisal process in an organization.
5. List out the regulations governing employee benefit practices.

FINANCIAL MANAGEMENT

Semester	II	CIE Marks	40
Course Code	18MBA22	SEE Marks	60
Teaching Hours / week (L:T:P)	4-0-0	Exam Hours	03
Credits : 04			

Course Objectives:

1. To familiarize the students with basic concepts of financial management and financial system.
2. To understand concept of time value of money and its uses.
3. To evaluate the investment proposals.
4. To analyze capital structure and dividend decision.
5. To understand the management of working capital in an organization.

Unit 1:

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

Emerging Issues in financial management: Risk management, Behavioral finance and financial engineering.

Introduction to Financial System. Financial markets, Financial Instruments, Financial institutions and financial services. Introduction to derivatives.

Unit 2:

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. (Theory & Problem).

Case Study on Loan amortization.

Unit 3:

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

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

Case Study on WACC.

Unit 4:

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 (Theory & Problem). Capital rationing; Risk analysis in capital budgeting (Theory only).

Case Study on replacement of capital project.

Unit 5:

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).

Case study on Working Capital Determination.

Unit 6:

Capital structure and dividend decisions – Planning the capital structure. (No capital structure theories to be covered) Leverages, EBIT and EPS analysis. ROI & ROE analysis. Capital structure policy. Dividend policy – Factors affecting the dividend policy - Dividend Policies- Stable Dividend, Stable Payout (No dividend theories to be covered).

Case Study on EBIT-EPS analysis & Leverages.

COURSE OUTCOME:

1. Understand the basic financial concepts.
2. Apply time value of money.
3. Evaluate the investment decisions.
4. Analyze the capital structure and dividend decisions.
5. Estimate working capital requirements.

RESEARCH METHODOLOGY

Semester	II	CIE Marks	40
Course Code	18MBA23	SEE Marks	60
Teaching Hours / week (L:T:P)	4-0-0	Exam Hours	03
Credits : 04			

Course Objectives:

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

Unit 1:

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.

Case Study 1: Business Research Methods: S.N.Murthy & U.Bhojanna. Excel Books-page 458.

Unit 2:

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.

Case Study 2: Business Research Methods: S.N.Murthy & U.Bhojanna. Excel Books-page 455.

Unit 3:

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.

Case Study 3: Business Research Methods: S.N.Murthy & U.Bhojanna. Excel Books-page 461.

Unit 4:

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.

Case Study 4: Business Research Methods: S.N.Murthy & U.Bhojanna. Excel Books-page 457.

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.

Case Study 5: Business Research Methods: S.N.Murthy & U.Bhojanna. Excel Books-page 452 & 463.

Unit 5:

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- ANOVA-one-way and two-way classification (theory only).

Case Study 6: Business Research Methods: S.N.Murthy & U.Bhojanna. Excel Books-page 301.

Unit 6:

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.

Case Study 7: Business Research Methods: S.N.Murthy & U.Bhojanna. Excel Books-page 470

COURSE OUTCOME:

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

STRATEGIC MANAGEMENT

Semester	II	CIE Marks	40
Course Code	18MBA25	SEE Marks	60
Teaching Hours / week (L:T:P)	4-0-0	Exam Hours	03
Credits : 04			

Course Objectives:

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

Unit 1:

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

Minicase Presentation and Discussion: Business model of Amul and KMF , Suggested questions for case presentation: a. Discuss competitive strategy of Amul b. what are the difference between Amul business model and KMF.

Unit 2:

Strategy Formulation- Understand strategic management process business definition & Organization values that build mission statement. Describe strategic vision, mission, goals, long term objectives, short term objectives and discuss their value to the strategic management process. Balanced Score card.

Minicase Presentation and Discussion: Shanghai GM , Suggested questions for case presentation: a. Introducing China's auto industry, including opportunities & threats b. Why joint venture with SAIC? c. What makes Shanghai GM successful? d. Lessons learnt to other Western MNEs.

Unit 3:

Analyzing a Company' s External Environment – The Strategically relevant components of a Company's External Environment – Industry Analysis - what factors are driving industry change and its impact - Porter's dominant economic feature - Competitive Environment Analysis - Porter's Five Forces model – Key Success Factors concept and implementation.

Mini-Case Presentations and Discussions: Jet Blue Airlines Suggested topics for case presentation and discussion: a. Analyzing the general (national/global) environment b. Assessing five forces of the industry c. Identifying opportunities & threats of the industry d. Jet Blue's capability analysis.

Unit 4:

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

Minicase presentation and discussion: Wal-Mart Stores Inc. Suggested topics for case presentation and discussion: a. what competitive strategy does the firm use? Why? b. How does the firm achieve competitive advantages via four-building blocks (quality, innovation, efficiency and customer responsiveness)? c. Any evidence or efforts about value-chain activities? d. Recommendations?

Unit:5

Business planning in different environment - Entrepreneurial level Business planning – Multistage wealth creation model for entrepreneurs – Planning for large and diversified companies – brief overview of Innovation, integration, Diversification, Turnaround Strategic – GE nine cell planning grid and BCG matrix.

Minicase Presentation and Discussion: Siemens's Global Development Strategy Suggested topics for presentation and discussion: 1. Why does Siemens need global coordination and integration? 2. How did Siemens coordinate and orchestrate project development and operations dispersed in various regions? 3. Do you think that different foreign subsidiaries should vary in their autonomy and corporate support, why and how? 4. Takeaway lessons and your recommendations.

Unit:6 Strategy Implementation

Organizational design, structures and controls. Importance of integrating strategy implementation and strategy formulation. Organizational structures used to implement different business level strategies. Organizational structures used to implement different corporate level strategy. How corporate culture promotes implementation of strategy, types of control systems.

Minicase presentation and discussion: Infosys Pvt Ltd. Suggested topics for case presentation and discussion: a. Discuss strategy formulation and implementation of recent year.

COURSE OUTCOME:

1. Students should get clear idea about the concept of Strategic Management, its relevance, Characteristics, process nature and purpose.
2. Student to acquire an understanding of how firms successfully institutionalize a strategy and create an organizational structure for domestic and overseas operations and gain competitive advantage.
3. To give the students an insight on strategy at different levels of an organization to gain competitive advantage.
4. To help students understand the strategic drive in multinational firms and their decisions in different markets.
5. To enable the students to gain knowledge of strategy implementation and the control measures for effective decision-making.

ENTREPRENEURSHIP DEVELOPMENT

Semester	II	CIE Marks	40
Course Code	18MBA26	SEE Marks	60
Teaching Hours / week (L:T:P)	4-0-0	Exam Hours	03
Credits : 04			

Course Objectives:

1. To develop and strengthen entrepreneurial quality and motivation in students.
2. To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.
3. To provide insights to students on entrepreneurship opportunities, sources of funding and institutions supporting entrepreneurs.
4. To understand the contribution of the entrepreneurs towards Rural, Society and Socio Economic Development of the country.

Unit 1:

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:

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:

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:

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:

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:

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-need and problems of rural entrepreneurship - challenges and opportunities-Role of government. Make in India, Smart India, Digitalized India.

Case studies in Entrepreneurship Development..

COURSE OUTCOMES:

1. Display keen interest and orientation towards entrepreneurship, entrepreneurial opportunities in order to setup a business.
2. As an entrepreneur learn to think creatively and understand the components in developing a Business plan.
3. Become aware about various sources of funding and institutions supporting entrepreneurs.
4. Gain consciousness towards social entrepreneurship and rural entrepreneurship opportunities.

MARKETING SPECIALISATION
III SEMESTER
CONSUMER BEHAVIOR

Semester	III	CIE Marks	40
Course Code	18MBAMM301	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	03
Credits : 04			

Course Objectives:

1. To understand the concept of consumer behaviour, decision making by consumers, behavioural variables and its influences on consumer behaviour.
2. To comprehend the social and cultural dimensions of consumer behaviour.
3. To provide an insight of the psychological and behavioural concepts of consumers.

Unit 1:

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

Unit 2:

Models of Consumer Behaviour: Input-Process-Output Model, Nicosia Model, Howard Sheth Model, Engel-Kollat-Blackwell Models of Consumer Behaviour, Internal Influences, External Influences.

Consumer Decision Making: Consumer Buying Decision Process, Levels of Consumer Decision Making – Four views of consumer decision making. On-line Decision Making: Meaning & Process/Stages.

Situational Influences- Nature of Situational Influence, Situational Characteristics and consumption behaviour.

Part 1

Unit 3:

Individual Influences on Consumer Behaviour and CRM

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.

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, Brand Personality, Self and Self-Image.



C) Perception: Basics of Perception & Marketing implications, Elements of Perception, Dynamics of Perception, Influence of perception on CB, Consumer Imagery, Perceived price, Perceived quality, price/quality relationship, Perceived Risk, Types of risk, How to consumers' handle risk.

Part 2

Unit 4:

Individual Influences on Consumer Behaviour

A) Learning: Elements of Consumer Learning, Marketing Applications of Behavioural Learning Theories, Classical Conditioning – Pavlovian Model, Neo-Pavlovian Model, Instrumental Conditioning.

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

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

Unit 5:

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: 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 Culture - Cross-cultural consumer analysis - 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, Dynamics of husband-wife decision making, The family life cycle & marketing strategy, Traditional family life cycle & marketing implications, Reference Groups: Understanding the power & benefits of reference groups, Factors that affect reference group influence, Types of reference group, Reference Group Appeals.

Unit 6:

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, Adoption Process: Stages, categories of adopters, Post Purchase Processes.

Customer Relationship Management- Meaning & Significance of CRM, Types of CRM Strategies for building relationship marketing, e-CRM, Meaning, Importance of e-CRM, Difference Between CRM & e-CRM.

COURSE OUTCOMES:

The student should be able to:

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

RETAIL MANAGEMENT

Semester	III	CIE Marks	40
Course Code	18MBAMM302	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	03
Credits : 04			

Course Objectives:

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

Unit 1:

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

Unit 2:

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

Unit 3:

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:

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:

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:

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 .

. COURSE OUTCOMES:

The student should be able to:

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

SERVICES MARKETING

Semester	III	CIE Marks	40
Course Code	18MBAMM303	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	03
Credits : 04			

Course Objectives:

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

Unit 1:

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:

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:

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:

Employee role in service designing: Boundary spanning roles, Emotional labour, Source of conflict, Quality- productivity trade off, Strategies for closing GAP3.

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:

Role of marketing communication- Key reasons for GAP 4 involving communication, four categories of strategies to match service promises with delivery.

Pricing of services- Role of price and value in provider GAP 4, Role of non-monitory cost, Price as an indicator of service quality –Approaches to pricing services, pricing strategies.

Unit 6:

Physical evidence in services: Importance of Physical Evidence, Elements of Physical Evidence, Physical Evidence Strategies, Guidelines for Physical Evidence.

Service scapes: Types of service scapes-Objective and Goals of services capes Role of services capes, Approaches for understanding service scapes effects, Frame work for understanding services capes & its effect on behaviour-Guidance for physical evidence strategies.

COURSE OUTCOMES:

The student should be able to:

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

MARKETING RESEARCH & ANALYTICS

Semester	III	CIE Marks	40
Course Code	18MBAMM304	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	03
Credits : 04			

Course Objectives:

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

UNIT 1:

Marketing Research Dynamics- Introduction, Meaning of Marketing research, when marketing research is unnecessary, Nature and Scope of Marketing Research, Marketing Research in the 21st Century (Indian Scenario), limitations of Marketing Research, threats to marketing research. Introduction to marketing intelligence: what is marketing intelligence (MI), components, need for MI, Domains of MI. Ethics in marketing research.

UNIT 2:

Marketing Research and MIS: Marketing Information System, Importance, Relevance of MkIS, Marketing Research (MR) and MkIS, The marketing information systems and its subsystems, four components: user interfaces, application software, databases, and system support. Advantages & disadvantages of marketing information systems. Internal reporting systems.

UNIT 3:

Decision Support System & Big Data: Marketing Decision Support System-meaning, Use of Decision Support Systems in Marketing Research, Data base & Data warehousing. The three Vs: Volume, Velocity & Variety, The Fourth V: Value. Elements of data base, types of data base, using marketing data base for marketing intelligence, ways to gather consumer data, Data Mining, benefits of data mining, Big Data Analysis, Descriptive Analysis, Prescriptive Analysis, Key challenges of Big Data Integration.

UNIT 4:

Applications of Marketing Research: Introduction, Consumer Market Research, Business-to-Business Market Research, Product Research, Pricing Research, Motivational Research, Distribution Research, Advertising Research, Media research, Sales Analysis and Forecasting.

UNIT 5:

Predictive analysis: Meaning of predictive analysis, how good are models at predictive behavior, benefits of predictive models, and applications of predictive analysis, reaping the benefits, avoiding the pitfalls, Importance of Predictive model, Process of predictive analytics.

UNIT 6:

Predictive analytical process: Project initiation, project requirements, Model building and business evaluation, duration of a predictive analytics project.

Building a predictive model: Exploring the data landscape, Sampling and shaping the development sample, data preparation, creating derived data, understanding the data, data reduction, data transformation, modeling, validation, selling models into business.

COURSE OUTCOMES:

The student should be able to:

1. Comprehend the objectives of Market research & its application in solving marketing problems.
2. Appreciate the use of different data collection methods, sampling design techniques, measurement methods to analyze the data.
3. Generalize and interpret the data with the help of various measurement techniques.
4. To understand the emergence of new trends in research.

BUSINESS MARKETING

Semester	III	CIE Marks	40
Course Code	18MBAMM305	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	03
Credits : 04			

Objectives:

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

Unit 1:

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:

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. The Webster & Wind model of Organizational Buying Behaviour, Ethics in Purchasing. Business Marketing Research: Differences between B2C & B2B Marketing Research, Marketing Research Process, Research Methods.

Unit 3:

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:

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:

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:

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.

COURSE OUTCOMES:

Student should be able to

1. Describe the nature of business markets and the related concepts.
2. Familiarize the business buying behaviour of industrial customers.
3. Analyze business situations in the context of buyer-seller relationships.
4. Apply concepts of pricing strategies for industrial goods
5. To evaluate the significance of E –Commerce in Business Marketing.

SUPPLY CHAIN MANAGEMENT

Semester	III	CIE Marks	40
Course Code	18MBAMM306	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	03
Credits : 04			

Objectives:

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

Unit 1:

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

Unit 2:

Designing the supply chain network: Designing the distribution network, role of distribution, factors influencing distribution, design options, distribution networks in practice, network design in the supply chain, factors affecting the network design decisions. Designing and Planning Transportation Networks, role of transportation, modes, design options, tailored transportation.

Unit 3:

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.

Unit 4:

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

Unit 5:

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

Unit6:

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.

COURSE OUTCOMES:

The student should be able to:

1. Demonstrate knowledge of the functions of logistics and supply chain management.
2. To relate concepts and activities of the supply chain to actual organizations.
3. Highlight the role of technology in logistics and supply chain management.
4. Evaluate cases for effective supply chain management and its implementation.

SEMESTER III (FINANCE SPECIALISATION) BANKING & FINANCIAL SERVICES

Semester	III	CIE Marks	40
Course Code	18MBAFM301	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	03
Credits : 04			

Course Objectives:

1. To understand the structure and functions of central and Commercial banking in India.
2. To learn the functions of various financial services in India.

Unit 1:

Structure of Banking in India: Functions of RBI, structure and functions of commercial banks. Monetary system, Sources of funds, Quantitative and qualitative measures of credit control. Banking sector reforms, Bank performance analysis and Future of Banking. (Theory)

Unit 2:

Commercial banking: Structure, Functions - Primary & secondary function, Role of commercial banks in socio economic development, Services rendered. 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. (Theory)

Unit 3:

Merchant Banking: Categories, Services offered, Issue management – Post and Pre issue management, Issue pricing, preparation of prospectus, Issue Management, Underwriting, Private Placement, Book Building Vs Fixed price issues. (Theory)

Unit 4:

NBFCs an Overview -Types of NBFCs in India. Regulatory framework. Micro finance-Models, services, challenges. Leasing & Hire Purchase: Concept, Types, Evaluation. Problems in Evaluation of Leasing & Hire Purchase. (Theory& Problems)

Unit 5:

Credit rating: Meaning, process of credit rating, rating methodology, rating agencies and symbols.

Venture capital: concept, features, process. Stages, Performance of Venture capital funded companies in India. (Theory)

Unit 6

Mutual Funds: Structure, Functions, Types of Funds, Performance of Mutual Funds, Regulations. Depository system: objectives, activities, NSDL& CDSL. The process of clearing and settlement. Factoring & Forfeiting: Definition, functions, types. Securitization: Meaning, process, Types, Benefits. (Theory)

Question Paper: 90% Theory, 10% Problems (Leasing and hire purchase).

COURSE OUTCOME:

1. The Student will be acquainted to various Banking and Non-Banking financial services in India.
2. The Student will understand the activities of Merchant Banking and credit rating.
3. The Student will be equipped to understand micro financing and other financial services in India.
4. The Student will understand how to evaluate and compare leasing & hire purchase.

INVESTMENT MANAGEMENT

Semester	III	CIE Marks	40
Course Code	18MBAFM302	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	03
Credits : 04			

Course Objectives:

1. To understand the capital market and various instruments for investment.
2. To learn valuation of equity, debt and mutual funds.
3. To learn the theories of portfolio management.

Unit 1:

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

Securities Market: Primary Market, Secondary Market. Stock Market Indicators- Types of stock market Indices, Indices of Indian Stock Exchanges (only Theory).

Unit 2:

Risk and Return Concepts: Concept of Risk, Types of Risk- Systematic risk, Unsystematic risk, Calculation of Risk and returns individual security, Portfolio Risk and Return (Theory & Problems).

Unit 3:

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

Unit 4:

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

Unit 5:

Modern Portfolio Theory: Markowitz Model, Sharpe's single index model, Capital Asset pricing model: Basic Assumptions, CAPM Equation, Security Market line, Extension of Capital Asset pricing Model - Capital market line, SML VS CML. Arbitrage Pricing Theory: Arbitrage, Equation, Assumption, Equilibrium, APT AND CAPM. (Theory & Problems).

Unit 6:

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

Portfolio Management Strategies: Active and Passive Portfolio Management strategy. Portfolio Revision: Portfolio Revision Strategies – Objectives, Performance plans.

Portfolio performance Evaluation: Holding period returns, Measures of portfolio performance. (Theory & Problems).

COURSE OUTCOMES:

1. The student will understand the capital market and various Instruments for Investment.
2. The learner will be able to assess the risk and return associated with investments and methods to value securities.
3. The student will be able to analyse the Economy, Industry and Company framework for Investment Management.
4. The student will learn the theories of Portfolio management and also the tools and techniques for efficient portfolio management.

DIRECT TAXATION

Semester	III	CIE Marks	40
Course Code	18MBAFM303	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	03
Credits : 04			

Course Objectives:

1. To provide the students with a comprehensive understanding of basic concepts of Income tax
2. To understand the computation of taxable Income under different heads.
3. To know the deductions available while computing Income.
4. To understand corporate taxation system in India

Unit 1:

Income Tax Act, 1961, Basic Concepts and definitions, Capital and revenue – receipts, expenditures, Basis of charge and scope of total income, Residential Status and Incidence of Tax, Incomes which do not form part of Total Income (Sec.10), Tax Planning, Tax Evasion and Tax Management. (Problems on residential Status of Individual assessee).

Unit 2:

Income from Salaries: Introduction, Meaning of Salary, Allowances, Valuation & Taxability of Perquisites, Death cum Retirement benefits, Deductions against Salary. Income from House Property (Theory Only). (Problems on salary Income).

Unit 3:

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:

Income under capital gain, basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain, deductions from capital gains. Income from Other Sources (Theory Only). (Problems on computation of Income from capital gain).

Unit 5:

Permissible deductions under section 80C to 80U, computation of tax liability of Individuals. Setoff and carry forward of losses (Theory only). (

Problems on Computation of taxable Income and tax liability of Individuals).

Unit 6:

Computation of taxable income of a company with special reference to MAT. (Problems on MAT).

COURSE OUTCOME:

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

1. Understand the basics of taxation and process of computing residential status.
2. Calculate taxable income under different heads.
3. Understand deductions and calculation of tax liability of Individuals.
4. Know the corporate tax system.

ADVANCED FINANCIAL MANAGEMENT

Semester	III	CIE Marks	40
Course Code	18MBAFM304	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	: 03
Credits : 04			

Course Objectives:

1. To understand the concept capital structure and capital structure theories.
2. To assess the dividend policy of the firm.
3. To be aware of the management of working capital and its financing.
4. To understand the techniques of managing different components of working capital.

Unit 1:

Capital structure decisions – capital structure & market value of a firm. Theories of capital structure – NI approach, NOI approach, Modigliani Miller approach, Traditional approach. Planning the capital structure: EBIT and EPS analysis. ROI & ROE analysis. (Theory and Problems).

Unit 2:

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. (Theory and Problems).

Unit 3:

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. (Theory).

Unit 4:

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

Unit 5:

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. (Theory and Problems)

Unit 6:

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. (Theory and Problems)

COURSE OUTCOMES:

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

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

COST MANAGEMENT

Semester	III	CIE Marks	40
Course Code	18MBAFM305	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	03
Credits : 04			

Course Objectives:

1. To understand various concepts and terminologies used in cost management
2. To explain and critically evaluate various costing methods and techniques such as marginal costing, budgetary control, standard costing, activity based costing etc.
3. To apply and analyse various costing methods and techniques mentioned above

Unit-1: Introduction to Cost Management

Meaning of cost and cost management-Cost accounting vs Cost management-Classification of costs-Methods and techniques of costing-Preparation of cost sheet (Numerical problems on cost sheet).

Unit-2: Overheads

Classification of overheads-Cost allocation and cost apportionment-Primary and secondary distribution of overheads-Simultaneous equation method (Numerical problems on both primary and secondary distribution)-Absorption of Overheads-Under and over absorption of overheads (Only theory).

Unit-3: Marginal Costing

Meaning, advantages and disadvantages of Marginal costing-Marginal cost techniques-Break Even Point (including chart), P/V Ratio and Margin of Safety-Applications of marginal costing technique (All types of numerical problems)-Differential Cost Analysis (Only theory).

Unit-4: Budgetary Control and Standard Costing:

Meaning and objectives of budgetary control-Types of budgets (Purchase budget, production budget, sales budget and master budget). (Numerical problems only on production and flexible budget). Standard Costing: Meaning of standard costing and variance analysis and its comparison with budgetary control (Numerical problems only on material and labour cost variances).

Unit-5: Activity Based Costing (ABC):

Meaning of Activity based costing and its comparison with traditional costing-Cost drivers- Unit level, batch level, product level and facility level cost-Advantages and disadvantages of ABC (Numerical problems on cost analysis under ABC).

Unit-6: Cost Audit and Reporting:

Cost Audit-Meaning, objectives and advantages-Management Audit-Meaning, objectives and Scope-Management Reporting-Objectives and types of reporting-Requisites of a good report- Segmental reporting. Cost Control-Meaning of cost control-cost control vs cost reduction- Target Costing-Meaning and its objectives-Balanced Scorecard-Meaning, objectives and features. (Question Paper:50% Theory and 50% Problems)

Question paper proportion: 40 Theory and 60 Problems

PRACTICAL COMPONENTS:

- The student can choose any product and get details about the actual cost of material, wages and other cost and prepare a cost statement.
- Standard cost of each component has to be obtained and compared with actual cost to find the variance and reasons for variance to assess efficiency of purchase, operations and production.

COURSE OUTCOMES:

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

1. Understand various cost methods and techniques with their features, merits and demerits).
2. Demonstrate the application of cost sheet, marginal costing, budgetary control techniques, Activity based costing etc. with numerical problems.
3. Analyse the results after applying various costing methods and techniques.
4. Critically evaluate all traditional and non-traditional costing methods such as absorption costing, marginal costing and activity based costing.

PROJECT APPRAISAL, PLANNING & CONTROL

Semester	III	CIE Marks	40
Course Code	18MBAFM306	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	03
Credits : 04			

Course Objectives:

1. To screen and assess project ideas.
2. To plan, appraise and evaluate implementation of a project.
3. To assess financial and social risk concerned with project implementation.
4. To understand various aspects of project management.

Unit 1:

Planning & Analysis Overview: Capital budgeting concepts, objectives and Phases, levels of decision making, Resource Allocation Framework: Key criteria for allocation of resource – elementary investment strategies. Generation and screening of project ideas: Generation of ideas – monitoring the environment – regulatory framework for projects – corporate appraisal – preliminary screening – project rating index (Theory).

Unit 2:

Market and demand analysis, Technical analysis (steps to be discussed in detail). Financial Analysis: Estimation of cost of project and means of financing – estimates of sales and production – cost of production – working capital requirement and its financing – estimates of working results – breakeven points – projected cash flow statement – projected balance sheet. Project cash flows: Appraisal criteria: Net Present Value – benefit cost ratio – internal rate of returns urgency – payback period – accounting rate of returns – investment appraisal in practice. (Theory & Problems).

Unit 3:

Types and measure of risk – simple estimation of risk – sensitivity analysis – scenario analysis – Monte Carlo simulation – Decision tree analysis – selection of projects under risk – risk analysis in practice.

Special decision situations: Choice between mutually exclusive projects of unequal life – optimal timing decision – determination of economic life – interrelationships between investment and financing aspects – inflation and capital budgeting, International Capital Budgeting. (Theory & Problems).

Unit 4:

Social Cost Benefit Analysis (SCBA): Rationale for SCBA – UNIDO

approach to SCBA – Little and Mirle approach to SCBA. Multiple projects and constraints: Constraints – methods of ranking – mathematical programming approach – linear programming model – Qualitative Analysis: Qualitative factors in capital budgeting – strategic aspects – strategic planning and financial analysis – informational asymmetry and capital budgeting – organizational considerations. (Theory & Problems).

Unit 5:

Multiple projects and constraints: Constraints – methods of ranking – mathematical programming approach – linear programming model.

Qualitative factors in capital budgeting. Judgmental, Behavioral, Strategic and Organizational Considerations. Environmental appraisal of projects: types and dimensions of a project, environmental impact assessment and environmental impact statement (Theory & Problems).

Unit 6:

Project Management: Forms of project organization – project planning – project control – human aspects of project management – prerequisites for successful project implementation. Project review and administrative aspects: Control of in-progress projects, The Post-audit, Abandonment Analysis, administrative aspects of capital budgeting, agency Problem, evaluating the capital budgeting system of an organization. (Theory).

COURSE OUTCOMES:

1. Students would learn capital budgeting and project financing.
2. Students would be quipped to appraise a project.
3. Students would learn to prepare a Business plan.
4. To understand various financial and technical aspects of project management.

SEMESTER III
(HUMAN RESOURCES SPECIALISATION)
RECRUITMENT AND SELECTION

Semester	III	CIE Marks	40
Course Code	18MBAHR301	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	03
Credits : 04			

Course Objectives:

1. To enable students to understand and apply the principles of recruitment and Selection trends in the industry.
2. To provide a conceptual and Application of Selection Procedure in the Industry.
3. To give an understanding of the components and meaning of Latest Selection Tools in the corporate sector.
4. To Enable students with testing, reference checking and appointment orders in job recruitment and selection

Unit 1:

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

Unit 2:

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:

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:

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.



Unit 5:

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.

Unit 6:

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

Reference checking: meaning, definition and purpose. Verification of character, criminal antecedents, previous work behavior and education qualifications.

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

COURSE OUTCOMES:

At the end of the course students are able to:

1. Gain the insights of various principles and practices of recruitment and selection in an industry.
2. Equip students with various selection procedure practiced in industry.
3. Develop students with latest selection tools in the corporate sector.
4. Develop students with various testing of job recruitment and selection

HR ANALYTICS

Semester	III	CIE Marks	40
Course Code	18MBAHR302	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	03
Credits : 04			

Course Objectives:

1. To introduce the student to the theory, concepts, and business application of human resources research, data, metrics, systems, analyses, and reporting.
2. To develop an understanding of the role and importance of HR analytics, and the ability to track, store, retrieve, analyse and interpret HR data to support decision making.
3. To aware the challenges human resources analytics for the competitive advantage of the organization.
4. To enable students to use applicable benchmarks/metrics to conduct research and statistical analyses related to Human Resource Management.

Unit 1:

HR Analytics in Perspective: Role of Analytics, Defining HR Analytics, HR Analytics: The Third Wave for HR value creation, HR Measurement journey in tune with HR maturity journey Understanding the organizational system (Lean) , Locating the HR challenge in the system , Valuing HR Analytics in the organizational system, Typical problems (working session)

Unit 2:

HRA Frameworks: Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards and how they are different from HR Analytics, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talentship Framework, 5 overarching components of an effective Analytics framework.

Unit 3:

Basics of HR Analytics: Basics of HR Analytics, what is Analytics, Evolution, Analytical capabilities, Analytic value chain, Analytical Model, Typical application of HR analytics.

Predictive Analytics: Steps involved in predictive analytics: Determine key performance indicator, analyse and report data, interpreting the results and predicting the future. Metrics and Regression analysis and Causation.

Unit 4:

Insight into Data Driven HRA: Typical data sources, Typical questions faced (survey), Typical data issues, Connecting HR Analytics to business benefit (case studies), Techniques for establishing questions, Building support and interest, Obtaining data, Cleaning data (exercise), Supplementing data.

Unit 5:

HR Matrics – Defining metrics, Demographics, data sources and requirements, Types of data, tying data sets together, Difficulties in obtaining data, ethics of measurement and evaluation. Human capital analytics continuum.

HR Dashboards

Statistical software used for HR analytics: MS-Excel, IBM- SPSS, IBM-AMOS, SAS, and R programming and data visualisation tools such as Tableau, Plotly, Click view and Fusion Charts.

Unit 6:

HR Scorecard

Assessing HR Program, engagement and Turnover, Finding money in Analytics, Linking HR Data to operational performance, HR Data and stock performance. Creating HR Scorecard, develop an HR measurement system, guidelines for implementing a HR Scorecard.

COURSE OUTCOMES:

The students will be able to,

1. Have an understanding of How HR function adds value and demonstrates the value in business terms
2. Measure the value of Intangibles that HR helps builds for the organization given a particular business context to facilitate decision making.
3. Convert soft factors in a people management context into measurable variables across various domains.
- 4 . Devise, conduct and analyse a study on employees or any other related to the HR context in an organization.

COMPENSATION & REWARD SYSTEM

Semester	III	CIE Marks	40
Course Code	18MBAHR303	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	03
Credits : 04			

Course Objectives

1. To know the theoretical and practical developments in the area of compensation and benefits.
2. To discuss the strategic importance of compensation for the achievement of organizational goals.
3. To understand the relationship between compensation objectives and business strategy.
4. To discuss the role of compensation in attracting, motivating, and retaining a high-quality workforce.

Unit 1:

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:

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

Unit 3:

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 Halsey Premium Bonus Plan, Halsey Weir Premium Plan, Rowan Premium Bonus Plan, Emerson Efficiency Plan, Bedeaux Point Method. Based on productivity: Taylor Differential Piece Rate Method, Merrick's Multiple Piece Rate Plan, Gantts Task & Bonus Wage Plans.

Unit 4:

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:

Performance Based Compensation System: Employee Contributions: Pay For Performance (PFP): Rewarding Desired Behaviors, Designing PFP Plans, Merit Pay/Variable Pay, Compensation of Special Groups, Compensation Strategies for Special Groups.

Incentives: Positive & negative incentives, Types of individual incentives: incentive plans for blue collar workers: individual incentive plans: based on time & based on productivity. Group incentive plans: Pristman's plan, scanlan plan, profit sharing, co-partnership, cafeteria compensation plan, ESOP. incentive plans for white collar worker: straight salary, straight commission, combination plans.

Unit 6:

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.

COURSE OUTCOMES:

The students will be able to.

1. Gain insights of various conceptual aspects of Compensation and Benefits to achieve organizational goals.
2. Determine the performance based compensation system for business excellence and solve various cases.
3. Designing the compensation strategies for attraction, motivation and retaining high quality workforce.
4. Understand the Legal & Administrative Issues in global compensation to prepare compensation plan, CTC, wage survey and calculate various bonus.

LEARNING AND DEVELOPMENT

Semester	III	CIE Marks	40
Course Code	18MBAHR304	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	03
Credits : 04			

Course Objectives:

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

Unit 1:

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:

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:

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:

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:

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:

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.

COURSE OUTCOMES:

1. Understand the concepts of learning and development and its role
2. Learn various contemporary methods of learning and development.
3. Gain insights of various training evaluation methods and career planning.
4. Develop students with career management systems.

INDUSTRIAL RELATIONS AND LEGISLATIONS

Semester	III	CIE Marks	40
Course Code	18MBAHR305	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	03
Credits : 04			

Course Objectives:

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

PART A: INDUSTRIAL RELATIONS

Unit 1:

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:

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:

Trade Union: 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 4:

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.

PART B:

Unit 5:

INDUSTRIAL LEGISLATIONS

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:

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.

COURSE OUTCOMES:

The students should be able to:

1. Gain the insights of IR concepts and practices to design programs for better industrial relations and peace.
2. Develop the knowledge related to employee-management relations and demonstrate it in solving human resource issues.
3. Enhance necessary critical thinking skills in order to evaluate different labour laws for harmonious employee – management relations.
4. Implementation of various industrial acts to an industry working.

CONFLICT & NEGOTIATION MANAGEMENT

Semester	III	CIE Marks	40
Course Code	18MBAHR306	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	03
Credits : 04			

Course Objectives:

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

Unit 1:

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.

Unit 2:

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:

Managing Conflict: Managing interpersonal conflict: Thomas conflict resolution approach, behavioral style and conflict handling, the Cosier Schank 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:

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:

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:

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

COURSE OUTCOMES:

1. Understand the concepts of conflict and negotiation and its role.
2. Learn various contemporary methods of conflict and negotiation.
3. Gain insights of various conflict handling mechanisms.
4. Demonstrate the cross-cultural and gender dimensions of negotiation.

SEMESTER IV
(MARKETING SPECIALISATION)
SALES MANAGEMENT

Semester	IV	CIE Marks	40
Course Code	18MBAMM401	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	03
Credits : 03			

Course Objectives:

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

Unit 1:

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:

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

Unit 3:

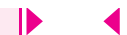
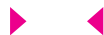
Management of Sales Territory & Sales Quota: Sales territory, meaning, size, designing, sales quota, procedure for sales quota. Types of sales quota, Methods of setting quota. Recruitment and selection of sales force, Training of sales force.

Unit 4:

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:

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:

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

COURSE OUTCOMES:

Student should be able to

1. Understand the apply the selling techniques in an organisation.
2. Develop a plan for organising, staffing & training sales force.
3. Organise sales territories to maximize selling effectiveness.
4. Evaluate sales management strategies.

INTEGRATED MARKETING COMMUNICATION

Semester	IV	CIE Marks	40
Course Code	18MBAMM402	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	03
Credits : 03			

Course Objectives:

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

Unit 1:

Role of IMC in marketing process, IMC planning model, Marketing and promotion processmodel. Communication process, steps involved in developing IMC programme, Effectiveness ofmarketing communications Purpose, Role, Functions, Types, Advertising Vs Marketing mix,Advertising appeal in various stages of PLC.

Unit 2:

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:

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:

Direct Marketing: Features, Functions, Growth, Advantages/ Disadvantages, And Direct Marketing Strategies. Promotion: Meaning, Importance, tools used, Conventional/unconventional, drawbacks, pushpull strategies, Co-operative advertising, Integration with advertising and publicity Public relation/ Publicity:- Meaning, Objectives, tools of public relations, Public relationstrategies, Goals of publicity, Corporate Advertising – Role, Types, Limitations, PR Vs Publicity.

Unit 5:

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

Unit 6:

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.

COURSE OUTCOMES:

Student should be able to

1. Define and apply knowledge of various aspects of managerial decision making related to marketing communications strategy and tactics.
2. Ability to create an integrated marketing communications plan which includes promotional strategies.
3. Explain the role of IMC in the overall marketing & Use effectiveness measures to evaluate IMC strategies.
4. Prepare advertising copy and design other basic IMC tools.

DIGITAL & SOCIAL MEDIA MARKETING

Semester	IV	CIE Marks	40
Course Code	18MBAMM403	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	03
Credits : 03			

Course Objectives:

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

Unit 1:

Introduction to digital marketing: Online marketplace analysis: micro-environment, The Internet macro-environment. 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 2 :

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

Unit 3 :

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.

Unit 4:

Search Engine Optimisation (SEO) Introduction, Understanding SEO. Search engine friendly website structure. SEO and key phrases. Link popularity. User insights. Benefits and challenges. Content Marketing: Introduction, Key terms and concepts, meaning, Strategic building blocks. Content creation. Advantages and challenges.

Search Advertising: Introduction, Key terms and concepts. Advertising in search. The elements of a search ad. Targeting options. Bidding and ranking for search ads. Tracking. Advantages and challenges.

Online Advertising: Introduction, Key terms and concepts. Types of display adverts. Payment models for display Advertising. Getting your ads online. Targeting and optimising. Step-by-step guide to online Advertising. Advantages and challenges.

Affiliate Marketing: Introduction, Key terms and concepts. The building blocks of affiliate marketing. Setting up a campaign. Advantages and challenges.

Unit 5:

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:

Social Media Channels: Introduction, Key terms and concepts, Traditional media vs Social media. Social media channels: Social networking. Content creation, Bookmarking & aggregating and Location & social media. Tracking social media campaigns. Social media marketing: Rules of engagement. Advantages and challenges.

Social Media Strategy: Introduction, Key terms and concepts. Using social media to solve business challenges. Step-by-step guide to creating a social media strategy. Documents and processes. Dealing with opportunities and threats. Step-by-step guide for recovering from an online brand attack. Social media risks and challenges.

COURSE OUTCOMES:

Student should be able to

1. Recognize appropriate e-marketing objectives.
2. Appreciate the e-commerce framework and technology.
3. Illustrate the use of search engine marketing, online advertising and marketing strategies.
4. Use social media & create templates.
5. Develop social media strategy's to solve business problems.

STRATEGIC BRAND MANAGEMENT

Semester	IV	CIE Marks	40
Course Code	18MBAMM404	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	03
Credits : 03			

Course Objectives:

1. To appreciate the relationship between corporate strategy and Brand Management.
2. To explore the various issues related to Brand Management, brand association, brand identity, brand architecture, leveraging brand assets, brand portfolio management.
3. To develop familiarity and competence with the strategies and tactics involved in building, leveraging and defending strong brands in different sectors.

Unit 1:

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:

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:

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:

Brand Value chain- Designing Brand Tracking studies, Establishing brand Equity Management Systems. 58 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.

Unit5:

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:

Making Brands go Global: Geographic extension, sources of opportunities for global brand, single name to global brand, consumers & globalization, conditions favouring 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 alluxury markets: historical leaders and emerging countries.

COURSE OUTCOMES:

Student should be able to:

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

RURAL MARKETING

Semester	IV	CIE Marks	40
Course Code	18MBAMM405	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	03
Credits : 03			

Course Objectives:

1. To provide a conceptual understanding on the Rural Marketing with special reference to Indian context.
2. To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.
3. To familiarize with the special problems related to sales in rural markets.

Unit 1:

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:

Rural Consumer behaviour: Consumer buying behaviour models, Factors affecting Consumer Behaviour, Social factors, Technological Factors, Economic Factors, Political Factors, Characteristics of Rural consumer- Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, Information Search and pre-purchase Evaluation, Rise of Consumerism, Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty. 60 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:

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:

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.

Unit 5:

Marketing of agricultural produce: Profiling of Indian agricultural produces marketing, challenges in marketing of agricultural produce, Strategies to promote marketing of agricultural produce. 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:

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.

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.

COURSE OUTCOMES:

The student should be able to,

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

INTERNATIONAL MARKETING MANAGEMENT

Semester	IV	CIE Marks	40
Course Code	18MBAMM406	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	03
Credits : 03			

Course Objectives:

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

Unit1:

International marketing: Definition – scope and challenges, Reasons and Motivations, Concepts related to the management of international marketing function, differences between international marketing and domestic marketing – transition from domestic to international markets - World Trade and India's foreign trade: an overview.

Unit2:

International Trade Theories and Market research: International Trade Theories- Absolute cost-comparative Cost- H-O Theorem- New Trade Theories- Porter's Diamond Theory- Managerial Implications. Developing a global vision through market research : Breadth and scope of international marketing research , problems in availability and use of secondary data, problems in gathering primary data , multi cultural research – a special problem , research on internet – a new opportunity , estimating market demand, responsibility for conducting marketing research, communicating with decision makers. Identifying foreign markets – classification based on demand , based on the stage of development ,other basis for division of world markets.

Unit 3: Global marketing management

Planning and organization: Global perspective – global gateways – global marketing management – an old debate and a new view – planning for global markets – alternative market entry strategies – organizing for global competition. Global marketing environment – cultural Environment Political and Legal Environment, Economic Environment- Modes of entry in to foreign business.

Unit4: International Product Policy

International Product Policy -Products and services for consumers:

Quality – green marketing and product development, products and culture – analyzing product components for adaptation – products for consumers in global markets, product development, product adaptation, product standardization, Cross country segmentation, Product life cycle in International Marketing, International Packaging.

Product and services for businesses.

Demand in global business to business markets- Quality and global standards – business services – tradeshows crucial part of business to business marketing – relationship markets in business to business context.

Module 5

International Pricing, Promotion and distribution decision.

Pricing decision: global pricing frame work, pricing basics, marginal cost pricing and its importance. Transfer pricing, counter trade, systems pricing, pricing and positioning price quotation-INCO terms.

Promotion decision: International Advertising, Sales promotion in International, direct mailing, personal selling, exhibition – generic promotion in international marketing.

Global Distribution decision - Introduction, distribution as competitive advantage, rationalizing local channels, global channel design, Channel alternatives – Importance of Channel decision – Factors influencing the Channel decision – Channel Selection decision.

Unit-6 India's foreign trade

Import policy – procedure and Documentation - balance of trade and payments , Institutional infrastructure for exports promotions in India- India's trade policy- export assistance- exports documentation and procedures including different stages of documentations.

International Retailing.

International expansion of retailers – International retailing defined – retail format – variations in different markets – general merchandise at Retailing – issues in international retailing.

COURSE OUTCOMES:

student should be able to

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



SEMESTER IV
(FINANCE SPECIALISATION)
MERGERS, ACQUISITIONS &
CORPORATE RESTRUCTURING

Semester	IV	CIE Marks	40
Course Code	18MBAFM401	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	03
Credits : 03			

Course Objectives:

1. To understand various concepts and terminologies used in mergers and acquisition.
2. To explain and critically evaluate M&A with its different classifications, strategies, theories, synergy etc.
3. To apply and analyse financial evaluation and accounting aspects of M&A.

Unit1:

Introduction of M & A: Meaning-types of mergers–Merger Motives-Theories of Mergers-Mergers and industry life cycle, Reasons for failures of M & A-synergy-types of synergy–value creation in M&A-SWOT analysis-BCG matrix. (Theory).

Unit2:

Merger Process: Procedure for effecting M & A-Five-stage model–Due diligence–Types, process and challenges of due diligence-HR aspects of M & A–Tips for successful mergers-Process of merger integration. (Theory).

Unit3:

Financial Evaluation of M & A: Merger as a capital budgeting-Business valuation approaches-asset based, market based and income based approaches-Exchange Ratio (Swap Ratio)-Methods of determining exchange rate. (Theory and Problems).

Unit4:

Accounting aspects of Amalgamation: Types of amalgamations (Amalgamation in the nature of merger and amalgamation in the nature of purchase)-Methods of Accounting-Pooling of interest method and Purchase method–Calculation of purchase consideration-Journal entries in the books of transferor & transferee company-Ledger accounts in the books of transferor and transferee companies. (Theory and Problems).

Unit 5:

Acquisitions/Takeovers: Meaning and types of acquisition/takeovers

(Friendly and Hostile takeovers)-Anti-takeover strategies-Anti-takeover amendments-Legal aspects of M & A-Combination and Competition Act-2002Competition Commission of India (CCI)-The SEBI Substantial Acquisition of Shares and Takeover (Takeover code-2011). (Theory).

Unit 6:

Corporate Restructuring: Meaning, significance and forms of restructuring–sell-off, spin-off, divestitures, demerger, Equity Carve Out (ECO), Leveraged Buy Outs (LBO), Management Buy Out (MBO), Master Limited Partnership (MLP), Limited Liability Partnership (LLP) and joint ventures. (Theory).

Question paper : 60% theory and 40% problems

COURSE OUTCOMES:

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

1. Understand M&A with its different classifications, strategies, theories, synergy etc.
2. Conduct financial evaluation of M&A
3. Analyse the results after evaluation.
4. Critically evaluate different types of M&A, takeover and antitakeover strategies.

RISK MANAGEMENT AND INSURANCE

Semester	IV	CIE Marks	40
Course Code	18MBAFM402	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	03
Credits : 03			

Course Objectives:

1. To provide an understanding of different types of risk.
2. To provide an understanding of the risk identification and measurement.
3. To give an overview of role of Life Insurance in risk management.
4. To provide an understanding of general insurance contract.

Unit 1:

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 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. (Theory).

Unit 2:

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. (Theory).

Unit 3:

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. HedgingTypes of Insurance-Essentials of Insurance Contracts. Indian Insurance Industry -Historical Framework of Insurance, Insurance sector Reforms in India. IRDA-Duties and powers of IRDA-IRDA Act 1999. (Theory).

Unit 4:

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 PaymentParticipation 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. (Theory).

Unit 5:

General Insurance-Laws Related to General Insurance-General Insurance Contract-General Insurance Corporation(GIC). Health Insurance-Individual Medical Expense Insurance – Long Term Care Coverage – Disability Income Insurance – Medi-claim Policy – Group Medi-claim Policy – Personal Accident Policy – Child Welfare Policy-Employee Group Insurance – Features of Group Health Insurance – Group Availability Plan. Fire Insurance-Essentials of Fire Insurance Contracts, Types of Fire Insurance Policies, Fire Insurance Coverage. Marine Insurance-Types of Marine Insurance – Marine Insurance principles Important Clauses in Marine Insurance– Marine Insurance Policies –Marine Risks-Clauses in Marine Policy. Motor Vehicles Insurance-Need for Motor Insurance, Types of Motor Insurance, Factors to be considered for Premium Fixing. (Theory).

Unit 6:

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 nonlife Insurance. Claims Management-Claim Settlement in General Insurance-Claim Settlement in Life Insurance. (Theory).

COURSE OUTCOME:

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

1. Understand various types of risks
2. Assess the process of identifying and measuring the risk.
3. Acquaint with the functioning of life Insurance in risk management.
4. Understand general insurance contract.

INDIRECT TAXATION

Semester	IV	CIE Marks	40
Course Code	18MBAFM403	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	03
Credits : 03			

Course Objectives:

1. To provide an overview of GST in India.
2. To provide an understanding of levy and collection of GST.
3. To give an overview of customs duty in India.
4. To provide an understanding of valuation for customs duty.

Unit 1:

Introduction to Goods and Services Tax (GST): Goods and Services Tax Act & Rules, Need for GST in India, Dual GST Model - Central Goods and Services Tax Act, 2017 (CGST) State Goods and Services Tax Act, 2017 (SGST) Union Territory Goods and Services Tax Act, 2017 (UTGST) Integrated Goods and Services Tax Act, 2017 (IGST) Goods and Services Tax Network (GSTN), GST Council Guiding principle and Functions of the GST Council. (Theory).

Unit 2:

Levy and Collection of Tax: Scope of Supply, Composite and Mixed Supplies , Levy and Collection, Composition Levy , Exemptions Person Liable to pay GST, Exemption from tax. (Simple problems on calculation of value of taxable supply and GST Levy). (Theory and Problems).

Unit 3:

Time and Value of supply: Time of Supply , Change in Rate of Tax in respect of Supply of Goods or Services , Place of Supply and Value of Supply. (Simple problems on Time of supply, place of supply and value of supply) (Theory and Problems).

Unit 4:

Input Tax Credit: Introduction and Eligibility to avail Input Tax Credit (ITC). Registration under GST: Persons not liable for Registration , Compulsory Registration in Certain Cases, Procedure for Registration , Deemed Registration. Returns under GST: Furnishing of Returns, First Return , Revision of Returns and Penalty/Late Fee. (Theory).

Unit 5:

Introduction to Customs Duty. Definitions, Circumstances of Levy of



Customs Duties and Types of Duties and Exemption from Customs Duty. Valuation under customs: Valuation of Imported Goods and Valuation of Export Goods.. (Problems on Valuation of Imported Goods). (Theory and Problems).

Unit 6:

Import and Export Procedure under Customs: Introduction to Baggage and General Free Allowance. Provisional Assessment of Duty, Due Dates for Payment of Duty , Penalties under Customs, Seizure of Goods , Confiscation of Goods. (Theory).

COURSE OUTCOME:

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

1. Have clarity about GST system in India.
2. Understanding of levy and collection of GST in India.
3. Have an overview of customs duty in India.
4. Understanding of valuation for customs duty.

INTERNATIONAL FINANCIAL MANAGEMENT

Semester	IV	CIE Marks	40
Course Code	18MBAFM404	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	03
Credits : 03			

Course Objectives:

1. To understand the International Financial Environment and the Foreign Exchange market.
2. To learn hedging and Forex risk management.
3. To learn the Firm's Exposure to risk in International environment and various theories associated with it.

Unit 1:

International financial Environment- The Importance, rewards & risk of international finance- Goals of MNC- International Business methods. Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Equilibrium & Disequilibrium, International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).(Only Theory).

Unit 2:

Foreign Exchange Market: Function and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behavior-Cross Rates- - Bid – Ask – Spread (Theory & Problems).

Unit 3:

Foreign exchange risk Management: Hedging against foreign exchange exposure – Forward Market- Futures Market- Options Market- Currency Swaps-Interest Rate Swap- problems on both two way and three way swaps.(Theory & Problems).

Unit 4:

International Financial Markets and Instruments: Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes, Zero coupon Bonds, International Money Markets, International Banking services –Correspondent Bank, Representative offices, Foreign Branches. Forward Rate Agreements. (Only Theory).

Unit 5:

International Parity Relationships & Forecasting Foreign Exchange

rate: Measuring exchange rate movements-Exchange rate equilibrium –Factors effecting foreign exchange rate- Forecasting foreign exchange rates.Interest Rate Parity, Purchasing Power Parity &International Fisher effects, Arbitrage, Types of Arbitrage – Locational, Triangular and Covered Interest Arbitrage. (Theory & Problems).

Unit 6:

Foreign Exchange exposure: Management of Transaction exposure- Management of Translation exposure- Management of Economic exposure- Management of political Exposure- Management of Interest rate exposure.

International Capital Budgeting: Concept, Evaluation of a project. (Theory & Problems).

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

COURSE OUTCOMES:

1. The student will have an understanding of the International Financial Environment.
2. The student will learn about the foreign exchange market, participants and transactions.
3. The student will be able to use derivatives in foreign exchange risk management.
4. The student will be able to evaluate the Firm's Exposure to risk in International environment and various theories associated with it.

FINANCIAL DERIVATIVES

Semester	IV	CIE Marks	40
Course Code	18MBAFM405	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	03
Credits : 03			

Course Objectives:

1. To understand various concepts and terminologies used in various financial derivatives.
2. To explain and critically evaluate various financial derivatives such as forwards, futures, options, financial swaps, credit derivatives etc.
3. To apply various financial derivatives in hedging risk and analyse it.

Unit1:

An Overview of Financial Derivatives: Meaning, benefits, types (both exchange traded and OTC traded) and features of financial derivatives- Factors causing growth of derivatives-functions of derivatives market- Derivative market players (Hedgers, speculators and arbitrageurs)- Derivatives market in India. (Theory).

Unit2:

Futures and Forwards: Meaning, features and types of futures/forwards- Futures vs Forwards-Mechanics of buying and selling futures/forwards- Hedging through futures/forwards-Marking-to-market process-contract specifications of stock, index and commodity futures-valuation of futures/forwards using cost of carry model-Arbitrage process-Interest Rate Futures & options. (Numerical problems on MTM and valuation of futures/forwards). (Theory and Problems).

Unit3:

Option Contracts: Meaning, features and types of option contracts- Options vs futures/forwards-Mechanics of buying and selling option contracts-contract specifications of stock, index and commodity options- Option pricing-factors affecting option pricing-Valuation of option contracts using Black Scholes model and Binomial model-Put-call parity theory-Option Greeks-Option Trading strategies-Interest rate options- Exotic options. (Numerical problems on all aspects except exotic options). (Theory and Problems).

Unit4:

Financial Swaps: Meaning, features and advantages of financial swaps- Types of financial swaps (Interest rate swap, currency swap, equity swap and commodity swap)-Mechanics of interest rate swaps- Triangular swap (Numerical problems only on interest rate swap including triangular swap)- valuation of interest rate swaps- Only theory. (Theory and Problems).

Unit5:

Commodity Derivative Market: Meaning of commodity derivatives-Commodity derivative exchanges (with commodities traded) in India-Trading and settlement system of commodity derivatives-SEBI Guidelines for commodity market-commodities traded. (Theory).

Unit6:

Credit Derivatives and VaR: Credit Derivatives-Total Return Swap (TRS)-Credit Default Swap (CDS)-Types of CDS-Asset Backed Securities (ABS)-Collateralised Debt Obligation (CDO)-Sub-Prime Crisis-2007-Credit Spread Options-Probability of Default- Forward Rate Agreement (FRA)-Interest Rate Caps/Floors/Collars-Types of Interest Rates-Zero Rate-Forward Rate-Value-at-Risk-Meaning, VaR Models-Stress testing and back testing. (Numerical problems only on VaR, Zero Rate and Forward rate). (Theory and Problems).

COURSE OUTCOMES:

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

1. Understand the mechanism of forwards/futures, options, financial swaps, various credit derivatives and VaR with their features, merits and demerits.
2. Assess the application of forwards/futures, options, financial swaps, various credit derivatives and VaR using numerical problems.
3. Application of financial derivatives in risk management.
4. Critically evaluate various financial derivatives.

CORPORATE VALUATION

Semester	IV	CIE Marks	40
Course Code	18MBAFM406	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	03
Credits : 03			

Course Objectives:

1. Identify the purpose of corporate valuation and to obtain an overview of the basic corporate valuation process
2. To familiarize the students with the standard techniques of corporate valuation.
3. To develop analytical skills and communication strategies for discussing corporate valuation.
4. To understand the valuation in the contexts of IPOs, M&As, Bankruptcy cases

Unit 1:

Corporate valuation-an Overview-Context of valuation-Approaches to Valuation-Features of the valuation process:

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 (Theory and problems).

Unit 2:

Non DCF approaches to valuation: Book value approach, Adjusted book value approach, Stock and debt approach (numerical problems in each of these methods). Market efficiency and valuation. Call option based valuation (theory only because Numerical problems on Black and Scholes – Binomial methods are considered in Derivatives). Relative valuation-Steps involved in Relative valuation-Equity valuation multiples-Enterprise valuation multiples-Choice of multiple-Best practices using multiples-Assessment of relative evaluation. (Theory and problems).

Unit3:

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, WACCVs Flow to equity method. (Theory and problems).

Unit 4:

Strategic financing decisions: Valuation and financing Decisions in ideal capital markets, Capital structure and value in a perfect world, Information asymmetry, Share buy back and valuation. (Theory).

Unit 5:

Leverage decisions, Agency costs of Debt, financial distress, Bankruptcy. Role of Government, securities Markets and financial institutions in IPO valuations and M&As. (Theory).

Unit 6:

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

Question Paper: 60 % Theory 40% problems.

COURSE OUTCOMES:

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

1. Understand corporate valuation and valuation process.
2. Familiarize himself with the standard techniques of corporate valuation.

SEMESTER IV

HUMAN RESOURCES SPECIALISATION PUBLIC RELATIONS

Semester	IV	CIE Marks	40
Course Code	18MBAHR401	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	03
Credits : 03			

Course Objectives:

1. To provide an understanding of the fundamentals tools of public relations practices.
2. To provide a multidisciplinary understanding of the emerging trends in the field of public relations.
3. To Understand the role of employee communication and organizational change.
4. To Understand the importance of community relations

Unit 1:

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

Unit 2:

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.

Uni 3:

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 1: Investing in Employees Pays Off (CJSS).

Case 2: Southwest Airlines – Where Fun, LUV, and Profit Go Hand –in Hand (CJSS).

Unit 4:

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 3: Community Relationships Maintained During Hospital Closing (CJSS).

Unit 5:

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 4: Fatal Tiger Attack at San Francisco Zoo (LLHT).

Unit 6:

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 5: Take your choice – Tobacco or Health (CJSS).

COURSE OUTCOMES:

1. To demonstrate an understanding of the fundamentals tools of public relations practices.
2. To describe the various emerging trends in the field of public relations.
3. To analyze the importance of employee communication and organizational change.
4. To evaluate the importance of community relations.

ORGANIZATIONAL LEADERSHIP

Semester	IV	CIE Marks	40
Course Code	18MBAHR402	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	03
Credits : 03			

Course Objectives:

1. To make students understand fundamental concepts and principles of organizational leadership.
2. To make students knowledgeable of the theoretical aspects and practical applications of leadership styles in an organization.
3. To make the students understand the basic concepts of leadership traits and ethics underlying leadership behavior besides developing better insights into one's own self.
4. To make students aware of organizational leadership, Leadership development and succession besides developing a better awareness of how they can be better facilitators for building effective teams as leaders themselves.

Unit 1:

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

Unit 2:

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

Unit 3:

Leadership behaviour and motivation, and contingency leadership:

Leadership behaviour and styles, University of Michigan and Ohio studies, Leadership grid, Leadership and motivation, Content and process theories, Reinforcement theory, Contingency leadership theories and models, Leadership continuum theory, Normative leadership theory, Leadership substitute theory.

Unit 4:

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

Unit 5:

Leader follower relations: Followers, Evolution of Dyadic theory, Leader member exchange theory, Fellowship, Delegation, Coaching, Managing conflict.

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

Unit 6:

Leadership development and succession: Development through self-awareness and self-discipline, Development through education, experience, and mentoring, succession, Leadership development programs, Evaluation of leadership development efforts, Leadership development programs, Evaluation of leadership development efforts, Leadership.

COURSE OUTCOMES:

1. Comprehend & correlate organizational leadership styles which are happening around with fundamental concepts of team leadership.
2. Understand the overview of leadership behavior and motivation in organization.
3. Effectively use their skills for self-grooming on leadership traits and ethics that influences them to effectively work in groups to achieve organizational goals.
4. Demonstrate their acumen in applying their knowledge in organizational leadership and behavioral concept in real world/situation.

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Semester	IV	CIE Marks	40
Course Code	18MBA HR403	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	03
Credits : 03			

Course Objectives:

1. Critically analyse the impact of contemporary issues and global imperatives on Human Resource concepts, policies and practices in multinational organizations.
2. Compare, contrast and explain a variety of strategic approaches to the management of Human Resources in multinational organizations.
3. Apply concepts and knowledge about the range of Human Resource functions to the deployment of expatriate employees and expatriate failures on international assignments.
4. Critically evaluate the effects of different Human Resource and International Industrial Relations strategies adopted by multinational international organisations operating in various regions of the world.

Unit 1:

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.

Unit 2:

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

Unit 3:

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 :

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 :

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:

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, HRIS: Meaning, Role of IT in HR, Designing of HRIS, Applications of HRIS in Employee Management, Limitation of HRIS.

COURSE OUTCOME:

At the end of the course students are able to:

1. Analyse the impact of contemporary issues and global imperatives on Human Resource concepts , policies and practices.
2. Apply concepts and knowledge in deployment, expatriate on international assignments.
3. Evaluate the effects of different human resource and international industrial relations
4. Develop students to adopt international industrial relation strategies.

ORGANIZATION CHANGE AND DEVELOPMENT

Semester	IV	CIE Marks	40
Course Code	18MBA HR404	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	03
Credits : 03			

Course Objectives:

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

Unit 1:

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:

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:

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:

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:

Human Process Interventions: Human process interventions (individual,

group and inter-group human relations): Individual based: coaching, counseling, training, behavioral modeling, delegating, leading, morale boosting, mentoring, motivation, etc., Group based: conflict management, 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:

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.

COURSE OUTCOMES:

1. Gain insights of change management components, process and its functions.
2. Enable with various OD diagnosing models.
3. Ability to handle various OD interventions.
4. Analyze the role of OD Consultant.

STRATEGIC TALENT MANAGEMENT

Semester	IV	CIE Marks	40
Course Code	18MBA HR405	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	03
Credits : 03			

Course Objectives:

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

Unit 1:

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:

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:

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:

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:

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.

Unit 6:

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.

COURSE OUTCOME:

At the end of the course students are able to:

1. Acquire knowledge and the various challenges of acquisition and retention of talents for competitive advantage of the organization.
2. Gain insights to develop and retain best talents in the industry.
3. Learn the concepts of competency and its usage in evaluating a person's work.
4. Adhere knowledge in the identified competencies.

PERSONAL GROWTH AND INTERPERSONAL EFFECTIVENESS

Semester	IV	CIE Marks	40
Course Code	18MBA HR406	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	03
Credits : 03			

Course Objectives:

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

Unit 1:

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:

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. Artificial Intelligence. (basic Concept).

Unit 3:

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:

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). Pedagogy and Androgogy . Adult Learning Process; learning styles and its relatedness to personality development.



Unit 5:

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:

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.

COURSE OUTCOMES:

Students will be able to:

1. Understand the components of personal growth for better self actualization in profession as well as personal front.
 2. Gain insights of human personality, attitudes, beliefs, values and their impact on individual behavior and to achieve organizational goals.
 3. Familiarize the concepts of basic functions of mind to be more creative and innovative.
 4. Gain insights in the aspects of interpersonal growth and handling conflicts, managing time, self analysis and transactional analysis.
-