

MBA II SEMESTER

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours Per Week	Credit	
1	Business Research Methods	2001	20	80	100	04	04	
2	Macro Business Environment	2002	10	40	50	02	02	
3	Organizational Behaviour & Advance Human Resources Management	2003	10	40	50	02	02	
4	Operation Management	2004	20	80	100	04	04	
5	Technology Skill	2005	10	40	50	02	02	
6	Specialization Subjects	A student has to choose any two or more paper which accumulates to 08 credits of specialization subject						08
7	Open Elective Course						04	
8	Internship Project	To be taken up after the second semester final examination for 60 days						04
	TOTAL						30	

BUSINESS RESEARCH METHODS

Subject Code: 2001

Credits: 04

Contact Hours: 60 hrs

Weekly Hours: 4

External Marks: 80

Internal Marks: 20

Objectives

1. To understand the importance of business research as management decision tool.
2. To equip the students with the concept and methods of Business Research.

Expected Outcome

1. To prepare students to plan, design and execute business research using scientific methods.

Module 1

14 hours

Business Research An Introduction

Meaning of Research, Objectives of Research. Characteristics of Good Research. Meaning of Business Research, Research agencies (Internal research department, External research agencies/suppliers). Topics for Research in Business, Research Process. Types of Research- Quantitative v/s. Qualitative, Basic v/s. Applied, Descriptive v/s. Analytical, Conceptual v/s. Empirical). Ethical issues in Business Research.

Research Design

Identification of problem, statement of problem, process of problem definition, Research Design - Exploratory, Descriptive, & Causal research.

Exploratory research - Meaning, suitability categories of exploratory design Experience surveys, secondary data analysis, case studies, pilot studies, and qualitative techniques

Descriptive research: Meaning, types of descriptive studies, data collection methods.

Causal research: Meaning, types of experimental design (Informal experimental designs Before & after without control, after only with control, Before & after with control design.

Formal experimental designs Completely randomized design, Randomized Block design, Latin Square design, and factorial design)

Steps involved in preparing business research plan/proposal

Module 2	8 hours
Sampling	
Meaning, Stages in selection of a sample, Types of Sampling - Probability and non probability Sampling Techniques, Standard Error, sample size calculation, factors influencing sample size, errors in sampling	
Module 3	12 hours
Measurement and Scaling	
Types of Scales Nominal, Ordinal, Interval, and Ratio. Criteria for good measurement Attitude Measurement Simple Attitude Scales, Category Scales, Likert scale, semantic differential scale, numerical scales, staple scale, graphical rating scales, scales measuring behavioural intentions and expectation	
Module 4	10 hours
Data Collection	
Secondary Data meaning, advantages & disadvantages of secondary data, characteristics of secondary data, sources of secondary data (Internal & External) Primary data meaning, methods of primary data collection(observation method, interview methods, questionnaire method, Schedules, difference between questionnaire and Schedules, consumer panels, use of electronic and mechanical devices, projective techniques - Word Association, sentence completion, story completion, verbal projection test, pictorial techniques, OZMET-Olson and Zaltman Test and TAT-Thematic Appreciation Test) Construction of Questionnaire/schedule	
Module 5	16 hours
Data Analysis and Reporting	
Stages of data analysis Processing, analyzing and interpretation Processing of data - editing, coding, tabulation, cross tabulation Hypothesis null and alternate hypothesis, type I and Type II errors Hypothesis testing - Hypothesis testing of means (Z test, t test), Hypothesis testing for differences between means (Z test, t test), Hypothesis Testing for Proportions (Z test), Hypothesis Testing for Paired-t Test,	

Difference between proportions (Z test) (Theory + Problems)

Chi- Square test for Goodness of Fit, and test of Independence (Theory + Problems).

Sign Test, Fisher-Irwin Test, Wilcoxon Matched Pair Test (Theory Only).

Interpretation of data analysis meaning, techniques and precautions in interpretations

Reporting - Oral, and Written Reports, Components of Research Report

Introduction to SPSS

Activities

1. A Live Project on Business Research.

Recommended Readings:

Essential Reading:

1. Donald Cooper & Pamela Schindler, Business Research Methods, TMGH, 9E.
2. C. R. Kothari, Research Methodology Methods & Techniques, New Age International Publishers, 2E

Suggested Reading:

1. William G. Zikmund, Business Research Methods, Cengage Learning, India 7E.
2. Donald Cooper, Pamela Schindler & J.K .Sharma, Business Research Methods, McGraw Hill, 11E
3. Donald S. Tull, Del I. Hawkins, Marketing Research, Measurement and Methods, PHI Learning, 6E
4. Naresh Malhotra and Satya Bhushan Das, Marketing Research: An applied Orientation, Pearson Education, 2008.
5. J.K. Sachdeva, Business Research Methodology, Himalaya Publication

MACRO BUSINESS ENVIRONMENT

Subject Code: 2002

Credits: 2

Contact Hours: 30

Weekly hours: 02

External Marks: 40

Internal Marks: 10

Objectives:

1. The students with Macro Economic Concepts and their application in decision making
2. In dealing with practical problems & challenges of business

Expected Outcome:

1. To understand the impact of national and global developments on business.

Module 1	10 hours
Business Environment Business- Meaning, Objectives Business environment- Meaning, Nature, Scope and Classification (Micro/ Macro, Internal/External, Controllable/Non Controllable Environment) Overview of PESTEL. Global Environment (UNDP s HDI & GDI). India & WTO Opportunities and Challenges	
Module 2	10 hours
Economic Development An Overview- India as a Developing Economy and contribution of different sectors to Indian Economy (Primary, Secondary and Tertiary). Changes in the occupational structure. Demographic profile Demographic Dividend, opportunities & challenges National Income- Meaning and concepts, Methods of measuring national income (Income, Production and Expenditure methods). Difficulties in measuring National Income. Business Cycles- Meaning and Phases	

Module 3**10 hours**

Economic Policies- Industrial, Fiscal, Monetary and EXIM Policies : An introduction to New Economic Policy 1991

Industrial Policy- A brief review of industrial policies since 1991 (LPG), FDI, FII importance and determinants & Disinvestment (Meaning, objectives and Progress).

Fiscal Policy- Components of Public Finance- public revenues, public expenditure, public debt/deficit financing. An evaluation of recent fiscal policy of Government of India
Key economic indicators an economic survey. Highlights of Recent Union Budget.

Monetary Policy meaning and its Objectives. RBI and Credit control measures.

EXIM Policy (Recent) & EDBI (MGI s Ease of doing business index)

Activities:

1. Presentation on the Historic, Geographic & SWOT analysis of India
2. Comparative Study India and China / India in BRICS
3. Ideas for an Emerging India / Presentations on NITI Aayog, SBA, Jan Dhan, Smart City, GIM, WEF, Small Business Finance, PPP, UIDAI, Make in India etc.

Recommended Reading**Essential Reading:**

1. Business Environment Text and Cases by Justin Paul, 2nd edition, McGraw Hill Companies
2. Economic Environment of Business by Misra and Puri- HPH

Suggested Reading:

1. Indian Economy by K P M Sundharam and Rudder Datt
3. Indian Economy by Misra and Puri- HPH
4. Business Environment by Suresh Bedi Excel Books
5. World Bank Reports.
6. RBI bulletin.
7. CMIE Reports

Other References:

1. Economic Times Daily, Business Standard Daily, Business Line Daily, Business Today,
2. Business India , Latest Monetary policy, Latest Fiscal Policy, www.finmin.nic.in
www.indiabudget.nic.in, Economic & Political Weekly

OB AND ADVANCED HRM

Subject Code: 2003

Credits: 2

Contact Hours: 30 hrs

Weekly hours: 2

External Marks: 40

Internal Marks: 10

Objectives

1. To facilitate the student to understand fundamentals of organization behavior
2. To understand the dynamics of organizations and how to manage individuals and group behavior.
3. To provide inputs on how to motivate people at work.

Expected Outcome

1. This Course will aid the students in having a clear understanding about the concepts, methods and techniques and issues involved in managing human resource so as to facilitate employing, maintaining and promoting a motivated force in an organization

Module1	12 hours
Managing People at work Behavioural Dynamics, Conceptual Introduction to the Individual Determinants of Organization. Behaviour: Perception, Learning, Personality, Attitudes and Values, Job Anxiety and Stress.	
Module 2	10 hours
Group Dynamics and Interpersonal Relations Group Dynamics and Interpersonal Relations-Definition of Groups, Formation of groups, Management of Organizational Conflicts, Management of Change, Leadership and Theories and Styles	

Motivation and Productivity

Concept of Motivation, Theories (Maslow s, X and Y, ERG and Herzberg s Theory), Theory of Z, Contemporary theories of Motivation.

Motivation of employees Incentives and Fringe benefits, (All types of financial and non-financial motivators) .Salary and Wages, concept and meaning. Pay for performance,

Activities:

1. Students can profile leaders from various walks of life and identify how they manage people. They can also identify leadership styles.
2. Group Exercises like Broken Squares,
3. Give a student any group task. After the task let them ask themselves the question What individual personality characteristics enhance a team s performance? What characteristics hinder team performance? Ask them if it is better to have teams composed of individuals with similar or dissimilar traits.

Recommended Readings:**Essential Reading:**

1. Organizational Behaviour by Stephen Robbins, Timothy Judge and Seema Sanghi , Pearson
2. Managing Human resources Productivity, Quality of Work Life and Profits By Wayne F. Cascio, Ranjeet Nambudri, McGraw Hill Publications.

Suggested Reading:

1. Human resource Management by Seema Sanghi, Vikas Publishing House Pvt. Ltd.
3. Organizational Behaviour by Fred Luthans, McGraw Hill Publications.
2. Compensation By B.D. Singh

Supplementary Reading Material:

1. Human Capital
2. Indian Society of Training and Development (**ISTD**) Journal

Websites:-www.humancapitalonline.com

www.citehr.com

OPERATIONS MANAGEMENT

Subject Code: 2004

Credits: 4

Teaching Hours: 60

Weekly hours: 4

External Marks: 80

Internal Marks: 20

Objectives:

1. To understand a system's view of operations
2. To provide conversion capabilities for meeting the organization's goals and strategies.

Expected Outcome:

1. To provide an understanding of the process of manufacturing and services in industry

Module 1	15 hours
Operations Management- an overview Concept of operation, production as a system function, Evolution from manufacturing to Operations Management, Role & importance of OM, Product V/s Services, Historical evolution of OM- Scientific Management, Moving Assembly Line, Hawthorne Studies, Operations Research, Global scenario of Industrialization Recent trends in OM: Technological changes in OM, Evolution and impact on management Production Planning and Control Basic functions of PPC and its variants in different systems of manufacture (mass production, Batch production, Job- shop production, projects), production cycle (Understanding the concepts only)	
Module 2	10 hours
Location Strategy Importance of location decisions, factors influencing locations, selection of locality, exercises on Point Rating method, factor rating and Locational Break- Even Analysis, Qualitative Factor Analysis Method Layout Strategy Meaning, definition, scope, objectives of good layout, types of layout, service facility layout, Special arrangements for particular types of plants, Basics of layout planning models- Graphic, Load distance analysis, Computer models- CRAFT	

Module 3	10 hours
Aggregate Planning tactics	
Introduction, need of aggregate planning, role of aggregate planning, involvement of various functions in formulating aggregate plan	
MRP & MRP II- general concepts, objectives, advantages, Bill of material (BOM), ERP (scope , advantages & industrial applications)	
Fundamentals of Inventory Control	
Purpose of inventories, basic requisites for management of inventory, types of inventory costs, EOQ, Safety Stock, ABC Classification, JIT(Concept understanding), Materials handling equipment	
Module 4	20 hours
Operations Scheduling Techniques	
Forms of scheduling, basic scheduling problems- n jobs with m machines, product sequencing (Exercises on Johnson s rule of sequencing), Project Management techniques	
Basics of project scheduling-Construction of a network, Networking techniques: CPM, PERT, Difference between CPM/PERT.	
Quality Control Techniques	
Introduction, Quality Control, Cent percent Inspection, Sample inspection, Statistical Quality Control- acceptance sampling, attribute sampling, Statistical process control- Types of	
Quality Control Charts(\bar{X} , R, p, np, p, c,)(numerical expected for control charts)	
Module 5	5 hours
Maintenance Management	
Introduction to areas of maintenance, types of maintenance, Planning and control of maintenance.	

Recommended Reading:

Essential Reading:

1. Production & Operations Management- 5th Edition K. Aswthappa, Shridhar Bhat
2. Production & Operations Management, Ajay k. Garg, McGraw Hill Education(India)Pvt. Ltd, PP83-88, 688-700

Suggested Reading:

1. Elements of PPC- 5th Edition Samuel Eilion
2. Production & Operations Management, Reprint 2009, S. A. Chunawala, D. R. Patel, Himalaya Publishing House
3. Productions & Operations Management, N.G. Nair, TMH (21st Reprint)
4. Productions & Operations Management, S.N. Chary, TMH

TECHNOLOGY SKILLS

Subject Code: 2005

Credits: 2

Contact Hours: 30

Weekly hours: 2

External Marks: 40

Internal Marks: 10

Objectives:

1. To introduce the basic technical skills required for students
2. To enable students gain knowledge of latest developments in IT

Expected Outcome:

1. The students to understand the use and application of technology

Module 1 Microsoft Word	10 hours
<ul style="list-style-type: none">• Opening a New Document, Saving a Document, Getting Help with MS Word 2007• Editing the document : inserting, deleting, moving text• Formatting the document : Applying a Font, Changing Font Size, Font Attributes, Font Color, Clear Formatting, Text Alignment• Editing Features of Word : Spell Check, Thesaurus, Auto Correct, Check Word Count, Track Changes, Page View, Zoom,• Paragraph formatting: Changing Paragraph Alignment, Indenting Paragraphs, Add Borders or Shading to a Paragraph, Apply Paragraph Styles, Creating Links within a Document, Change Spacing Between Paragraphs and Lines,• Working with Tables: Creating Tables, Converting text into a table, Quick Tables, Entering Text, Table Tools, Inserting rows and columns, Deleting Cells, Rows or Columns, Merging Cells and Splitting Cells, Adjusting Column Width, Borders and Shading,• Bulleted and Numbered Lists, Creating a Nested List, Format Your List, Creating Outlines,• Page formatting: Page Margins, How to Change the Orientation, Size of the Page, or Size of the Columns, Apply a Page Border and Color, Insert Headers and Footers (Including Page Numbers),• Inserting Graphics, Pictures, and Table of Contents	

- Advanced Tools : Compare and Merge Documents, Protect Document , Mailing Lists, Creating a List for Mail Merge

Module II: Microsoft Excel

10 hours

- Introduction: Organization of this Training Guide, Uses of Excel, New Functions and Features in Excel 2007/ 2010
- Getting Started with Excel: Opening a Blank or New Workbook, General Organization
- Highlights and Main Functions: Home, Insert, Page Layout, Formulas, Data, Review, View, Add-Ins
- Using the Excel Help Function
- Creating and Using Templates, Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special
- Data from External Sources, Using and Formatting Tables
- Basic Formulae and Use of Functions
- Data Analysis Using Charts and Graphs
- Managing, Inserting, and Copying Worksheets
- Securing the Excel Document (Protect Cells and Workbook)
- Advanced Formulae and Functions
- Advanced Worksheet Features
- Advanced Data Analysis using PivotTables and Pivot Charts

Module III: Presentation & E Technologies	10 hours
<ul style="list-style-type: none"> • Basics of MS PowerPoint • Introduction to Internet • Creating an E-mail Account • Search Engine • Surfing WebPages • Basics of Social Networking Site • Virus : General introduction, and Antivirus utilities • Mobile Apps necessary for the students • Online entry for jobs/competitive exams • Concept of OTP 	

Activities:

1. Lab assignment on calculating various statistical and financial variables
2. Sending an email to job aspirants in a company using mail merge
3. Preparing a PowerPoint presentation using different options available
4. Designing a poster/advertisement copy using MS Word
5. Assignments on conditional formatting, sort and filter, V lookup, Pivot Table and Pivot chart etc.

Evaluation:

1. Internal Assessment: (10 Marks)
 - a) Assignment, Presentation, Role play, Field visit and presentation
2. External Assessment: (40 Marks)
 - a) Project Report 20 Marks
 - b) Viva Voce - 20 Marks.

**ADVANCE BUSINESS
MANAGEMENT
SPECIALIZATION**

ADVANCED BUSINESS MANAGEMENT SPECIALIZATION

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours Per Week	Credit
1	Hospitality Management	2006	20	80	100	04	04
2	Operations Research	2007	20	80	100	04	04
3	Managing Micro Small & Medium Enterprises	2008	20	80	100	04	04
4	New Venture Creation	2009	20	80	100	04	04

HOSPITALITY MANAGEMENT

Subject Code: 2006

Credits: 4

Contact Hours: 60 hrs

Week Hours: 4

External Marks: 80

Internal Marks: 20

Objectives:

1. To gain an overview about the hospitality and tourism industry.
2. To identify the major areas of coverage of hospitality industry.

Expected Outcomes:

1. The students will be able to explain the fundamentals of hospitality, Tourism and Hospital industry.
2. The student shall make clear understanding of various perspectives of hotel, tourism, travel and transport.

Module 1	14 hours
The Hospitality Industry Origin and Growth Tourism Industry Importance of Tourism. Factors Affecting Hospitality and Tourism Industry Definition of Tourism Features Types of Tourists Tourism Activities Components of Tourism Infrastructure	
Module 2	10 hours
Elements and Characteristics of Tourism Products- Scope of Tourism Motivation for Tourism Relation of hospitality industry with Tourism. Employment Opportunities in Hospitality	
Module 3	10 hours
Hotel Industry: Classifications of Hotels Major Departments of a Hotel Star Ratings of Hotels Global Standards for Hotels Managing Other Services Specialty Resorts Book Sellers SPA Beauty Clinics Gymnasium	
Module 4	14 hours
Travel & Transport: History growth and present status of travel agency Travel formalities Linkages and arrangements with hotels, airlines and transport agencies Transport system Different types of transport Impact of Science and Technology.	

Module 5	12 hours
Hospitality and its Related Sectors: Theme Parks Conventions Cruising Special events recreation and leisure Tourism and Hospitality in 21st century Global gaming and Casino operations Recent trends.	

Activities:

1. Visit to hotels and study on their working pattern.
2. Visit to a tourist place and study the environment.
3. Studying the map and creating a tour plan with a budget.

Recommended Readings:

Essential Reading:

1. Rajat Gupta, Nishant Singh, Ishita Kirar & Mahesh Kumar Bairwa, Hospitality and Tourism, Vikas Publishing House Pvt Ltd.
2. Clayton W. Barrows, Tom Powers and Dennis Reynolds. (2012) Introduction to Management in the Hospitality industry. Tenth Edition. John Wiley and Sons, Inc.
3. Lockwood.A & Medlik.S, Tourism and Hospitality in the 21st Century, Elsevier, 2001
4. Jha S.M. (2008) Hospital Management. Himalaya Publishing House

Operations Research

Subject Code: 2007

Credits: 4

Contact Hours: 60 hrs

Weekly hours: 4

External Marks: 80

Internal Marks: 20

Objective:

1. To equip the students with applications of quantitative methods and operations research techniques for managerial decision making.

Expected Outcome:

1. Students should get acquainted with operations techniques used in Industry.

Module 1	15 Hours
Operation Research Techniques (OR): Definition of OR, Mathematical modeling, Methodology of OR applications and limitations of OR; Linear Programming Concept, Characteristics, assumptions, Formulation of LPP, Graphical method , Slack & Surplus variables, Simplex method, Big M Method.	
Module 2	10 Hours
Transportation Problems: Mathematical formulation, Initial solution by North- West Corner Rule, Maxima- Minima Method, VAM, Degeneracy, Test for Optimality- MODI, Unbalanced Transportation	
Module 3	10 Hours
Assignment Problems: Assignment Problems: Hungarian Method: Initial solution, optimal solution, Maximization problem as assignment problem.	
Module 4	10 Hours
Game Theory: Definition; Characteristics of Competitive Game; Basic terms and terminologies used in Game Theory, Minimax-Maxmin Principle (Cases), Dominance Principle (Cases), Graphical Method Cases on $2 \times n$ and $m \times 2$ game.	

Module 5	15 Hours
<p>Decision Theory: Introduction Steps of decision-making process types of decision making environments Decision-making under certainty, Decision-making under uncertainty Maximin, Minimax, Laplace Criterion, Savage Regret principle, Hurwicz criterion</p> <p>Management Applications of Decision Theory</p> <p>Decision tree analysis construction, advantages and disadvantages</p>	

Activity:

1. Graphical Method for LPP, Transportation Problems, Assignment Problems and Game Theory using TORA
2. Caselets
3. Live projects

Recommended Readings:

Essential Reading:

1. Quantitative Techniques in Management, 4th Edition, N D Vohra, Mcgraw Hill Education (India) Pvt Ltd.,
2. Operations Research, Revised & Enlarged Edition 2014, Premkumar Gupta & Dr. D. S. Hira, S. Chand Publications
3. Quantitative Techniques, Jhamb

Suggested Reading:

1. Operations Research, 3rd Edition, Kanti Swaroop, P. K. Gupta, Man Mohan, sultan Chan & Sons Educational Publishers
2. Quantitative Techniques For Managerial decisions, Second Edition, U. K. Srivastava, G. V. Shenoy& S. C. Sharma, New Age International Publication
3. Managerial Decisions Modeling with Spreadsheets Balakrishnan, Render, Stair, Jr. - Pearson Education.
4. Production and Operations Management Chary - Tata McGraw- Hill Publications

Managing Micro Small & Medium Enterprises

Subject Code: 2008

Credits: 4

Contact Hours: 60 hrs

Weekly hours: 4

External Marks: 80

Internal Marks: 20

Objectives:

1. To provide an overview of Micro Small and Medium Enterprises (MSMEs) in the Indian Context
2. To find out the role of institutional support to MSME

Expected Outcome:

1. Students are introduced to the world of MSMEs and ways of managing them.

Module 1:	10 hours
Introduction, role and importance of Micro, Small and Medium Enterprises in Indian Economy. Concepts and Definitions of MSME, The MSME Act, Government policy and initiatives, Growth and development of MSME in India, The All-India Census on MSME.	
Module 2:	10 hours
Problems facing the MSME sector in India, Role of Clusters in Promoting MSME, Sickness in MSMEs, Causes of sickness, Detecting Sickness, Assessment of viability of sickness and their rehabilitation.	
Module 3:	15 hours
Institutional Support to MSME s set up by Central Government and State Government NBMSME, KVIC, The Coir Board, MSME-DO, NSIC, NSTEDB, NPC, EDI, NRDCI, DIC, SFC, SIDC, SIADB, TCO, HUDCO, NABARD, SIDBI, EPCs.	
Module 4:	10 hours
Business Organisations : Introduction, Sole proprietorship, Joint Hindu family Business, Partnership, Franchising, Limited Liability Partnership (LLP), Joint Stock Company, Corporate Governance, Cooperative Society.	

Module 5:**15 hours**

Introduction to MSMEs Laws: The Indian Contract Act, The Sale of Goods Act, The Indian Partnership Act, The Limited Liability Partnership Act, The Indian Companies Act, The Negotiable Instruments Act, The Information Technology Act, The Consumer Protection Act, The Right to Information Act, The Competition Act, The Foreign Exchange Management Act.

Activities:

1. Visit to an incubation centre.
2. Study the Fourth All-India Census on MSME and prepare a brief report containing the summary of the results and prepare a Power point presentation for the class.
3. Conduct a SWOT analysis of MSME in India and prepare a brief report
4. Divide the class into small groups consisting of four to six members. Each group will visit a nearby micro/small/medium enterprise, study the problems of the enterprise, and prepare a 15 minute power point presentation on the problems faced by the enterprise.

Recommended Readings:**Essential Reading:**

1. Small Business Management, by Megginson Byrd, McGraw Hill Education Pvt Ltd., Edition 2013.
2. Doing Business in Indian Street Smart Entrepreneurs in an Imperfect Market Place, by Padmanand & P C Jain, Sage Publications Pvt Ltd.

Suggested Reading:

1. Entrepreneurship and Small Business Management by Dr C L Bansal, Anand Publications Pvt., Ltd., New Delhi 2012
2. Fundamentals of Entrepreneurship & Small Business Management, by Vasant Desai, Himalaya Publishing House Pvt Ltd.
3. The Dynamics of Entrepreneurial Development & Management, 5th Edition, by Vasant Desai, Himalaya Publishing House Pvt Ltd.

4. Small Scale Industries & Entrepreneurship, 9th Edition, by Vasant Desai, Himalaya Publishing House Pvt. Ltd.
5. Entrepreneurial Small Business, by Jerome Katz, Richard Green, McGraw Hill Education Pvt Ltd., Edition 2013.
6. Entrepreneurship Development and Small Business Enterprises-2/e by Poornima M Charantimath, Pearson.

New Venture Creation

Subject Code: 2009

Credits: 4

Contact Hours: 60 hrs

Weekly hours: 4

External Marks: 80

Internal Marks: 20

Objectives:

1. To impart basic entrepreneurial skills and understandings to start a business
2. To provide platform to identify business opportunities and prepare a Business plan

Expected Outcome:

1. At the end of the course a student shall be acquainted with the necessary skills of starting a new venture.

Module 1:	10 hours
Creating the Venture: Creativity, Exercises on creativity, sources of new ideas, Business idea evaluation, Preliminary research, Ideas into opportunities, Evaluation of business opportunity, Creative problem solving: Heuristics; Brainstorming; Synectics; Value analysis. Innovation and Entrepreneurship - Concept and models of innovation.	
Module 2:	15 hours
Business Planning Process: Purpose of a business plan, Contents of a business plan, Writing a business plan, Kinds of business plans, Importance of Executive summary, Description of the business, The Management team, The Industry and the market, presenting a business plan, Project feasibility study, preparing a model project report for starting a new venture.	
Module 3:	15 hours
Starting the Venture: Selection of a project, New product development, Decide on the constitution, Registration of the unit, obtaining clearances from departments as applicable, arrange for land, Capital, Plant, Machinery and Infrastructure., Entrepreneurial support-Policies, Institutions, Business Incubation and Business Clusters	

Module 4:	10 hours
Mobilizing resources for the venture: Informal risk, capital market, Equity, Angel, Debt, Venture capital, Networking, Buying a Business	
Module 5:	10 hours
Intellectual Property: Introduction, Trademarks, Copyright, Patents, Geographical indication of goods, Designs, Laws relating to IPR in India, Trade secrets.	

Activities:

1. Make a business plan for your intended business, talk to bankers to find out what they look for in a business plan, modify accordingly and present it in the class.
2. Research on innovation that has been done in the Indian setting that has alleviated the life in rural India. Find out extent of its commercial success and analyze the reasons behind the same. Present your thoughts in the class.

Recommended Readings:

Essential Reading:

1. A Handbook for New Entrepreneurs Edited by P C Jain, Oxford University Press India
2. Entrepreneurship Development by Charantimath Poornima, 2/e, Pearson 2014

Suggested Reading:

1. Entrepreneurship by Robert D Hisrich, Michael P Peters, Deam A Shepherd, 6/e, McGraw Hill International Edition, 2007.
2. Entrepreneurship and Small Business Management by Dr C L Bansal, Anand Publications Pvt., Ltd., New Delhi 2012
3. Fundamentals of Entrepreneurship & Small Business Management, by Vasant Desai, Himalaya Publishing House Pvt Ltd.
4. Small Scale Industries & Entrepreneurship, 9th Edition, by Vasant Desai, Himalaya Publishing House Pvt. Ltd.
5. Entrepreneurial Small Business, by Jerome Katz, Richard Green, McGraw Hill Education Pvt Ltd., Edition 2013.

FINANCE SPECIALIZATION

FINANCE SPECIALIZATION

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours Per Week	Credit
1	Advanced Cost Management	2010	20	80	100	04	04
2	Corporate Finance	2011	20	80	100	04	04
3	Social Banking & Micro Finance	2012	20	80	100	04	04

ADVANCED COST MANAGEMENT

Subject Code: 2010

Credits: 4

Contact Hours: 60 hrs

Weekly hours: 4

External Marks: 80

Internal Marks: 20

This course has been designed for students who are aspiring to make their career in Finance.

Objectives:

1. To acquaint student with the knowledge of advanced cost management techniques
2. To make student to understand the changing role of Finance Manager

Expected Outcome:

1. Students are expected to understand Advanced Costing Methods and Techniques and apply the same for Managerial Decision Making.

Module 1	8 hours
Introduction to Advanced Costing Controllable and Uncontrollable Costs; Control Reports; Relevant Cost Analysis - Relevant & Irrelevant Costs - Sunk & Historical Costs - Committed Cost - Absorbed Cost; Situations where Fixed Costs become relevant for Decision Making; Cost Reduction, Cost Control and Value Analysis	
Module 2	12 hours
Service Costing Service Costing of Services - Information Technology, Transport, Hospital, Catering, Tourism, Solicitors, Education, Retail Distribution, Financial Services, Power Generation; Service Cost Units; Computation of Service Cost; Exercises	
Module 3	13 hours
Advanced Costing Methods & Techniques Part I Activity Based Costing: Concept - Process of Implementation of ABC - Application of ABC - Benefits and Limitations - Exercises; Target Costing - Target Cost - Determinants of Target Cost - Components of Target Costing - Process of Target Costing - Methods of Establishment of Target Costs - Target Cost Gap - Exercises.	

Module 4	15 hours
Advanced Costing Methods & Techniques Part II	
Product Life Cycle Costing : Product Life Cycle - Total Cost of PLC - PLC and Forecasting Cost; Quality Costing : Concept of Quality Cost - Cost of Controlling Quality - Cost of failure to Control Quality - Measurement of Cost of Quality Exercises; Kaizen Costing Concept Process Evaluation - Exercises.	
Module 5	12 hours
Advanced Costing Methods & Techniques Part III	
Differential Costing and Incremental Costing: Concept - Method of Calculation - Decision Making such as Sales, Replacement & Buying Exercises ; Just- in-Time Approach - JIT Techniques Methodology-Exercises; ERP and its application in Cost Management, Responsibility Exercises; Accounting (Concept)	

Recommended Readings:

Essential Reading:

1. Cost Accounting: A Managerial Emphasis by Charles T.Horngren, Srikant M.Datar, George Foster, Madhav V. Rajan & Christopher Iltner, Pearson

Suggested Reading:

1. Cost Accounting: Principles and Practice by M.N. Arora
2. Advanced Cost Accounting by J.K. Mitra
3. Principles and Practice of Cost Accounting by Asish K. Bhattacharya
4. Advanced Management Accounting by [Dr. J.B Gupta](#), *Taxmann Publication*
5. Advanced Management Accounting By Ravi M.Kishore, Taxman Publication
6. Advanced Management Accounting by Kaplan & Atkinson, Prentice Hall of India
7. Cost Management by Ravi Kishor
8. Cost & Management Accounting by Colin Drury
9. Cost Management by Maheshwary
10. Cost Management A strategic Emphasis by Blocher, Chen, Cokins, Lin
11. The Management Accountants Journal of ICAI

CORPORATE FINANCE

Subject Code: 2011

Credits: 4

Contact Hours: 60 hrs

Weekly hours: 4

External Marks: 80

Internal Marks: 20

This course has been designed for students who are aspiring to make their career in Finance.

Objectives:

1. To acquaint student with the knowledge of corporate financial decisions
2. To make student to understand the changing role of Finance Manager

Expected Outcome:

1. The students are expected to master the art of financing decision

Module 1	10 hours
Corporate Finance and Capital Structure Theories	
Corporate Finance: Introduction; Concept; Role of CFO/Finance Executive; Ethical aspects of Corporate Finance	
Capital Structure: Concept; Capital Structure Theories/Models : NIA, NOIA, Traditional Approach, Merton Miller Argument; Modigliani and Miller; Agency Cost; Financial Distress; Asymmetric Information; Proposition I & II; Signaling Theory; Trade-off Theory; Bankruptcy Cost Theory; Pecking Order Theory; Market Timing Theory; Free Cash Flow Theory;- Capital Structure and Firm Performance and Ownership Pattern; Exercises	
Module 2	12 hours
Cost of Capital and Leverage	
Cost of Capital : Introduction; Cost of Equity : Concept & Computation Models CAPM, Dividend Discount Model; Cost of Retained Earnings & Preference Shares; Cost of Debt: Concept & Computation Models; WACC, Bond Yield Plus Risk Premium; Marginal Cost of Capital & Floation Cost; Exercises	
Leverage: Concept; Types; Operating Leverage: Concept Computation Degree of Operating Leverage; Financial Leverage: Concept Computation Degree of Financial Leverage- Optimum Financial Leverage and Methods of determination; Total Leverage: Concept Computation Degree of Total Leverage; Exercises	

Module 3	15 hours
Capital Budgeting Decision	
Concept; Techniques Cash Payback Method, Discounted Payback Method, NPV Method, IRR Method, Mutual Exclusive Projects, Profitability Index, Annual Rate of Return, Capital Rationing, Modified IRR; Supplementary Capital Budgeting Tools Sensitivity Analysis, Scenario Analysis, Inflation Adjusted Cash Flow, Incremental IRR, Simulation, EVA, MVA, Environmental Value Added; Exercises	
Module 4	12 hours
Dividend, Bonus and Stock Split	
Concept; Types of Dividend; Dividend Policy; Dividend Valuation Models : Gordon Model, Walter s Model, Lintner s Model, Two-Stage Growth Model, Three-Stage Growth Model, H Model, DuPont Model; Exercises; Dividend Decision; Accounting and Tax Treatment; Bonus Share: Concept, Impact, Issue Decision, Accounting and Tax Treatment, Exercises; Stock Split : Concept, Impact, Accounting Treatment, Exercises, Concept of ESOP	
Module 5	11 hours
Working Capital Management	
Concept; Determinants; WC Estimation; Exercises; Cash Mgt. Techniques; Exercises; Receivable Mgt. : Optimum Credit Policy, Monitoring Receivables; Exercises; Inventory Mgt. Concept, Techniques of Inventory Mgt.; Exercises Financing of WC	

Recommended Readings:

Essential Reading:

1. Financial Management: Khan and Jain, TMH Publications.

Suggested Reading:

1. Cases in FM: I.M.Pandey and Ramesh Bhat
2. Cases in FM: Bhasin
3. Fundamentals of FM: Brigham and Houston
4. Fundamentals of FM: James C Horne
5. Principles of Managerial Finance: Gitman
6. Contemporary Financial Management: Kothari & Dutta, Macmillan India Ltd.
7. Financial Management: G.Sudarsana Reddy, Himalaya Publishing House
8. Financial Management: Prasanna Chandra, TMH Publications.

SOCIAL BANKING AND MICROFINANCE

Subject Code: 2012

Credits: 4

Contact Hours: 60 hrs

Weekly hours: 4

External Marks: 80

Internal Marks: 20

The course is designed for students who would want to take up microfinance as a career in India or who want to understand the scope and learn the basic concepts of Social Banking and Microfinance

Objective:

1. To sensitize students on the key issues in Social banking, Financial Inclusion and Microfinance and familiarize them as regards its principles and developments in our country.

Expected Outcome:

1. A clear understanding as regards to issues faced by the marginalized / excluded segments of society and the financial interventions to tackle the same.

Module 1	10 hours
Social Banking	
Concept; Significance; Rural India & Its Demographics, Characteristics and Economic Features, Rural Issues; Challenges of financing Small Economic Operators; Moneylender and Small Economic Operators; Government Intervention; Traditional and Modern sources of financing Small Economic Operators; Rural Credit Institutions	

Module 2	15 hours
Major Policy Initiatives and Schemes	
Priority Sector Lending; Lead Bank Scheme (LBS); Service Area Approach (SAA); Kisan Credit Card (KCC) Scheme; Differential Rate of Interest (DRI) Scheme; Schemes for Women; Schemes for Weaker Section; Scheme for SC&STs; <i>Jan-Dan Yojana</i> ; Zero Balance Account; Micro Finance; Poverty Alleviation Programmes; Rural Housing and Education Loans; Financing Rural Non-Farm Sector (RNFS); Financing Cottage/Handloom/Village Industries; Financing Agriculture/Allied Activities; Financing of Agriclincs/Agribusiness Centres; CSR Initiatives of Banks; Regulation of Rural Financial Services; Major Problems and Challenges	
Module 3	15 hours
Financial Inclusion and Government Intervention	
Concept; Access to Financial Services; Financial Inclusion Initiatives; Role of Commercial Banks, RRBs and Cooperative Credit Institutions; Technology & Financial Inclusion; State Interventions in Rural Credit; NABARD & SHG-Bank Linkage Programmes; MF v/s Informal Sources of Lending; Grameen Approach V/s SHGs; Demand & Supply of MF Services in India; Legal & Regulatory Framework of MFIs; Muhammad Yunus Model; Case Studies on SHGs; Achievements & Challenges; Constraints.	
Module 4	10 hours
Micro-Finance Models, its Impact & Emerging Issues	
Business Correspondents & Business Facilitator Model; Portfolio Securitization; Gender Sensitivity; Livelihood Approach; Sustainable Livelihood & MF; Inclusion of Urban Poor; New Funding Opportunities; Transparency in the MF Sector; Impact Assessment; Poverty & MF; Social Rating; Common Indicators in Social Assessment; Marketing in Microfinance Institutions.	
Module 5	10 hours
Financial Product & Services and Profitability of MFIs	
Micro Financial Products and Services; Credit Delivery Methodologies; Revenue Model; Measuring Operating Efficiency & Productivity; Risks for MFIs; Transaction Cost and Risk Cost; Regulations Governing MFIs.	

Recommended Readings:

Essential Reading:

1. Microfinance Perspectives and Operations, Macmillan Publications
2. Rural Banking IIBF, Macmillan Publications

Suggested Reading:

1. Understanding Microfinance by Panda and Debadatta K, Wiley India Pvt. Ltd
2. The Economics of Microfinance by Beatriz Armendariz and Jonathan Murdoch
3. Microfinance: Emerging Trends and Challenges by Suresh Sundaresan
4. Microfinance by Dr Vinod Kumar, Laxmi Publications
5. The Synergy of Microfinance by Binod Nayak, Sage Publications
6. Towards Financial Inclusion in India by K.G Karmakar, G. D Banerjee & N.P Mohapatra, Sage Publications Pvt. Ltd
7. Financial Inclusion, Inclusive Growth and the Poor by P Mishra, Alok R B & Himanshu S R, Century Publications
8. RBI Publication on Financial Inclusion (Freely Downloadable)
9. Government of India (2008), Committee on Financial Inclusion .
10. Microfinance Handbook World Bank Publication
11. Report on Comprehensive Financial Services for Small Businesses & Low Income Households, RBI.
12. Report of Committee on Financial Inclusion, Govt. of India, 2008
13. Bank Quest, Edition on Financial Inclusion, IIBF, 2012

Websites

1. www.rbi.org
2. www.nabard.org

BANKING BEING A FAST CHANGING AND DYNAMIC INDUSTRY, STUDENTS ARE REQUESTED TO UPDATE THEIR KNOWLEDGE CONTINUOUSLY AND KEEP THEMSELVES ABREAST OF THE LATEST CHANGES AND DEVELOPMENTS IN THE RESPECTIVE TOPICS/AREAS OF RELEVANCE VIS-À-VIS THE SYLLABUS.

HUMAN RESOURCE SPECIALIZATION

HUMAN RESOURCE SPECIALIZATION

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours	Credit
1	Learning And Development	2013	20	80	100	04	04
2	Strategic Human Resources Management	2014	20	80	100	04	04
3	Talent Management	2015	20	80	100	04	04

LEARNING AND DEVELOPMENT

Subject Code: 2013

Credits: 4

Contact Hours: 60 hrs

Weekly Hours: 4

External Marks: 80

Internal Marks: 20

Objectives:

1. To understand the concepts, principles and process of Learning and Development
2. To understand various strategies, tools and techniques involved in designing employee training and development programmes that strategically link with organizational goals.
3. To provide inputs on Career Planning and Development

Expected Outcome:

1. The students will be able to discuss employee learning and development efforts of an organization with clear conceptual understanding (Knowledge)
2. The students will be able to design training programme for an organization in consultation with organizational members (Skill & Ability)
3. The students will be able to understand the implications of Career Planning

Module 1	10 hours
Introduction to Learning: Nature and Principles of Learning, Components and elements of learning process, Individual Differences in the learning process {Training Adult and Older Workers}; Learning Strategies & Styles-Kolb's Learning Styles, Perceptual Preferences, Gagne's Theory of Instruction,	
Module 2	15 hours
Framework of Training & Development (T & D): Assessing T&D Needs-Organizational Analysis, Task Analysis, Person Analysis Designing Effective T & D Programs-Methods and Techniques {On-the-job & Off-the-job} Implementing T & D Programs-Identifying trainers/experts (Internal and External), Scheduling, Budgeting and Logistics arrangements. Challenges in Training & Development	

Module 3	15 hours
Validating and Evaluating T &D Programs:	
Validation-Meaning, Methods of Validation, Trainee Validation; Evaluation-Meaning, Rationale, Need, Criteria, Objectives, Principles and Approaches; Evaluation Instruments, Dimensions of Training Evaluation, Models and Frameworks of Evaluation-Kirkpatrick s Evaluation Framework, Kauffman s five levels of Evaluation of Training impact; Calculation of ROI of T & D programme, Training Audit.	
Module 4	10 hours
Applications of Training & Development in different organizations:	
Employee Socialization and Orientation; Skills and Technical Training; Sensitivity Training; Coaching; Employee Counseling and Wellness Services; Management/Executive Development Programme; Diversity Training-Cross Cultural Training	
Module 5	10 hours
Career Planning and Development:	
Defining Career Concept; Career Planning-Meaning, Objectives & Process, Career Planning Techniques; Stages of Life and Career Development, Models of Career Development-Traditional and Contemporary; Career Development Practices; Issues in Career Development.	

Activities

1. Student Presentations
2. Developing a Training Programme for Educational Institution/Manufacturing Unit/Service Organization
3. Compulsory reading of HR Magazines-Human Capital, People Matters, HR Journals, and News Paper Articles/Videos related to Learning, Employee training & development followed by Article Reviews

Recommended Readings

Essential Readings:

1. Training & Development by Dr. B Janakiram, Wiley India Pvt Ltd
2. Human Resource Development by Desimone, Cengage Learning
3. Employee Training and Development by Raymond A. Noe. McGraw Hill

4. Human Resource Development by P. C Tripathi, Sultan Chand & Sons
5. Employee Selection by Lilly Berry, Cengage Learning

Suggested Reading:

1. Training In Organizations - Needs Assessment, Development & Evaluation by Goldstein Irwin L, Wordsworth Publication.
2. Training for Development by Lynton & Parekh, Sage Publication.
3. Effective Training-Systems, Strategies and Practices by Blanchard Pearson Education
4. Effective HR Training Development Strategy by Dr. Ratan Reddy, HPH, 2005
5. Designing and Managing a Training and Development Strategy by S. Mathews, Pearson.
6. Training and Development by Vasu Deva, Commonwealth Publishers
7. Emerging Human resource Development by S.K. Bhatia, Deep & Deep
8. Human Resource Development by UdaykumarHaldar, Oxford

STRATEGIC HUMAN RESOURCE MANAGEMENT

Subject Code: 2014

Credits: 4

Contact hours: 60 hrs

Weekly hours: 4

External Marks: 80

Internal Marks: 20

Objectives:

1. The syllabus is designed in such a way that the student can relate HRM issues to the strategy level
2. To understand the relationship between top level strategy and human resource management.
3. To explain how HRM is a Strategic Business Partner.

Expected Outcome:

1. Enhancement of the student s skill by making him/her aware of strategic dimension of Human Resource decisions.

Module 1	10 hours
Introduction to the concept and process. Strategy meaning, objectives and steps. Strategic HRM defined; the meaning of strategic HRM, Aims of strategic HRM, Approaches to strategic HRM, Limitations to the concept of strategic HRM, <i>HR strategies</i> - HR strategies defined, Types of HR strategies, Criteria for an effective HR strategy, <i>Roles in strategic HRM</i> -the strategic role of top management, the strategic role of front-line management, the strategic role of the HR director, the strategic role of HR specialists.	
Module 2	8 hours
Formulating and implementing HR strategies. Fundamental process considerations, Characteristics of the process, Developing HR strategies, setting out the strategy, conducting a strategic review, Implementing HR strategies. <i>Improving business performance through strategic HRM</i> - How HR impacts on organizational performance, How HRM strategies make an impact, How strategic HRM concepts impact on practice.	

Module 3	12 hours
Strategies for improving organizational effectiveness	
Strategies for improving organizational effectiveness, Strategies for organizational development, Strategies for organizational transformation, Strategies for culture management, Strategies for knowledge management, Commitment strategy, Strategies for developing a climate of trust, Quality management strategies, Continuous improvement strategies, Customer service strategy. <i>Resourcing strategy</i> -Resourcing strategy defined the objective of resourcing strategy, integrating business and resourcing strategies, the components of employee resourcing strategy, human resource planning, resourcing plans.	
Module 4	8 hours
Learning and development strategy	
Strategic HRD, Strategies for creating learning, culture, Organizational learning strategies, Learning organization strategy, Individual learning strategies. <i>Strategies for managing performance</i> - The process of performance management.	
Module 5	12 hours
Reward & Retention strategy	
Reward strategy defined, Why have a reward strategy?, Characteristics of reward strategy, The structure of reward strategy, The content of reward strategy, Guiding principles, Developing reward strategy, Effective reward strategies, Reward strategy and line management capability, <i>Employee relations strategy</i> - Employee relations strategy defined, Concerns of employee relations strategy, Strategic directions, The background to employee relations strategies, The HRM approach to employee relations, Policy options, Formulating employee relations strategies, Partnership agreements, Employee voice strategies.	

Activities:

1. Case studies, assignments, role plays and class presentations
2. Mini-Projects.

Recommended Readings:

Essential Reading:

1. Strategic Human Resource Management- A guide to action.3rd edition, Michael Armstrong, Kogan Page, ISBN 0 7494 4511 4.

Suggested Reading:

1. *Strategic Human Resource Management: An Indian Perspective*, By- Anuradha Sharma, SAGE Publications India Private Limited, ISBN-13: 978-0761933601.
2. *Strategic Approach to Human Resource Management: Concept, Tools and Application*, By-Tapomoy Deb, Atlantic (2006), ISBN-13: 978-8126906284.
3. *Strategic Human Resource Management-* Randall S. Schuler, Susan E. Jackson Wiley, 2007.
4. Jeoffery Mello., (2009). *Strategic Human Resource Management*. Cengage.
5. Charles.R.Greer., (2009). *Strategic Human Resource Management*. Pearson Education.
6. Fred.K.Faulkes, (2010). *Strategic Human Resource Management*. Prentice Hall.
7. Rajib Lochan Dhar., (2009). *Strategic Human Resource Management*, Excel Books.

TALENT MANAGEMENT

Subject Code: 2015

Credits: 4

Contact Hours: 60 hrs

Weekly hours: 4

External Marks: 80

Internal Marks: 20

Objectives:

1. To study the importance of talent in the company s core and distinctive competencies.
2. To study the effectiveness of managing Talent in diverse workforce
3. To study the global sourcing, employer and employee branding, retention, and succession planning.
4. To analyze the alignment of the talent management process with business strategy, with culture, and with people.

Expected Outcome:

1. The students will understand the new concepts in Talent management and its relevance in present Context

Module 1	08 hours
TALENT MANAGEMENT engine of new economy, meaning, definition, concept and approaches, importance, elements of talent management, process, Framework of talent management, factors affecting talent management, Career problems and its impact on talent. Workforce Diversity introduction, opportunities and challenges of talent management, Talent management and competitive advantages, role of HR in talent management and inculcating performance culture, right sizing the workforce, relevance in cross-cultural management issues, Social Environment and talent and interface of both.	
Module 2	10 hours
TALENT MANAGEMENT PRACTICES AND PROCESS - Building the talent pipeline; managing employee engagement; Key factors and different aspects of talent management; using talent management processes to drive culture of excellence; Talent management in India; Future directions in talent management practice and research.	

Module 3	15 hours
ATTRACTION, ACQUISITION, ATTRITION AND RETENTION OF TALENTS	
<p>Attraction - meaning, scope, importance, Aligning HRM goals to business, attracting talent, becoming the best employer by employer branding activities,</p> <p>Acquisition- meaning, definition, importance, Talent Procurement and Deployment Talent identification, benefits of uniqueness of talent in competitive environment</p> <p>Managing Attrition - meaning, definition, factors influencing on talent to leave the organisation, causes and effect of attrition on performance of the organization, Cost and consequences of talent departure, Management of attrition.</p> <p>Talent Retention- meaning, definition, importance of talent retention, Integration and retention. Factors influencing on talent to stay in the same organization, work life balance initiatives, providing HR leadership to business.</p>	
Module 4	12 hours
SUCCESSION PLANNING, LEARNING AND DEVELOPING OF TALENT	
<p>Succession planning - introduction, taking up lateral hiring when there is discontinuity in the succession plans. Succession planning and boundary-less career spanning sourcing talent. Identifying second line of leaders and developing their capabilities to occupy the critical positions in the event of the exit of current incumbents.</p> <p>Learning and Developing of Talent - deployment of talent, establishing talent management system, talent multiplication, Conflict resolution and talent management process measuring and monitoring turnover and retention data, designing engagement strategies, drivers of engagements.</p>	
Module 5	15 hours
RETURN ON TALENT (ROT) AND OPTIMIZING INVESTMENT IN TALENT -	
<p>Measuring contribution of talent to business performance, talent metrics, measuring human capital investment, transformation and reorganization of HR, new imperatives, talent forces of tomorrow, need of technology in identifying multi skilled talent in changing environment. Integrating compensation with talent Management.</p>	

Pedagogy:

Class Lecture, Group Discussion, Case Studies, Brainstorming Group and Individual presentation

Activities:

1. Case studies, assignments, role plays and class presentations
2. Mini-Projects.
3. Case studies
4. Students are expected to conduct a study on how talent are very important in organization, ask the students to find out the best employer surveys conducted during the past one year and make a presentation.
5. Students are expected to conduct a study on importance of talent management in India, future directions in talent management practice.
6. Identify how talent is acquired and retained in various industries and various strategies followed by the respective companies. Students can be asked to collect the information related to attrition rates in various sectors and identify the possible reasons for the same through a survey.

Recommended Readings:**Essential Reading:**

1. ASTD, Talent Management: Strategies for Success From Six Leading Companies , Cengage Learning.
2. Rao, T.V., Hurconomics for Talent Management: Making the HRD Missionary Business-Driven , Pearson Education.
3. Berger, L. A. and Berger, D. R., The Talent Management Handbook , McGraw-Hill Education India.
4. Rao, T.V., Performance Management and Appraisal Systems: HR Tools For Global Competitiveness , Response Books: A Division of Sage Publications.
5. Shukla, R., Talent management: Process of developing and integrating skilled worker, Global India Publications, New Delhi.
6. Hasan, M., Singh, A. K., Dhamija, S. (eds.), Talent management in India: Challenges and opportunities, Atlantic Publishers & Distributors.
7. Stringer, Hank & Rusty Rueff, Talent Force: A New Manifesto for the Human Side of Business, Pearson Education, Prentice Hall Upper Saddle River, New Jersey

Suggested Reading:

1. Phillips, Jack J, Lisa Edwards, Managing Talent Retention, An ROI Approach, Pfeiffer, A Wiley Imprint
2. Masood Hasan, Anil Kumar Singh and Somesh Dhamija, Talent Management in India, Challenges and Opportunities, Atlantic Publisher and Distributors (p) ltd.
3. Cheese, Peter, Robert J Thomas and Elizabeth Craig, The Talent Powered Organization, Kogan Page Ltd.
4. David, Tony, Maggie Cutt, Neil Flynn, Peter Mowl and Simon Orme, Talent Assessment, Gower Publishing Ltd., Hampshire Ltd.
5. Competence at work - Lyle M. Spencer, Signe M. Spencer. John Wiley 1993
6. The Talent Management Hand Book - Lance A. Berger & Dorothy R. Berger, Tata McGraw Hill
7. Sears David, Successful Talent Strategies, American Management Association, AMACOM, Press, New York
8. Harvard Business Review on Talent Management

MARKETING SPECIALIZATION

MARKETING SPECIALIZATION

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours	Credit
1	Consumer Behaviour	2016	20	80	100	04	04
2	Sales Management	2017	20	80	100	04	04
3	Service Marketing	2018	20	80	100	04	04

CONSUMER BEHAVIOUR

Subject Code: 2016

Credits: 4

Contact Hours: 60 hrs

Weekly hours: 4

External Marks: 80

Internal Marks: 20

Objectives:

1. To impart the skills in students for understanding the consumer behaviour
2. To equip the students to develop and implement marketing strategies

Expected outcome:

1. The students get ready for a career in Marketing

Module 1	10 hours
Introduction to Consumer behavior Definition, Meaning, Scope and Importance of consumer behavior, Product, Selling and Marketing concept, Traditional Vs Modern marketing concept, Customer value, satisfaction, and retention, Evolution of Consumer behavior, Factors influencing Consumer behavior. Consumer decision making process (Input-Process Output model, Economic, Learning, Sociological, EKB Model). Introduction to Indian Consumer (Changing profile and Values). Consumerism in India. Impact of digital technologies on marketing.	
Module 2	15 hours
Introduction to Consumer as an Individual Consumer motivation -Meaning, Process, and importance, Types of needs and goals, Selection of goals, positive and negative motivation, Rational and emotional motives. Theories of Motivation - Maslow s Hierarchy of Needs, Trio of needs, W. J. McGuire s Behavior motives. An evaluation of the need hierarchy and marketing applications. Ethics and consumer motivation. Personality and consumer behavior -Meaning, Nature, Types and Determinants (Nature/ Nurture), Theories of personality (Freud, Horney, Trait theory). Defense Mechanism, Personality and	

understanding, consumer diversity. Brand personality, Consumer Self Image (One, Multiple, Extended, Altering, Virtual Self). Self Esteem Actual, Ideal and Expected

Consumer perception-Elements of perception, Sensation, The absolute threshold, sensory adaptation & marketing strategies. Differential threshold- weber s law, marketing applications of the j.n.d., subliminal perception.

Dynamics of perception, Elements of perception process, Consumer imagery, Retail store image & Manufacturer s image. Perceptual Map, Perceived risk. Ethics and consumer perception

Module 3

13 hours

Consumer learning: Elements, Behavioral Learning theories and its applications in marketing -Classical conditioning, Instrumental conditioning, Modeling or observational learning

Cognitive learning theory - Memory (SR, STM & LTM), Schema and means to enhance memory recall. Involvement theory - Involvement theory & media strategy, Involvement theory & consumer relevance, Elaboration likelihood model, marketing applications of involvement theory. Ethics and consumer learning

Consumer Attitude - Meaning, Features and Importance, Structural models of attitudes (Tri Component, Multi Attribute, Trying -to-consume and the Attitude-toward-the-ad models).

Attitude formation-Sources of influence and Personality factors. Strategies of Attitude change - &The Elaboration Likelihood Model (ELM)Cognitive dissonance theory & Attribution theory

Module 4

12 hours

Group Behavior, Social Class and Culture

Reference Groups and Family - Meaning, Types and Importance - Factors that affect reference group influence. Selected reference groups The Family - Meaning, Types and Evolution - Family decision making and Roles & structure

Social class and consumer Behavior - Indian social classes, social class and social status, social class & segmentation, measurement of social class, Consumer behavior applications of social class.

The Influence of Culture- Meaning, Features, Components, Process and Importance. How culture is learned (Enculturation and acculturation).Indian Vs. Western (North American). Core values

.Importance of cultural values, Evolving Universal Values, Adaptive global marketing. Indian

Cultural diversity of India and its impact on consumer behavior.

Module 5

10 hours

Consumer influences-Dynamics of the opinion leadership process, Importance of WOM. Opinion leader, Strategy designed to stimulate buzz

Diffusion of innovations-The diffusion process. Adoption of innovation. The adoption process profile of the consumer innovator. **Consumer Decision Making**-Levels of consumer decision making - Extensive problem solving, Limited problem solving, Routinized response behavior, Consumer Decision Rules.

Activities:

1. Students can analyze the brand personality of various brands.
2. A project on understanding consumer perception towards brand/ retail store can be assigned to students
3. A project can be assigned to find out the buying roles, decision making in a family for a given product.

Recommended Readings:

Essential Reading

Consumer Behavior -9th edition, Schiffman and Kanuk, , PHI

Suggested Reading:

1. Consumer Behavior , by Suja Nair, Himalaya Publishing
2. Consumer Behavior, Text & Cases, 2nd edition by Satish Batra, SHH Kazmi, Excel Books
3. Consumer Behavior, by Rajneesh Krishna, Oxford Higher Education
4. Consumer Behavior Buying, Having, and Being, 7th edition, by Michael R Soloman, PHI
5. Consumer Behavior, India ed, by Blackwell, Miniard, Engel, Cengage learning

SALES MANAGEMENT

Subject Code: 2017

Credits: 4

Contact Hours: 60 hrs

Weekly hours: 4

External Marks: 80

Internal Marks: 20

Objectives:

1. To introduce the basic concepts of Sales management
2. To understand sales environment

Expected Outcome:

1. The students acquire necessary selling skills and knowledge of sales.

Module 1	16 hours
Introduction Sales managements, Concepts and Theories	
Evolution of sales management, Importance of Sales Management, Nature and Roles of Sales management, Types of Personal Selling (Industrial, Retail and Services), Types of Selling (Order Takers, Order Creators and Order Getters), Differences between Selling and Marketing, Environmental changes affecting Sales management Shorter product life cycle, Complex sales cycle, Reduced customer loyalty, Intense competition among manufacturing companies, Rising customer expectations, Increase Buyer Expertise and Electronic revolution in Communication.	
Buyer Seller Dyads, Theories of Personal Selling AIDAS Theory and Buying formula theory of Selling.	
Module 2	14 hours
Selling process and Forecasting	
Personal selling process (diagram with stages), Prospecting Process and Method of Prospecting, Sales presentation Methods (Canned, Organized, Tailored). Methods of handling customer objections, Methods of closing the sale.	
Market Potential, Sales potential, Sales forecast Forecasting Market Demand (Display and explanations of Market demand curve). Importance of Forecasting, Process of forecasting. Methods in Sales forecasting Qualitative methods (Expert opinion, Survey of Buyers	

expectation, Sales force composite, Delphi technique and Historical Analogy) and Quantitative methods (Test marketing, Naive method, Trend method, Moving Average, Regression and Exponential)

Difficulties associated with forecasting Lack of Adequate sales history, Lack of time, money and qualified personnel, Changing customer attitudes fashions and fads.

Module 3 **12 hours**

Sales Organization and Sales territory

Role of Sales force organization, Bases for designing a sales organization, Types of sales force structure product based, geographic based and customer based.

Sales territory Purpose, Allocation and Designing a sales territory, Criteria and starting point, Methods of Territory design. Build up, Break down and Incremental method. Operating the territory management system Routing Patterns (Clover leaf, Hopscotch, Straight line, Circle and Wedge).

Module 4 **10 hours**

Sales Quota management and Formulating Personal Selling strategy

Concept of Sales quota, Procedure for quota setting, Types of Sales quota Sales volume, Sales Budget, Sales Activity and Combination quota. Methods of setting Sales quota Based on Sales forecast and Potential, Based on Past sales or Experience, Based on Executive judgement, Based on Salespeople judgement and Based on Compensation.

Personal selling strategy with respect to Monopolistic competition, Oligopolistic Competition and No direct competition. Product Market Analysis Product specialist, Market specialist and Product/Market specialist with the grid diagram and an example of a product.

Module 5 **8 hours**

Sales personnel Recruitment, Training, Compensation and Motivation

Criteria used for selecting sales Personnel Mental Aptitude dimensions (Mental alertness, Business terms and memory recall aptitude, Communication skills, Numerical Ability, Mechanical interest) and Personality dimensions (Honesty or Character strength, Sociability, Cynicism, High energy levels, Dominance, Competitiveness, Emotional Maturity, Work Habits, Work Motivation)

Sources for Recruiting Internal and External.

Sales force training methods (Didactic, Visual Support, Participative, Conferences, Seminars, Discussion & Role plays)

Compensation Objectives, Types of Compensation Plans (**Financial**- Straight salary, Straight commission, Bonus plus Incentive, Salary plus incentive. &**Non-Financial** Promotions, Recognition Programmes, Fringe benefits, Expense accounts, Perks)
Factors influencing the motivation of a sales person Personal factors, Environmental conditions and Organizational policies.

Activities:

1. Visit any milk factory and study how they route their milk van
2. Identify your Newspaper boy s circulation route
3. Choosing and selling a product on the streets individually

Recommended Readings:

Essential Reading:

1. Sales and Distribution Management Tapan K. Panda & Sunil Sahade, 2/e, Oxford
2. Sales Management Richard Still, Edward Cundiff & Norman Govoni, Pearson, 5/e

Suggested Reading:

1. Sales Management Stanton, McGraw Hill
2. Sales & Distribution Management Krishna Havalda r&Vasant Cavale. 2/e, McGraw Hill

SERVICES MARKETING

Subject Code: 2018

Credits: 4

Contact Hours: 60 hrs

Weekly hours: 4

External Marks: 80

Internal Marks: 20

Objectives:

1. To gain insights into several facets in the area of services marketing
2. To equip the students with all aspects of services design, standards, delivery and measurement

Expected outcome:

1. The students get ready for a career in services sector.

Module: 1	12 hours
Introduction to Services: What are Services? Why Services Marketing? Differences in Marketing of Tangible Goods versus Services Marketing. Service Life Cycle, Classification of Services, Services and Technology - technology in service encounter, emergence of self service, automation in services, Internet services, The Services Marketing Mix. GAPS Model of Service Quality, Ethical issues in Services Marketing	
Module:2	14 hours
Focus on The Customer-Consumer Behavior in Services, Customer Expectations of Services, Customer Perceptions of Services. Building Customer Relationships Through Segmentation, Relationship Strategies, and Services Recovery Strategies.	
Module:3	12 hours
Aligning Service Design and Standards, Customer-Defined Service Standards, Services Blueprint, Physical Evidence & Servicescape, Measuring and Improving Service Quality (SERQUAL)	
module:4	12 hours
Delivering and Performing Service - Employee s Roles and Customers Role in Service Delivery, Delivering Service Through Intermediaries and Electronic Channels, Customer's Role in Service Delivery, Strategies for managing Demand and Capacity	

Module:5**10 hours**

The role of Advertising, Personal Selling and Other Communication, Services Marketing Triangle, Pricing of Services Pricing Strategies That Link Four Value Definitions, Service positioning (positioning on the five dimensions of service quality)

Activities:

1. A mini project on SERQUAL
2. Select a service of your choice and study the 7 P s

Recommended Readings:**Essential Reading:**

1. Services Marketing-Valarie A Zeithmal & Mary Jo Bitner, 5/e, TMH, 2011
2. Services Marketing-Christopher Lovelock, Pearson Education, 2004

Suggested Reading:

1. Services Marketing: Operation, Management and Strategy-Kenneth E Clow & David L. Kurtz, 2/e, Biztantra, 2007
2. Services Marketing: The Indian Perspective-Ravi Shankar, Excel BOOKS, 2006
3. Services Marketing - Rajendra Nargundkar, 3/e, TMH, 2010
4. Service Marketing - Jha S. M, HPH