

## MBA IV SEMESTER

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours per week	Credit	
1	Management Control System	4001	20	80	100	04	04	
2	Project Work (ABL)	4002	10	40	50	02	02	
3	Studies In Indian Values and Management	4003	10	40	50	02	02	
4	Specialization Subjects	A student has to choose papers which accumulates to 12 credits of specialization subject						12
	<b>Total</b>						<b>20</b>	

# MANAGEMENT CONTROL SYSTEM

**Subject Code: 4001**

**Credits: 4**

**Contact Hours: 60 hrs**

**Weekly hours: 4**

**External Marks: 80**

**Internal Marks: 20**

**Objectives:**

1. To introduce macro level canvas of Management Control to the management students.
2. To explain their relevance to micro operations at the unit level management.

**Expected Outcome:**

1. A multi-dimensional (CEO's) perspective to understand Control & focus.

<b>Module 1</b>	<b>5 hours</b>
Basic Concepts, Goals, Strategies, Key-variables in Management Control Systems, Control characteristics in Business activities. Management by Objectives - with emphasis on all functional areas in an organization, Analysis for effective feedback.	
<b>Module 2</b>	<b>20 hours</b>
Responsibility Center Concept - Types of Responsibility Centers. Evolution of various models of Responsibility Centers, Cost Centers (Associated Problems). Profit Center (Associated Problems) with special reference to Transfer Pricing Problems. Investment Center (Associated Problems) with special reference to Problem of Measurement of Investment, Importance of Behavioral Aspects of Management Control	
<b>Module 3</b>	<b>15 hours</b>
Budgetary Control System - Types of Budget, Zero Based Budgeting, Performance Budgeting, Flexible Budgets, Special Problems related to Behavioral Aspects. (Participation, Procedure, Authorization, System and Manual) Standard Costing and Variance Analysis: Need for setting standards-development of standards for material and labor costs- variance analysis-breakup of material and labor cost variances Ideal Reporting System - Budget Reporting. Estimation in Reporting, Financial Reporting, Project Reporting, Troubles in Reporting, Nature of Economic Reporting.	

<b>Module 4</b>	<b>10 hours</b>
Financial Control and Reporting in Non-Profit and Non-Government Organizations, Multi-National Organizations and Service Organizations, Scope, Characteristics, Non-Monetary Output Measurement	
<b>Module 5</b>	<b>10 hours</b>
Management Control of Projects: Nature, Planning, execution and evaluation.	

### **Recommended Reading**

#### **Essential Reading:**

1. Robert N. Anthony and Vijay Govindarajan: Management Control Systems, Tata Mc Graw Hill Publishing Company Ltd., New Delhi- 8/e.
2. P. Saravanavel – Management Control Systems, Himalaya Publishing House.

#### **Suggested Reading:**

1. Pradip Kumar Sinha, Mgmt Control System - a Managerial Emphasis. Excel Books Publication.
2. Ravindra Vadapalli, Management Control System, Excel Books

**Project Work**  
**(Activity Based Learning)**

**Subject Code: 4001**

**Credits: 4**

**Contact Hours: 60 hrs**

**Weekly hours: 4**

**External Marks: 80**

**Internal Marks: 20**

**Objectives:**

1. To introduce the students about the basic knowledge of project planning and analysis.
2. To help them to prepare and analyze the project feasibility.

**Expected Outcome:**

1. To develop the skill of preparing a detailed project report.

<b>Module 1</b>	<b>8 hours</b>
<b>Introduction to Projects</b>	
Project – definition, project management (definition), project life cycle (conception, selection, planning, control, evaluation, & termination).	
Capital Budgeting – Meaning, capital budgeting process (Planning, analysis, selection, financing, implementation & review), Levels of decision making, facets of project analysis (Market, technical, financial, economical, ecological), Feasibility study a schematic diagram. Key issues in major investment decisions.	
<b>Module 2</b>	<b>10 hours</b>
<b>Generation and Screening of Project Ideas</b>	
Simulating flow of ideas – SWOT analysis, clear articulation of objectives, fostering conducive climate.	
Monitoring the Environment –Economic, Government, and Technology, socio-demographics, competition & supplier.	
Corporate Appraisal – Marketing & distribution, production & operations, research & development, corporate resources & personnel, finance & accounting. Scouting for project ideas, preliminary screening.	

**Note: Field based course and no theory classes for the subject**

**Project Feasibility Analysis**

Marketing Analysis – Marketing plan,

Technical analysis – Product mix, plant capacity, location & site & environmental aspects.

Financial analysis –Cost of project, means of finance, estimation of sales & production, cost of production, working capital requirement & financing, profitability projections, projected cash flow statement & balance sheet, multiyear projections

**Activities**

1. Visit to DIC and detailing government support for industry.
2. B plan competition.
3. Profiling of firms with less than 5 years of establishment
4. Assessing business model of newly established e commerce firms.

**Recommended Readings:****Essential Reading**

1. Projects: Planning, Analysis, Selection, Financing, Implementation and Review - 7th Edition - Tata Mcgraw Hill Education Private Limited - Dr. Prasanna Chandra

**Suggested Reading:**

1. Project Management – A managerial approach–6e – Wiley India - Jack R. Meredith, Samuel J. Mantel, Jr.
2. Project Management – for Business, Engineering & Technology –3e –Elsevier –John M. Nicholas 7 Herman Steyn
3. Stay hungry stay foolish - Westland – Rashmi Bansal
4. Connecting the dots - Westland – Rashmi Bansal
5. Poor Little Rich Slum - Westland – Rashmi Bansal
6. Rich Dad Poor Dad – Robert Kiyosaki

## STUDIES IN INDIAN VALUES AND MANAGEMENT

**Subject Code: 4003**

**Credits: 2**

**Contact Hours: 30**

**Weekly Hours: 2**

**External Marks: 40**

**Internal Marks: 10**

**Objectives:**

1. To provide the students a glimpse into the wealth of Indian Values & it's relevance in Management.
2. To help students develop a holistic perspective towards learning and living
3. To enable an understanding of the concept of unity of mankind.

**Expected Outcome:**

1. Students shall understand and appreciate the core values of humanity and evolve as better citizens.

<b>Module 1</b>	<b>10 hours</b>
<b>Introduction to Values:</b> Indian Values, Global Values, Corporate Values	
<b>Indian Values:</b> Empathy, Sensitivity, Tradition, Peace, Humility, Economy, Sacrifice, Patriotism, Spirituality, & Respect	
<b>Corporate Values:</b> Achievement, Independence, Corporate Social Responsibility, Trust, Appreciation, Agree to Disagree, Adaptability, Commitment, Harmony, & Excellence	
<b>Global Values:</b> Health, Environment, Freedom, Equality, Fraternity, Diversity, Happiness, Unity, Honesty, & Humanity	
<b>Module 2</b>	<b>10 hours</b>
<b>Comparative study of Traditional and Modern Management ethos, Eternal Indian/Universal values:</b> Patriotism (Art/Dance/Music/Dress/Food/etc), Work is Worship (May1/Professionalism/etc), Empathy/Sensitivity/Flexibility, Sacrifice, Social Commitment (Society, Environment)	
<b>Module 3</b>	<b>10 hours</b>
<b>Spirituality and the Unity of thought: Important Commandments of Major religions of India (Hinduism, Islam, Christianity, Buddhism, Jainism). Management lessons from the works and thoughts:</b> Learning from Works and Thoughts of Chanakya, Lord Basaveshwara, Mahavira, Gautama Buddha, Swami Vivekananda, Mahatma Gandhi, Dr. B.R. Ambedkar, APJ	

**Activities:**

1. Quiz
2. Celebrating Festivities
3. Common Feasts
4. Cultural days
5. Sharing Experiences
6. Guest lectures
7. Yoga/ Meditation
8. Failure stories (learning from failures)
9. Identify a role model
10. Role Plays/Skits
11. Defend a friend/invite criticism/Face the truth
12. Recording/Documenting/Presenting hidden stories of success
13. 1 day for the Nation/Society/Friends/Institution/etc.
14. Book/Movie/Prayer/Symbols/ Review
15. 1 day with Orphans/elders/HIV/etc
16. Visit to a farm/Village/wilderness/etc.

**Recommended Readings:**

1. Devdutt Patnaik – Business Sutras, other books, Ted talks, etc.
2. Chinmaya Mission Publications
3. Swami Sukhabodhananda's Books, Videos and Audio.
4. Rama Krishna Mission Ashrama Publications
5. Swami Vivekananda's Works
6. Gurudev Ranade Mandir Publications
7. Speaking Tree (Times of India Columns/Collected Volume)
8. Panchatantra
9. Akbar – Birbal/ Tenali Rama / Raja Bhoj stories
10. C Rajagopalachari's works (Mahabharatha, Ramayana)

11. Biographies of Importance
12. Bhavan's Journal
13. Bharathiya Vidya Bhavan Publication
14. Good to Great by Jim Collins / Seagull by Livingstone
15. Robin Sharma / Shiv Khera / Deepak Chopra / others
16. R Nandagopal and Ajit Shankar's Ethos in Management

**Evaluation:**

1. Internal Assessment: (10 Marks)  
Class Participation, Presentations, Story Telling, & Assignments
2. External Assessment: (40 Marks)
  - a. MCQs (20 Marks)
  - b. Project (10 marks)
  - c. Viva (10 marks)



# **ADVANCE BUSINESS MANAGEMENT**

## 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	Innovation and Technology Management	4004	20	80	100	04	04
2	Supply Chain Management	4005	20	80	100	04	04
Two Credit Papers							
3	Enterprise Resource Planning	4006	10	40	50	02	02
4	Managing Business Growth	4007	10	40	50	02	02
5	Tourism and Travel Management	4008	10	40	50	02	02
6	Value Analysis and Management	4009	10	40	50	02	02

# INNOVATION AND TECHNOLOGY MANAGEMENT

**Subject Code: 4005**

**Credits: 4**

**Contact Hours: 60 hrs**

**Weekly hours: 4**

**External Marks: 80**

**Internal Marks: 20**

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## **Course Objectives:**

1. To highlight the role of technology and innovation as drivers of value and competitive advantage
2. To provide conceptual foundation in managing innovation and technology

## **Expected Outcome:**

1. Students are equipped to set themselves for the challenging fields of innovation and technology.

<b>Module 1</b>	<b>10 hours</b>
<b>Introduction and importance of technology management:</b> Definition and characteristics, technology trends, market based and resources based view, impact of technology on business, form of technology change, concept significant management of technology, technological environment- meaning, and importance. Recent developments in technological environment- globalization, time compression, technology integration, induced and autonomous changes in the technology environment, competitive advantages through new technology.	
<b>Module 2</b>	<b>15 hours</b>
<b>Innovation Management:</b> Concept of innovation, innovation and creativity, role and relationship with innovation, drivers and process of innovation-firm & technology level, classification of innovation, management of innovation. Technology evolution – S curve, technology progression, and technology change agents, evolutionary characteristics of technology change, uncertainty & technological insularity.	

<b>Module 3</b>	<b>10 hours</b>
<b>Technology Sources &amp; Research &amp; Development Management:</b> Sources of technology, process of new product development, reason of failures of high tech products, strategy to avoid product failure in market. Process of bringing high tech product from development to market, managing R& D organization-issues and recent trends. Linking between technology, development and competition, strategies issues in managing IPR.	
<b>Module 4</b>	<b>15 hours</b>
<b>Technological forecasting:</b> Meaning of technology forecasting, uses of technology forecasting, technology forecasting techniques: Exploratory and Normative technique; process and application of techniques like Delphi, Growth curves, S curves, Pearl Curve, Gompertz curve; Relevancy Tree, Morphological Analysis, Mission flow diagram, technology strategy, linking of technology with business strategy.	
<b>Module 5</b>	<b>10 hours</b>
<b>Technology &amp; Organizational Issues:</b> Technological Change and industrial relations, Technology assignment and environmental impact analysis integration of people and technology, organizational and psychological factors, organizational structure.	

**Activities:**

1. Visit a R&D organization and explore the innovation made by them and prepare a record.
2. Select a company known for innovation and list the emerging technologies and its impact on the Business environment.

**Recommended Reading:**

**Essential Reading:**

1. Managing Technology & innovation for competitive advantage by V K Narayana, Pearson Education Asia.

**Suggested Reading:**

1. Handbook of technology management by Gaynor, McGraw Hill

# SUPPLY CHAIN MANAGEMENT

**Subject Code: 4005**

**Credits: 4**

**Contact Hours: 60 hrs**

**Weekly hours: 4**

**External Marks: 80**

**Internal Marks: 20**

**Course Objectives:**

1. The objective of this course is to enable the student to understand the basic concepts, processes and key elements of a supply chain and how they interact in supply chains.
2. This subject provides information regarding the strategies for establishing efficient, effective and sustainable supply chains.

**Expected Outcome:**

1. By the end of the course Students are ready to take up their career in supply chain management.

<b>Module 1</b>	<b>10 hours</b>
<b>Introduction:</b> Basic concepts and philosophy of SCM, essential features, decision phases – process view, supply chain framework, key issues in SCM and benefits, IT in supply chain management, CRM vs SCM, value addition in SCM.	
<b>Module 2</b>	<b>15 hours</b>
<b>Designing the supply chain Network:</b> Designing the distribution network, role of distribution, factors influencing distribution, design options, distribution networks in practice, network design in the supply chain, factors affecting the network design decisions. Designing and planning transportation networks, role of transportation, modes and their performance, transportation infrastructure and policies, design options and their trade-offs, tailored transportation.	
<b>Module 3</b>	<b>10 hours</b>
<b>Purchasing and Vendor Management:</b> Centralized and decentralized purchasing, function of purchase department and purchase policies, outsourcing, vendor rating/evaluation, management of stores, account for materials, just in time and Kanban systems of inventory management.	

<b>Module 4</b>	<b>15 hours</b>
<b>Inventory and Logistics Management:</b> Concept, various costs associated with inventory, EOQ, buffer stock, lead time reduction, reorder point/re-order level fixation, ABC analysis, SDE/VED analysis, Numerical exercises, Logistics part of SCM, logistics cost, different models, logistics, sub-systems, inbound and out bound logistics, bullwhip effects in logistics, distribution and warehousing management.	
<b>Module 5</b>	<b>10 hours</b>
<b>Demand Management and Customer Service:</b> Demand Management, Traditional forecasting, customer service, expected cost of stock outs, Demand chain management, Benchmarking concept, features and implementation.	

**Activities:**

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

**Recommended Reading:**

**Essential Reading:**

1. Rahul V. Altekar, Supply Chain Management, Concepts and Cases, PHI Learning, Pvt Ltd.
2. Chopra Sunil and Peter Meindl – Supply Chain Management, Pearson, 3<sup>rd</sup> Edition, 2007

**Suggested Reading:**

1. A Logistic approach to supply chain management –Coyle, Bardi, Lonley, Cengage Learning, 1/e
2. Total Supply Chain Management by Basu and Wright, Elsevier, 1<sup>st</sup> Edition.
3. Supply Chain Logistics Management, Donald J Bowersox, Dand J Closs, M Bixby Coluper, TMH, 2<sup>nd</sup> Edition 2008.

# ENTERPRISE RESOURCE PLANNING

**Subject Code: 4006**

**Credits: 2**

**Contact Hours: 30 hrs**

**Weekly hours: 2**

**External Marks: 40**

**Internal Marks: 10**

## Objective:

1. The primary objective of this course is to provide basic knowledge regarding the concept and structure of ERP systems and impart necessary skills for the implementation in a business enterprise.

## Expected Outcome:

1. Students who complete this course shall have a idea and hands on experience of ERP

<b>Module 1</b>	<b>08 hours</b>
An Enterprise perspective: Production, finance personnel disciplines and their relationships, transiting environment, MIS Integration for disciplines, Information? Work flow Network Structure, Client Server Integrator Systems, Virtual Enterprise.	
<b>Module 2</b>	<b>10 hours</b>
Resource Management Perspective of ERP Systems: Function and process of Resource Management, Basic modules of ERP Systems – HRD, Personal Management, Training and Development, Skill Inventory, Material Planning and control.	
<b>Module 3</b>	<b>12 hours</b>
Inventory, forecasting, Manufacturing, Production Planning, Production scheduling, production control, sales and distribution, finance, Resource management in global scenario. Dynamic Data Management in complex global scenario. Information system perspective of ERP system: Evolution of application Software Technology Management MIS, DBMS, DSS, OLAP, KBSM, BPR, SCM, CRM, Information Communication Technology. E-Business.	

**Recommended Readings:****Essential Reading:**

1. Garg V.K. and Venket Krishna N.K. ERP Concepts and Practice”, PHI publication 1997
2. Champy J. Harper, “Re-engineering Management “, Harper Collins 1995
3. J. Kanter Managing with information, Prentice Hall (I) 1996 New Delhi
4. V. Rajaraman Analysis and Design of Information System, Prentice Hall (I) 1997, New Delhi



# MANAGING BUSINESS GROWING

**Subject Code: 4007**

**Credits: 2**

**Contact Hours: 30 hrs**

**Weekly hours: 2**

**External Marks: 40**

**Internal Marks: 10**

**Objective:**

1. The aim of this course is to present students an insight into what makes business to grow.

**Expected Outcome:**

1. Students are acquainted with the skills and techniques those are used in growing a business.

<b>Module 1</b>	<b>10 hours</b>
Running an early stage growing business, overview of the major strategic and operational issues that confront growing businesses	
<b>Module 2</b>	<b>10 hours</b>
Barriers to growth and strategies to overcome them; Finance for entrepreneurs – including cash management, funding growth	
<b>Module 3</b>	<b>10 hours</b>
Stakeholder perspectives in a growing business; Non-organic growth – e.g. roll-ups, buy/sell businesses; Organising for growth; Growth models, adaptation and evolution and managing transitions	

**Activity:**

Visit a growing enterprise and make a report on the various strategies by that enterprise.

**Recommended Readings**

**Essential Reading:**

1. Hisrich, R., & Peters, M. (2002). Entrepreneurship. New Delhi: Tata McGraw Hill.
2. Burns, P. (2001). Entrepreneurship and small business. New Jersey: Palgrave.
3. Kaplan, J. (2004). Patterns of entrepreneurship. Wiley.

**Suggested Reading:**

1. Mullins, J. (2004). New business road test. New Delhi: Prentice Hall.
2. Stevenson, H. (Ed.). (2007). Perspective on entrepreneurship. Boston: Harvard Business Press.

# TOURISM AND TRAVEL MANAGEMENT

**Subject Code: 4008**

**Credits: 2**

**Contact Hours: 30 hrs**

**Weekly hours: 2**

**External Marks: 40**

**Internal Marks: 10**

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## Objective

1. To prepare the learners with knowledge and skills essential to know what is tourism, its types and the Nations contribution to the industry

## Expected Outcome

1. The learners will have a complete idea about the different concepts, trends and strategies and more used in this industry.

<b>Module 1</b>	<b>10 hours</b>
INTRODUCTION Tourism - Definitions and Concepts – Components of tourism, Geographic components of tourism - Types of Tourists, Visitor, Traveler, and Excursionist – Differentiation Tourism, recreation and leisure, their inter–relationships – Tourism organization / Institutions – Role and functions of International agencies in Hospitality industry.	
<b>Module 2</b>	<b>12 hours</b>
TRAVEL MANAGEMENT Travel Agency and Tour Operation Business - Functions of Travel Agency - Setting up a full-fledged Travel Agency - Sources of Income of a travel agency - Diversification of Business - Travel and Health Insurance, Forex, Cargo & MICE – Documentation - IATA Accreditation - Recognition from Government.	

**Module 3****8 hours**

TOUR PLANNING Tour Packaging & Costing - Importance of Tour Packaging – Classifications of Tour Packages - Components of Package Tours - Concept of costing - Types of costs - Components of tour cost - Preparation of cost sheet - Tour pricing - Calculation of tour price - Pricing strategies

UNIT I TOURISM MANAGEMENT Tourism infrastructure- Tourism organizations-Travel motivators-Leisure or holiday Tourism Visiting friends and Relatives (VFR)- Cultural Tourism- Adventure Tourism-Sports Tourism, Religious Tourism-Business Tourism-Medical Tourism- Alternative Forms of tourism-Tourism Products and types.

UNIT II ECO TOURISM Evolution, Principles, Trends and Functions of Ecotourism-Themes - Eco-tel and Eco resorts - Fundamentals of Ecology- Basic Laws & ideas in Ecology- Function and Management of Ecosystem-Biodiversity and its Conservation-Pollution-Ecological Foot Prints -Mass Tourism Vs Ecotourism -Typology of Eco-tourists - Ecotourism Activities & Impacts –Western and Eastern Views of Ecotourism

**Activity:**

1. Visit any local Tourism/Travel agency and prepare a report on its tour plan

**Recommended Reading:****Essential Reading:**

1. Rajat Gupta, Nishant Singh, Ishita Kirar & Mahesh Kumar Bairwa, Hospitality and Tourism, Vikas Publishing House Pvt Ltd.
2. Foster Dennis L., The Business Of Travel Agency Operations and Administration (1993) Macmillan/ McGraw, Singapore
3. Tourism Operations and Management, SunetraRoday, ArchanaBiwal&Vandana Joshi, Oxford University Press

**Suggested Reading:**

1. Tourism principles and practices, Sampad

# VALUE ANALYSIS AND MANAGEMENT

**Subject Code: 4009**

**Credits: 2**

**Contact Hours: 30 hrs**

**Weekly hours: 2**

**External Marks: 40**

**Internal Marks: 10**

## Objective

1. To acquaint the students with the techniques of value analysis and their applications in product design and production process.

## Expected Outcome

1. Students will be getting insights about value analysis and value addition in the manufacturing process.

<b>Module 1</b>	<b>10 hours</b>
Value Analysis and Engineering – Managerial Approach, Introduction and History, Value Function and Costs, Problem Analysis and Solution.	
<b>Module 2</b>	<b>12 hours</b>
Value engineering Techniques, Qualification of Value Specialist, Project Selection and setting of value engineering goals. Program action and implementation.	
<b>Module 3</b>	<b>8 hours</b>
Measurement and Control of Value Engineering Programme. Recent Developments in value management.	

## Activity:

1. Case study analysis
2. Operations workout

## Recommended Readings

### Essential readings

1. Miles, L.D., Techniques of Value Analysis and Engineering, McGraw Hill.
2. H. Tuffy, Competition on Value Engineering, Indo American Society.

# **FINANCE SPECIALISATION**

## FINANCE SPECIALIZATION

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours Per Week	Credit
1	Corporate Financial Restructuring	4010	20	80	100	04	04
2	Insurance Management	4011	20	80	100	04	04
3	International Financial Management	4012	20	80	100	04	04
4	Management of Mutual Funds	4013	20	80	100	04	04
5	Merchant Banking & Financial Services	4014	20	80	100	04	04
6	Tax Planning & Management-II	4015	20	80	100	04	04

## **CORPORATE FINANCIAL RESTRUCTURING**

**Subject Code: 4010**

**Credits: 4**

**Contact Hours: 60 hrs**

**Weekly hours: 4**

**External Marks: 80**

**Internal Marks: 20**

This course has been designed to enable students to understand how corporate entities can be financially restructured to promote growth and how the Legal Framework facilitates the process of Corporate Financial Restructuring.

### **Objective**

1. To give complete exposure to various means and ways of corporate financial restructuring.
2. To help students to understand legal framework & process of corporate financial restructuring.

### **Expected Outcome**

1. The students were expected to master the art of Financial Restructuring

<b>Module 1</b>	<b>6 hours</b>
<b>Introduction to Corporate Financial Restructuring</b> Concept; Corporate Financial Restructuring in India; Corporate Financial Restructuring as Business Strategy; Objectives; Need	
<b>Module 2</b>	<b>18 hours</b>
<b>Tools of Corporate Financial Restructuring – Part I</b> <b>Merger</b> : Concept; Types; Motives Behind Mergers; Synergy; Horizontal, Vertical and Conglomerate Mergers; Cost of Merger; Methods of Mergers; Economic, Financial & Taxation aspects of Mergers; Funding the Merger; Merger Process; Valuation of Shares and Business : DCF Method, Relative Valuation – Valuation of Operating & Financial Synergy – Valuing Corporate Control – Valuation of LBO; Measuring Post-Merger Efficiency; Legal Framework & Mergers : Companies Act 2013, Indian Income Tax Act 1961, SEBI Takeover Code, Competition Act, Listing Agreement, SEBI (Substantial Acquisitions & Takeovers) Regulations 2011	

<b>Module 3</b>	<b>16 hours</b>
<b>Tools of Corporate Financial Restructuring – Part II</b>	
Buyback of Shares : Concept; Reasons; Methods; Legal Framework & Buyback : Companies Act 2013, SEBI Buyback Regulations, Accounting Requirements; Share Buyback scenario in India	
Disinvestment : Concept; Reasons; Methods : Offer for Sale to Public at a Fixed Price & Offer for Sale to Public through Book Building; International Offering; Private Placement; Auction; Sale through Demerger / Spinning Off – Methodology (Each Method) including Valuation; Legal Framework & Disinvestment : Companies Act 2013, SEBI Take-Over Code, RBI Regulations, FIPB Clearance, Disclosure Requirements, Accounting & Listing Requirements;-Disinvestment Scenario in India	
<b>Module 4</b>	<b>14 hours</b>
<b>Tools of Corporate Financial Restructuring – Part III</b>	
Employees Stock Option Plan : Concept; Reasons; <b>Types</b> : ESOS, ESPP, Compensation Plans, Incentive Plans, Stock Appreciation Rights, Phantom ESOPs etc.; Issue Procedure; Legal Framework & ESOP: SEBI (ESOS & ESOS) Guidelines, <b>Companies Act 2013</b> , Income Tax Issues	
Repayment of Loans, Repaying Deposits to Public & Redemption of Debentures: Timing & Quantum Decision; Reasons; Procedure; Legal Framework; Income Tax Issues	
<b>Module 5</b>	<b>06 hours</b>
<b>Tools of Corporate Financial Restructuring – Part IV</b>	
Raising Additional Fund through New Issue of Equity, Debentures, ADR & GDR : Timing & Quantum Decision, Cost of Issue, Procedure, Impact on Stakeholder & Measurement, Legal Framework	

**Recommended Reading:**

**Essential Reading:**

1. Mergers, Acquisitions and Corporate Restructuring by Patrick A. Gaughan, Wiley



### **Suggested Reading:**

1. Mergers, Restructuring & Corporate Control by F Weston, Kwang S C, Susan E H, Pearson Education
2. Corporate Finance -Theory & Practice by Ashwath Damodaran, John Wiley & Sons
3. Company Law & Practice – Taxmann and Students Guides to I.T. Act 1969
4. Value Creation from Mergers & Acquisitions by Sudi Sudarsanam, Pearson Education
5. Valuation for Mergers Buyouts & Restructuring by Arzak, Wiley India (P) Ltd.
6. Merger, Acquisitions & Corporate Restructuring by Chandrashekar K & Vishwanath. S.R, Sage Publication
7. Takeovers, Restructuring & Corporate Governance by Weston, Mitchel & Mulherin, Pearson Education
8. Corporate Growth through Mergers & Acquisitions by Shiv Ramu, Response Books
9. Mergers acquisitions and Business valuation by Ravindhar Vadapalli, Excel books
10. Mergers, Restructuring and Corporate Control by Weston Et Al., Prentice-Hall
11. Corporate Restructuring by John J. McConnell and [David J. Denis](#), Edward Elgar Publishing
12. Valuation, Mergers, Buyouts and Restructuring by Enrique Arzac, *wileyindia*
13. Corporate Restructuring: Lessons from Experience by Michael P & William S, World Bank Publication

# INSURANCE MANAGEMENT

**Subject Code: 4011**

**Credits: 4**

**Contact Hours: 60 hrs**

**Weekly hours: 4**

**External Marks: 80**

**Internal Marks: 20**

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This course has been designed for students aspiring for a career in Insurance Sector. The course is also aimed at acquainting the students with knowledge of insurance.

**Objectives:**

1. To give complete exposure to products and services offered by insurance players.
2. To help students to understand working of insurance sector in the competitive environment.

**Expected Outcome:**

1. Building strong fundamentals in the concept of Insurance and its Management

<b>Module1</b>	<b>15 hours</b>
<b>Introduction to Insurance &amp; Risk Management</b> Concept; How Insurance functions; Insurance Act,1938; Insurance Regulatory & Development Authority Act; The role of Lloyds; Insurance Advertisements & Disclosure Regulations, 2000; Protection of Policy Holders Interest Regulations, 2002; Third Party Administrators (TTPA); Contract Terminology; Fundamental Principles; Elements of Valid Insurance Contract; Common Clauses & Sections in an Insurance Contract; Insurance Organization Structure & Functions; IRDA; Risk Management : Concept, Types, Risk Management, Stages of Risk Management	
<b>Module 2</b>	<b>10 hours</b>
<b>Life Insurance</b> Concept; Principles; Financial Planning; Types of Life Insurance Policies; Motor Vehicles Act; Life Insurance Premium & Tax Benefits	

<b>Module 3</b>	<b>10 hours</b>
<b>General Insurance</b>	
Concept; Classification: Life Insurance & Non-Life Insurance : Property Insurance, Fire Insurance, Marine Insurance, Motor Insurance, Burglary Insurance, Money Insurance (Concept, Clauses, Risk Coverage & Market Players)	
<b>Module 4</b>	<b>10 hours</b>
<b>Personal and Liability Insurance</b>	
Personal Insurance : Mediclaim Policies; Group Mediclaim Policy; Personal Accident Insurance; Liability Insurance: Employers Liability Insurance; Public Liability Insurance; Professional Indemnity Insurance;- Product Liability Insurance (Concept, Clauses, Risk Coverage & Market Players); ESIC	
<b>Module 5</b>	<b>15 hours</b>
<b>Insurance Intermediaries &amp; Customer Protection</b>	
Individual Agent; Corporate Agent; Code of Conduct; Broking Regulations; Insurance Pricing; Asymmetric Information/Moral Hazard/Adverse Selection; National Insurance Academy; Institute of Actuaries of India (IAI); Ombudsmen; Integrated Grievance Management System [IGMS]; Insurance Information Bureau; Indian Institute of Insurance Surveyors & Loss Assessors; Lok Adalat & Jald Rahat Yojana; Coinsurance; Reinsurance; Hit and Run Cases; Indian Insurance Market; Reform and Developments; Actuarial Mathematics	

**Recommended BooReadings:**

**Essential Reading:**

1. Insurance Products and Services, IIBF, Taxman Publications

**Suggested Reading:**

1. Fundamentals of Insurance – Study Course CPAIM-BL-01, Insurance Institute of India
2. Agency Management – Study Course CPAIM-IL03, Insurance Institute of India.
3. Indian Insurance Industry – Study Course CPAIM-IL04, Insurance Institute of India.
4. Practice of Life Insurance, Study Course, IC-10, Insurance Institute of India
5. Practice of General Insurance, Study Course, IC-11, Insurance Institute of India
6. Health Insurance, Study Course IC-27, Insurance Institute of India.

7. Insurance: Principles and Practice, M.N Mishra, S.B Mishra, Sultan Chand & Sons
8. Fundamentals of Life Insurance: Theories and Practice by Kaninika Mishra, PHI learning
9. Insurance: Theory and Practice by Nalini Tripathy & Prabir Pal, PHI learning
10. General Insurance: Principles & Practice by Thomas G E and K C Mishra, Cengage learning.
11. Principles and Practice of Life Insurance, G Krishnaswamy, Excel books
12. Principles of Risk Management and Insurance by Rejda George, Pearson Education

# INTERNATIONAL FINANCIAL MANAGEMENT

**Subject Code: 4012**

**Credits: 4**

**Contact Hours: 60 hrs**

**Weekly hours: 4**

**External Marks: 80**

**Internal Marks: 20**

The present course aims at familiarizing the students with various aspects of macro & micro international financial concepts influencing business organization. This will help them in gaining a deeper understanding of the international financial environment

## **Objectives:**

1. To provide an understanding of the international economic and financial environment
2. To describe foreign exchange exposure measurement and management.
3. To offer an understanding of the financial management aspects of the MNC

## **Expected Outcome:**

1. The student shall be able to understand the concept of international finance, tools and its implication on business organization.

<b>Module 1</b>	<b>15 hours</b>
<b>Introduction To IFM</b>	
Overview; Importance; Nature & Scope; Theories of International Business; International Business Methods; Capital Flow & Flight; Fundamentals Balance of Payments (BoP); Accounting Components of BOP; Factors Affecting International Trade Flows; Agencies that facilitate International Flows; BoP Equilibrium & Disequilibrium; Trade Deficits; Capital Account Convertibility; Problems on BoP; Indian BoP Trends	
<b>Module 2</b>	<b>08 hours</b>
<b>International Monetary System</b>	
Evolution; Economic and Monetary Union; IMF; World Bank; ADB	

<b>Module 3</b>	<b>10 hours</b>
<b>International Financial Markets and Instruments</b>	
Foreign Portfolio Investment; International Bond & Equity Market; GDR, ADR, IDR, Cross listing of Shares; Global Registered Shares; International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating Rate Notes, Zero Coupon Bonds; International Money Markets; Financing of Foreign Trade; Payment Methods for International Trade; Prepayment; Letters of Credit; Drafts; Consignment; Open Account. etc.	
<b>Module 4</b>	<b>12 hours</b>
<b>Exchange Rates</b>	
Measuring Exchange Rate Movements; Factors influencing Exchange Rates; Government influence on Exchange Rates; Exchange Rate System; Managing Foreign Exchange Risk; International Arbitrage & Interest Rate Parity; Relationship between Inflation, Interest & Exchange Rates; Transaction Exposure; Translation and Economic Exposure	
<b>Module 5</b>	<b>15 hours</b>
<b>International Capital Budgeting</b>	
Concepts & Evaluation of a Project; International Capital Structure & Cost of Capital; International Financing: Equity, Bond Financing, Parallel Loans; International Cash Mgt.; Accounts Receivable Mgt.; Inventory Mgt.	

**Activities:**

1. Students must study the BoP Statistics of India for the last five year & present the analysis in the class.
2. Students can carry out a survey of Exporters and report the foreign exchange risk management practices adopted by them.
3. Students can study the impact of exchange rate movement on the firm profitability
4. Students can predict exchange rates using technical analysis and find arbitrage opportunities using newspaper quotes present the same in the class

**Recommended Reading:**

**Essential Reading:**

1. International Finance Management - Eun & Resnick, 4/e, Tata McGraw Hill

2. International Finance Management, T. Siddaiah, Parson
1. Multinational Financial Management, Alan C. Shapiro, John Wiley

**Suggested Reading:**

1. International Financial Management, Jeff Madura, Cengage Learning
2. International Financial Management, Apte P. G, 6/e, TMH
3. International Finance, Maurice Levi, 5/e, Routledge
4. International Financial Management, Madhu Vij, Excel Books
5. Multinational Business Finance, David K. E, Arthur I.S & Michael H. M, Pearson
6. International Finance, Theory & Practice, V.A. Avadhani, Himalaya Publishing House
7. Indian Journal of International Business & Finance
8. Asian Economic Bulletin
9. Journal of International Business
10. International Trade Journal

**Websites:**

IMF, WB, ADB, RBI

## MANAGEMENT OF MUTUAL FUNDS

**Subject Code: 4013**

**Credits: 4**

**Contact Hours: 60 hrs**

**Weekly hours: 4**

**External Marks: 80**

**Internal Marks: 20**

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This course is designed for students who wish to either begin a career in the mutual fund sector in India. The course is structured to help the students understand the basic concepts relating to the Management of Mutual funds in India.

**Objective:**

1. To help students to gain knowledge on dynamics of Mutual Fund Sector in India

**Expected Outcome:**

1. The students are expected to clear the AMFI Examination.

<b>Module 1</b>	10 hours
<b>Introduction to Mutual Fund</b> Concepts; Role; MF as Investment Avenue; Risk Factor; Fund Structure and Constituents; Types of Mutual Fund : Open & Close Ended – Equity – Debt – Gold – Real Estate – International MF Schemes - Exchange Traded – Index MF – Monthly Income Plan – Fixed Maturity Plan, Capital Protection Oriented Plan	
<b>Module 2</b>	10 hours
<b>Mutual Fund Investment</b> New Fund Offer's & Procedure for Investing in NFO; Offer Document ; Listed Schemes;- Expenses (Initial Issue Expense); Cut-off Timing; Information Sources : Scheme Information Sheet, Statement of Additional Information, Key Information Memorandum, Fund A/c Statement, Fact Sheet, Annual Reports, Portfolio Statements; MF Players in India; Investor Services;- Investors Rights and Obligations	



<b>Module 3</b>	12 hours
<b>Financial Planning through Mutual Funds</b>	
Introduction to Financial Planning; Alternate Financial Planning Approaches; Life Cycle & Wealth Cycle in Financial Planning; Concept of NAVs; Measurement of NAVs; Mark to Market; Sale Price; Re-Purchase Price & Loads; Investor Risk Profiling; Asset Allocation & Model Portfolios; Financial Blood-Test Report (FBR); Scheme Selection; Exit from Schemes; Tips and Tricks	
<b>Module 4</b>	20 hours
<b>Evaluation of Mutual Fund Schemes</b>	
Return Measurement - Simple Return, XIRR, Compounded Annual Growth Rate, Compounding Periodic Return, Annualized Return, Absolute and Relative Return; Risk Measurement - Standard Deviation, Variance, Beta, Weighted Average Maturity, Modified Duration; Risk Adjusted Return: Alpha, Sharp Ratio, Treynor Ratio, Jensen's Alpha, Eugene Fama, Appraisal Ratio, Modigliani and Modigliani ( $M^2$ ), Sortino Ratio - Return on Risk Adjusted Capital - CRISIL Rating and Ranking - SEBI Disclosure Norms on Return	
<b>Module 5</b>	8 hours
<b>Mutual Fund Players and Regulatory Environment</b>	
Market Players; Investor Protection; Standard Protections; Time Standards; Legal and Regulatory Environment; Sponsor; Trusteeship; Asset Management Company (AMC); Maintenance of Investor Records; Unique Client Code; Custody of Investments (Custodian); Registrar; Transfer Agent; AMFI	

**Recommended Reading:**

**Essential Reading:**

1. Indian Mutual Funds Handbook-A Guide for Industry Professionals and Intelligent Investors by [Sundar Sankaran](#), Vision book India

**Suggested Reading:**

1. Mutual Funds in India by Joydeep Sen, Shroff Pub & Dist. Pvt. Ltd

2. Everything you wanted to know about investing in Mutual Funds by Deepa Venkatraghvan, CNBC TV18
3. Prosperity through Mutual Funds by Arvind Paranjpe, Tejal Prakashan
4. Mutual Funds in India: A Study of Investment Mgt. by Amitabh Gupta, Anmol Publications
5. AMFI Study Materials

## MERCHANT BANKING & FINANCIAL SERVICES

**Subject Code: 4014**

**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 financial service sector

**Objective:**

1. To acquaint student with the knowledge of financial service sector and financial services.

**Expected Outcome:**

1. Students shall be aware of the financial services available in the market.

<b>Module 1</b>	<b>15 hours</b>
<b>Financial Market related Services</b>	
<b>Merchant Banking:</b> Concept, Types, SEBI Guidelines, Service offered by Merchant Bankers in India; Underwriting, Market Players	
<b>Depository Services :</b> Concept, Depository Participants, SEBI Guidelines, Service offered, Market Players	
<b>Banker to Issue :</b> Concept, SEBI Guidelines, Service offered, Market Players	
<b>Brokerage Services:</b> Concept, SEBI Guidelines, Service offered, Market Players	
<b>Module 2</b>	<b>10 hours</b>
<b>Lease Financing</b>	
Meaning and Types, Historical Perspective, Present Legislative Framework, Lease and Taxes, Lease Evaluation, Market Players, Exercises	
<b>Module 3</b>	<b>10 hours</b>
<b>Hire Purchase</b>	
Concepts, HP V/S Lease, Conditions and Warranties in Hire Purchasing, Tax Implications, Market Players, Exercises	

<b>Module 4</b>	<b>15 hours</b>
<b>Factoring, Forfeiting and Credit Rating</b>	
<b>Factoring</b> : Concept, Parties, Process, Cost of Factoring, Factoring Decision, Limitations, Market Players, Exercises	
<b>Forfeiting</b> : Concept, Parties, Process, Cost of Forfeiting, Forfeiting Decision, Limitations, Market Players, Exercises	
<b>Credit Rating</b> : Concept, Legal Framework, Types of Rating, Rating Methodology and Benchmarks, Rating of Various Financial Instruments, Credit Rating Agencies in India, Exercises	
<b>Module 5</b>	<b>10 hours</b>
<b>Other Financial Services (Basic Concepts)</b>	
Securitization, Asset Reconstruction Companies, Investment Banking Services, Corporate Restructuring Services, Advisory Services, Wealth Management Services, Tax Planning Services, Asset Management, Hedge Fund Management, Foreign Exchange Services, Private Equity, Venture Capital, Conglomerates, Angel Investment, Financial Infrastructure, Debt Resolution, Portfolio Management, Equity Research, Financial Information, Banking Technology, Surveillance, Loan Syndication, Realty Services (Housing Financial Services), Sponsorship Services, Treasury Management Services	

**Recommended Readings:**

**Essential Reading:**

1. Financial Services by Machi Raju, Vikas Publication

**Suggested Reading:**

1. Financial Services and Markets by Varshini and Mittal, Sultanchand
2. Financial Services by M Y Khan, FMH
3. Financial Institutions and Markets by L M Bhole, FMH
4. Merchant Banking Organization and Management by J C Verma

**TAX PLANNING AND MANAGEMENT – II**  
**(INDIRECT TAXES)**

**Subject Code: 4015**

**Credits: 4**

**Contact Hours: 60 hrs**

**Weekly hours: 4**

**External Marks: 80**

**Internal Marks: 20**

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This course has been designed to acquaint the students with the conceptual framework of the key decision areas in Indirect Taxes

**Objective:**

1. To provide an in depth knowledge of the various provisions of indirect taxation laws and their impact on business decision-making.
2. Identify and analyze the procedural aspects under different applicable statutes related to indirect taxation.

**Expected Outcome:**

1. Students shall be able to compute the assessable value of transactions related to goods and services for levy and determination of duty liability.

<b>Module 1</b>	<b>10 hours</b>
<b>Central Excise Law</b> Introduction and Background; Difference between Direct Taxes & Indirect Taxes : Meaning, Central Excise Officer, Goods, Excisable Goods, Manufacture, Taxable Event; Types of Excise Duty; Classification of Goods; Valuation of Excisable Goods; Registration; Assessment; Payment; Clearance and Exemption of Duties; Penalties	
<b>Module 2</b>	<b>5 hours</b>
<b>Cenvat Credit Rules, 2004</b> Export Benefits and Procedures; Recovery and Refund of Duties; Interest; Demand; Penalty and Audit; Small Scale Units; Offences; Search; Seizure and Adjudication Procedures	

<b>Module 3</b>	<b>15 hours</b>
<b>Customs Law</b>	
Introduction and Basic Concepts; Export & Import; Territorial Waters; Indian Customs Water; Goods; Imported Goods; Types of Custom Duties; Valuation of Imported and Export Goods; Assessment of Imported and Export Goods; Clearance of Imported Goods and Export Goods; Goods in Transit; Warehousing; Duty Drawback; Baggage; Coastal Goods; Search; Seizure; Confiscation of Goods; Offences and Penalties	
<b>Module 4</b>	<b>15 hours</b>
<b>Service Tax</b>	
Introduction; Nature of Service Tax; Service Provider and Service Receiver; Registration Procedure; Records to be Maintained; Payment of Service Tax; Returns of Service Tax; Negative List; Exempted Service; Service Tax Liability; Point of Taxation; Classification & Valuation of Taxable Service; Place of Provision of Service; Payment of Service Tax; Exemptions & Abatements; Service Tax Procedures; Cenvat Credit	
<b>Module 5</b>	<b>15 hours</b>
<b>Other Indirect Taxes</b>	
<b>Central Sales Tax</b> : Introduction; Definitions; Salient Features; Stock Transfer; Branch Transfer; Inter State Sale; Sale in Course of Import/Export; De-termination of Turnover for CST; Exceptions to Levy of CST; Exemptions from CST; Goods of Special Importance/Declared Goods; Procedures Under CST	
<b>VAT</b> : Introduction; Definitions; Salient Features; Methods of Computation of Tax; VAT Rates and Coverage of Goods; Input Tax; Output Tax; Input Tax Credit; VAT Liability; Treatment of Stock & Branch Transfer; VAT Procedures; Registration; Invoice; Returns and Audit; Incentives under VAT	
<b>GST</b> : Introduction and Basic Concept	

**Note: The semester's previous "Finance Act" shall be applicable to the examination. For ex: If 4<sup>th</sup> semester begins in Feb 2016, then "Finance Act, 2015" will be applicable for the examination.**

**Recommended Book:**

**Essential Reading:**

Indirect Taxes Law and Practice - V S Datey, Taxmann Publication

**Suggested Reading:**

1. Indirect Taxes – Mohd. Rafi, Bharat Law House
2. Students Referencer on Indirect Taxes – G Sekar, CCH Publication
3. Various Bare Acts
4. Latest cases of Supreme Court and High Court

# **HUMAN RESOURCES MANAGEMENT**



## HUMAN RESOURCE SPECIALIZATION

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours Per Week	Credit
1	Change Management & Leadership	4016	20	80	100	04	04
2	Compensation Management	4017	20	80	100	04	04
3	Counseling and Stress Management	4018	20	80	100	04	04
Two Credit Papers							
4	Competency Mapping	4019	10	40	50	02	02
5	Contemporary Developments in HRM	4020	10	40	50	02	02
6	Human Resources Analytics	4021	10	40	50	02	02

## CHANGE MANAGEMENT AND LEADERSHIP

**Subject Code: 4016**

**Credits: 4**

**Contact Hours: 60**

**Weekly Hour: 4**

**External Marks:80**

**Internal Marks: 20**

### **Objectives:**

1. To learn the theory and practice of Managing Change and basics of leadership
2. To understand the strategic importance of managing change and role of leadership in any organization

### **Expected Outcomes:**

1. The students will be able to understand the fundamentals of Change Management and Leadership theories & styles (Knowledge)

<b>Module 1</b>	<b>15 hours</b>
The students will be able to critically discuss change management efforts by different organizations to sustain in fast changing business environment as well as appreciate, compare & contrast leadership practices by different leaders across various sectors (Skill & Ability)	
<b>Introduction to Change:</b> Nature, Forces, Types and Models of Change; Leading and Managing Change-Transformation Planning, Creating Support Systems, Managing Transition. Organization Culture and Change, Strategic Leverages to Change-through Structure, Systems, Process and Strategies	
<b>Module 2</b>	<b>15 hours</b>
<b>Managing Change through People:</b> Change Management-Dealing with individuals and groups in organizations; Overcoming resistance to change; HR Professionals as Change agents, Managing Change in Workplace Dynamics-Workforce Diversity, Changing employer & employee expectations with each other	

<b>Module 3</b>	<b>10 hours</b>
<b>Introduction to Leadership:</b>	
The Nature and Importance of Leadership. Traits, Motives, and Characteristics of Leaders; Charismatic and Transformational Leadership; Theories on Leadership Behaviors, Attitudes, and Styles; Contingency and Situational Leadership, Influence Tactics of Leaders	
<b>Module 4</b>	<b>10 hours</b>
<b>Leadership Roles:</b>	
Motivation and Empowerment, Leadership Communication, Leading Teams, Creating Vision and Strategic Direction, Shaping Culture and Values, Leading Change and Conflict Resolution	
<b>Module 5</b>	<b>10 hours</b>
<b>Leadership Issues and Challenges</b>	
Leadership Ethics and Social Responsibility; Power, Politics, and Leadership; Creativity, Innovation, and Leadership; Strategic Leadership; International and Culturally Diverse Aspects of Leadership · Leadership Development and Succession	

### **Activities**

1. Student Presentations on profiles of great leaders across the globe
2. Discussions on contemporary leadership issues across various sectors (Education, Business, Government etc.)
3. Article Reviews related to Change Management & Leadership
2. Class Project

### **Recommended Readings**

#### **Essential Readings:**

1. HR Magazines-Human Capital, People Matters,
2. HR Journals
3. News Paper Articles/Videos related to Leadership and Change Management
4. Leadership-Research Findings, Practice and Skills by Andrew Dubrin, Biztantra Publications
5. Leadership Experience by Richard Daft, Cengage Learning Publication

**Suggested Reading:**

1. Effective Leadership by Lussier/Achua-Cengage Learning Publications
2. Leadership Theory & Practice by Peter G North house-Response Books
3. Leadership Wisdom by Robin Sharma- Jaico Book
4. Principle Centered Leadership-Stephen Covey-Pocket Books
5. Change Management in Organization by Huges Mark-Jaico India Publications
6. Leading Change-HBR Issue February-July-2015
7. HBR's 10 must read on Change Management by Kotler, John P et al-HBS Press

# COMPENSATION MANAGEMENT

**Subject Code: 4017**

**Credits: 4**

**Contact Hours: 60**

**Weekly Hours: 4**

**External Marks: 80**

**Internal Marks: 20**

**Objectives:**

1. To promote understanding of issues related to the compensation in the Corporate Sector, public services and other forms of organization.
2. To explain the issues in designing the reward systems, the methods and aims of different forms of payment systems and to impart skills in designing, analyzing and restructuring compensation packages related systems, Policies and strategies.
3. To allow students hands – on experience in compensation management and increase their self efficacy.

**Expected Outcome:**

1. The course provides a systematic guidelines or roadmap for identifying and designing compensation system that add value to the organization.

<b>Module 1</b>	<b>10 hours</b>
<p><b>Introduction and Background-</b> Need and significance of Compensation Management in HRM , Objectives of Compensation Management, Concept of compensation, Dimensions of compensations, Methods of Compensation, Concept of Reward, Designing Reward System, The New Trends in Compensation Management, Theoretical Background- Economic Theories of wages.</p> <p><b>Wage and Salary Fixation Machinery-</b> Institutions Involved in wage and Salary Fixation, Wage Board, Pay commission.</p>	
<b>Module 2</b>	<b>10 Hours</b>
<p><b>Industry’s Compensation Policy-</b> Compensation Policy, , Strategy, New trends in compensations strategy, Concept of Internal Equity and External Parity, Job evaluation, Procedure, Methods, ,Pay Surveys , Pricing Jobs, Competitive Imperatives Influencing Compensation.</p>	

<i>Compensation Structure-Indian Practices</i> -Salary structures, Pay Structures in Practice, Designing Compensation Structure, Concept of CTC and Calculation, Factors affecting compensation designing, Competency Based compensation, Traditional v/s Competency Based system	
<b>Module 3</b>	<b>10 Hours</b>
<b>Incentive schemes-</b> Classification of Incentives Merits and demerits, Types of Incentive Schemes, (The Halsey System, The Rowan System, the Bedaux Point System etc) Group Incentive Plans, Incentive plans for Blue collar workers, white collar employees. <b>Performance Linked Compensation-</b> Variable pay, Forms and types Of Performance Linked Reward Scheme, Individual Performance related Pay, Skill Based Pay, Shop Floor Incentives, Team Rewards, Team based schemes.	
<b>Module 4</b>	<b>15 Hours</b>
<b>Benefit and services-</b> Need of Benefit and services, Classification of employees benefit , Factor influencing choice of benefit package, Fringe Benefits, Statuary welfare provision in India, Administration of benefit and services. <b>Managerial remuneration-</b> Benefits for executives, Features of managerial communication, strategies of managerial remuneration, and emerging trends in CEOs compensation. <b>Tax planning-</b> Tax implication on employer, Tax Efficient Compensation Package. <b>International Compensation-</b> Elements of expatriates compensation Package, approaches to international compensation, Relevant Case Studies from various MNC's Compensation structures	
<b>Module 5</b>	<b>15 Hours</b>
<b>Legislation related to compensation-</b> Need for legislative control, Workers Compensation Act 1923, The Payment of wages Act 1936, The Minimum Wages Act 1948, Payment of Gratuity Act, 1972, the equal Remuneration Act 1976, The Payment of Bonus Act 1965, and Employees Deposit Linked Schemes 1976.	

**Pedagogy:** Lectures, Assignments, Projects, management games and Seminars

**Activities:**

1. Group presentations on various topics related to the subject, both conceptual and practical
2. Classroom discussions

3. Case studies –Analysis and discussion
- 4 Analyzing reported compensation surveys of various industries. .
- 5 Presentations and live project
- 6 Design of payroll system (using accounting software like Tally)

### **Recommended Readings:**

#### **Essential Reading:**

1. Singh, B.D. (2008). *Compensation & reward management* (1sted.). New Delhi: Excel.
2. Sing Sony Shyam (2008), *Compensation Management* (1sted). New Delhi: Excel.

#### **Suggested reading:**

1. Henderson, R.I. (2009). *Compensation management in a knowledge-based world* (9thed.). India: Pearson education
- 2 Bohlander, G., & Snell, S. (2009). *Human resource management*. Cengage learning South Western.
3. Fishers, C.D., Schoenfeldt, L.F., & Shaw, J.B. (2009). *Managing human resource*. Cengage learning.
4. International Journal of Human Resource Development and Management Review
5. Human Capital, Business India, Business Today

#### **Websites:**

[www.payscale.com>countries>India](http://www.payscale.com>countries>India)

[www.citehr.com](http://www.citehr.com)

[www.paycheck.in](http://www.paycheck.in)

# COUNSELLING AND STRESS MANAGEMENT

**Subject Code: 4018**

**Credits: 4**

**Contact Hours: 60**

**Weekly Hours: 4**

**External Marks: 80**

**Internal Marks: 20**

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## Objectives:

1. To understand human behaviour at different stages
2. To recognize behavioural problems and examine strategies for positive behaviour management
3. To relate counselling theory to issues in counselling
4. To develop an ethical approach to counselling

## Expected Outcome:

1. This Course will enable understanding of the reasons for stress and how to overcome stress. It will help the student effectively perform the role of the counsellor which invariably the HR manager is expected to perform while managing employee.

<b>Module 1</b>	<b>12 hours</b>
<b>Counselling:</b> Meaning, Need of Counselling; Functions of counselling; Forms of Counselling; Counseling Process; Counseling Variables; Prerequisites of Effective Counseling; the historical development of counselling, Special areas: Family counselling, students counselling, parental counselling, educational, vocational and career counselling, pastoral counselling. Counselling process: relationship Establishment, problem identification and exploration, planning for problem solving, Solution, Application and termination, Skills of an Effective Counselor, the role and qualities of a counsellor, basic counselling skills and different techniques of counseling, various ethical and professional issues involved in counselling and their impact on the process of counseling.	



<b>Module 2</b>	<b>10 hours</b>
<b>Tests in counselling</b>	
Counselling Interview: Communication, verbal, nonverbal, interview, techniques of interview, relationship technique. Different data-gathering for the provision of counselling, different data-gathering tools to collect information about students who need counselling, theories of counselling in different situations.	
<b>Module 3</b>	<b>12 hours</b>
<b>Setting to Stress</b>	
Stress: Meaning - Approaches to stress, Good Stress Vs Bad Stress, The individual and work. Manifestations of Stress - Stages of Stress, Signs of Stress at work, Personality types and Stress. General sources of Stress - Stress and Health - Physiological and psychological illness.	
<b>Module 4</b>	<b>12 hours</b>
<b>Stress Management</b>	
<b>Individual strategies to combat stress</b>	
Stress Diary, Becoming change skilled, Adopting a healthy life style, Right attitude, Thought Awareness, Imaginary (Auto-genic Therapy), Learning to relax, Correct breathing, Value and goal planning, Time Management,	
<b>Organization and Stress Management</b>	
Recognize the signs, Approaches to the problem, Providers Assistance.	
<b>Module 5</b>	<b>14 hours</b>
<b>Work Life Balance</b>	
Introduction, Reasons for work life imbalance, importance of work life balance, factors attributing to increased awareness for work life balance, work life balance Intervention, Guidelines for effective work life balance. Job Frustration; Introduction, What is frustration? Where does frustration come from? How does frustration affect Behavior? Impact of frustration in work life balance, managing frustration.	
Work place spirituality and its growing relevance in managing stress.	

**Activities:**

1. Students must be exposed to basic workshops by practicing counsellors
2. NLP coaching would enhance the students' perspective to counselling.

3. Alternative stress management and relaxation techniques must be incorporated in the practical component.

**Recommended Reading:**

**Essential Reading:**

1. Counselling and Guidance – S. Narayana Rao, Tata McGraw-Hill
2. Stress management, Jonathan C Smith, Springer Pub co 2002

**Suggested Reading:**

1. Theories and Practice of Counseling and Therapy – Recharad Nelson Jones, Sage
2. Theory and Practice of Group Counselling – Corey. G. Belmant
3. Workplace counseling: A systematic approach: Michael Carroll, 1996
4. The Integrations of Employee Assistance Work (2006) Mark Attuidge, Prancta A Herlihy
5. Counselling and Life Span Development. Thomas Murray Sage Pub 1990.
6. Fundamentals of Counseling, Shertzer and Stone, Houghton Mifflin Co.
7. Introduction to Counseling and Guidance, Gibson & Mitchell, PHI India Ltd.

## COMPETENCY MAPPING

**Subject Code: 4019**

**Contact Hours: 30**

**External Marks: 40**

**Credits: 2**

**Weekly Hours: 2**

**Internal Marks: 10**

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### Objectives:

1. To introduce the concept of Competency and its importance in enhancing organizational performance through people in the competitive business environment
2. To learn how to map and profile competencies for a given position or job in an organization

### Expected Outcomes:

1. The students will understand the significance of Competency in an organization (Knowledge)
2. The students will be able to develop the competency model on their own (Skill & Ability)

<b>Module 1</b>	<b>6 hours</b>
<b>Introduction to Competency:</b> Concept and Evolution of Competency; Difference between Competence and Competency; Types of Competency, Iceberg Model, Lancaster Model for Managerial Competency	
<b>Module 2</b>	<b>12 hours</b>
<b>Aspects of Competency Mapping:</b> Developing Competency Models-Five Level Competency Model {based on Knowledge, Skills, Perception, Traits, & Motives}; Single/Multiple Job based Competency Model;Generic {One-Size-Fits-All} & Specific Competency Model; Managerial, Behavioral & Functional based Competency Model; Organizational Goal Linked Competency Model; and Technical & Behavioural based Competency Model; Competency Identification: Tools & Techniques for identification of Competency- Questionnaire, Interview, Repertory Grid, Task Analysis, Inputs from Job holder, Supervisor, HR Specialist, Industrial Engineer, Superior Performers etc. Developing Competency dictionary	

**Competency Assessment and applications of Competency Mapping:**

Competency Assessment Tools- Self & Superior Assessment, 360<sup>0</sup> feedback, Assessment Centre, Psychometric Tests & Interviews

Applications of Competency Mapping: Competency Based Human Resource Management, People, Capability Maturity Model

**Activities**

1. Student Presentations,
2. Article Reviews
3. The students have to identify an organization and develop the Competency profiles of at least three job roles in that organization.

**Recommended Readings****Essential Reading:**

1. Competency Mapping by R. K Sahu, Excel Publication
2. Hand book of Competency Mapping by SeemaSanghi, SAGE Publications India Private Limited

**Suggested Reading:**

1. Competency Based HRM by Ganesh Shermon-Tata McGraw Hill Publication
2. Competency Based Recruitment & Selection by Wood Robert-ICFAI Publication
3. Competence at work by Spenser, Legde M &Sigme M Spenser
4. Quest for Competencies' by Parry S. B, Training , Journal paper
5. Competing for the future-Hamel, Gary & C. K Pralhad-HBS Publication
6. Effective Competency Modellingby Cooper, Kenneth Carlton-AMA Publications
7. HR Magazines-Human Capital, People Matters,
8. HR Journals
9. News Paper Articles related to Competency

## CONTEMPORARY DEVELOPMENTS IN HRM

**Subject Code: 4020**

**Credits: 2**

**Contact Hours: 30**

**Weekly Hours: 2**

**External Marks: 40**

**Internal Marks: 10**

### Objectives:

1. To facilitate the student to keep abreast with the dynamic practices of people management practices in organizations
1. To keep in track with the changes/developments/best practices of HRM in practice.

### Expected Outcome:

As the field of HRM responds to the demands and impact of the environment, this paper should help the student stay in tune with the contemporary developments.

On completion of this unit, learners will:

1. Understand contemporary external trends and data and the implications of these for HRM practice.
2. Be able to understand the new responsibilities which have been added to the role of the HR Manager – Compliance and CSR

<b>Module 1</b>	<b>10 hours</b>
CONTEMPORARY CHALLENGES IN HRM – ORGANIZATIONAL PERSPECTIVE	
Globalization and its impact on HRM, the new face of HR - the strategic business partner, the new roles of the HR manager.	
Contemporary challenges, with special emphasis on	
○ Outsourcing	

<ul style="list-style-type: none"> <li>○ Contingent Work force</li> <li>○ Decentralized Work Sites – WFH , Flexi time</li> <li>○ Employee Involvement</li> <li>○ Corporate Downsizing.</li> <li>○ Working in shifts - impact on family, individual, consequences, etc.</li> </ul>	
<b>Module 2</b>	<b>10 hours</b>
<p>Latest Trends in HRM</p> <p>An understanding of the meaning, evolution and role of the following in HRM.</p> <p>Big Data</p> <p>Social Media Skills and Employer Branding</p> <p>Generation Changes in the Workplace</p> <p>Managing an aging Workforce</p> <p>Inclusive Growth</p>	
<b>Module 3</b>	<b>10 hours</b>
<p><b>New Responsibilities of the HR Manager</b></p> <p><b>Compliance Management</b></p> <p>Meaning, Objectives and Importance of Compliance Management, Role of the HR manager in Compliance Management, Global Fair Practices Compact, OSHA</p> <p>Best Practices in Compliance Management</p> <p><b>CSR</b> Meaning, Objectives and Importance of CSR, Role of the HR manager in CSR</p> <p>Best Practices in CSR</p>	

**Activities:**

1. Case analysis and Presentations.
2. Visit the blogs of people who write about HR frequently. A google search will lead to a number of results. Analyze their opinions and present in class.
3. Document Best practices of companies related to all functions of HRM.

**Recommended Readings:****Essential Reading:**

1. Contemporary Human Resource Management: Text and Cases (2nd Edition) by Adrian Wilkinson,

**Suggested Reading:**

1. Human Capital

**Websites:**

[www.humancapitalonline.com](http://www.humancapitalonline.com)

[www.citehr.com](http://www.citehr.com)

<http://www.shrm.org>

# HUMAN RESOURCE ANALYTICS

**Subject Code: 4021**

**Credits: 2**

**Contact hours: 30**

**Weekly hours: 2**

**External Marks: 40**

**Internal Marks: 10**

## **Objectives:**

1. To develop Specific analytical skills in HR using analytics.
2. Creating awareness of the next generation techniques used to make HR the partner in organizations.

## **Expected Outcome:**

1. The students will have a hands on understanding about the usage of HR analytics in the organizations.

<b>Module 1</b>	<b>10hours</b>
<b>Introduction to HR Analytics</b> Evolution of HR Analytics; HR Metrics and HR Analytics; Intuition versus analytical thinking; HRMS/HRIS and data sources; Analytics frameworks like Human Capital Mgmt. (HCM): 21 Model, towards analytics and prediction, why analytics is important.	
<b>Module 2</b>	<b>10 hours</b>
<b>The HCM: 21 Model</b> Scan the market, manage the risk. How to improve HR processes, the new face of HR planning, How to put capability planning into practice. Turning Data into business Intelligence- Introduction to HR metrics, avoiding common metrics mistakes, second generation metrics, and third generation metrics.	



**The models in Practice**

Cases studies where HR analytics is an applied science and incepts from

1. Ingram Content group.
2. Monster and Enterprise Rent-A-Car.
3. Predictive mgmt at Descon Engg.
4. Federal Agency

**Activities:**

1. Case studies.
2. Hands on understanding of this subject can be done by having tie-ups with the software providers like SAP, IBM, and Oracle university alliance programme.

**Recommended Readings:****Essential Reading:**

1. The new HR analytics- Predicting the new economic value of your company's Human Capital Investments by JAC FITZ-ENZ, an EBOOK.

**Suggested Reading:**

1. The New Generation of Human Capital Analytics by- Jeanne G. Harris, Elizabeth Craig and David A. Light, July 2010 and ACCENTURE RESEARCH REPORT
2. Raging Debates in HR Analytics, *By Laurie Bassi, McBassi & Company.*
3. Harnessing the power of HR analytics: why building hr's analytics capability can help it add bottom-line value -CEO Publication, G 05-2 (474), by-Alec R. Levenson.
4. Case Study: Workforce Analytics at Sun, James Holincheck.

# MARKETING MANAGEMENT

## MARKETING SPECIALIZATION

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours Per Week	Credit
1	Business to Business Marketing	4022	20	80	100	04	04
2	E-Marketing	4023	20	80	100	04	04
3	Rural Marketing	4024	20	80	100	04	04
Two Credit Papers							
4	Agricultural Product Marketing	4025	10	40	50	02	02
5	Customer Relationship Management	4026	10	40	50	02	02
6	Event Marketing and Management	4027	10	40	50	02	02

## BUSINESS TO BUSINESS MARKETING

**Subject Code: 4022**

**Credits: 04**

**Contact Hours: 60**

**Weekly Hours: 04**

**External Marks: 80**

**Internal Marks: 20**

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### Objectives:

1. To help the students gain insights into various aspects of Business to Business Marketing
1. To equip the students to develop and implement B2B marketing strategies

### Expected Outcome:

1. To prepare students for careers in Business to Business Marketing

<b>Module 1</b>	<b>10 hours</b>
Definition and meaning. Difference between Business and Consumer marketing. Economics of Industrial Demand – Derived demand, Joint demand and Cross elasticity of demand. Ethics in B2B marketing. Understanding the Industrial Markets - Classification of Industrial markets. Classification of Industrial products with marketing implications. Career opportunities in B2B Marketing.	
<b>Module 2</b>	<b>15 hours</b>
Understanding Organization Buying Behavior (OBB)- The Organizational Buying Process [OBP], Types of Buying Situations, Business Buying Process, The Buygrid Model, Buying Center and Buying Center roles. Buying Motivations of Business buyers (Rational/Emotional Motives). Forces shaping OBB; Purchasing Organization (Structure/Functions), Vendor Analysis- Criteria and methods of vendor rating (Categorical, Weighted Point and Cost Ratio method). E-procurement (meaning & process), Types of Auctions (English, Dutch, Sealed bid and Reverse auctions).	

<b>Module 3</b>	<b>10 Hours</b>
<p>Buyer and Seller Relationships in Business Marketing– Transactional, Collaborative and value-added. Managing Customer Relationships-Acquiring the right customers, Crafting the right value proposition, Instituting the best processes, Motivating employees and Learning to retain customers. Segmenting the Business Markets (Requirements and Bases for segmentation).</p> <p>Business Marketing Planning - Problems in planning, Hierarchy of strategies, Marketing’s cross functional relationships. The components of a business model; Business marketing strategies for the global markets – Advantages of going global and International market entry options.</p>	
<b>Module 4</b>	<b>12 hours</b>
<p>Business Product Strategies - Core Competency, Product Quality, Product Policy, Planning Industrial product strategy (Steps in product positioning process). Brand Equity (Brand Pyramid, Brand Personality &amp; Brand Attitude). Technology Adoption Life Cycle (Classes of customers).</p> <p>Managing Services for Business – Benefits of solution marketing and Challenges in business services marketing.</p>	
<b>Module 5</b>	<b>13 hours</b>
<p>Business Marketing Channels – Direct &amp; indirect channels, Participants in the business marketing channels (Distributors and Manufacturer’s Representatives), Channel design (Five stages) and channel administration, E-channels.</p> <p>Pricing Strategy for Business Markets – Customer Value (Benefits &amp; Sacrifices), The Pricing Process in Business Markets and Competitive Bidding.</p> <p>Trade Shows for Business Marketing – Benefits of trade shows, planning trade show strategy (Objectives, selecting the trade shows, managing the trade show exhibit, evaluating the trade show performance). Use of internet in promotions</p> <p>Managing Personal Selling Function – Relationship marketing (Organization Buying &amp; Selling Center, Relationship Quality), Key account management (Difference between Key account and Regular account, Selecting Key accounts).Transforming the selling process through Internet.</p>	

**Activities:**

1. Students to form a group of 4 or 5. Select one organization and study its buying behavior and present the same in the class.
2. Study and analyze and present the business model of Dell or any similar organization to understand the integration of technology in a company's business process.

**Recommended Readings:****Essential Reading:**

1. Business Marketing Management: B2B 9e by Michael Hutt, Thomas W Speh, Cengage learning
2. Industrial Marketing by Reader, Brierty and Reader, PHI

**Suggested Reading:**

1. Industrial Marketing Text and Cases by FranchisCherunilam, HPH
2. Business Marketing, Text & Cases by Krishna Havaladar, 3e, TMH.
3. Industrial Marketing Management by M. Govindrajan, Vikas publication
4. Industrial Marketing by P.K.Ghosh, Oxford university press
5. Business to Business Marketing by U.C. Mathur, New age international publishers
6. Industrial Marketing by HoryshankarMukerjee, Excel Books

## E-MARKETING

**Subject Code: 4023**

**Credits: 04**

**Contact Hours: 60**

**Weekly Hours: 04**

**External Marks: 80**

**Internal Marks: 20**

**Objectives:**

1. To gain insights into various aspects of e-marketing
2. To understand e-commerce and broad categories
3. To understand legal & IPR issues in online marketing

**Expected Outcome:**

1. To make students go through dynamic environment and explore career opportunities in E - Marketing.

<b>Module 1</b>	<b>10hours</b>
Internet- (meaning, advantages, disadvantages, history and growth, LAN, WAN, www). Essentials of e-marketing, Business models (Brokerage model, Advertising model, Infomediary model, Merchant model, Direct model, Affiliate model, Community model, Utility model), E-marketing Mix, Internet marketing Challenges	
<b>Module 2</b>	<b>15 hours</b>
E-marketing planning process, Product benefits(attributes, branding, support services, labeling), new product strategies for e-marketing, Pricing strategies (fixed, dynamic, renting), online channel intermediaries, e-marketing communication tools(Advertising, Public relations, Sales promotion, Direct Marketing and Personal selling)	
<b>Module 3</b>	<b>15 hours</b>
<b>E-Commerce</b> - meaning, definition, e-commerce in India, Traditional commerce versus e-commerce, Advantages of e-commerce, Limitations of e-commerce, Drivers of e-commerce, Myths of e-commerce, Opportunities of e-commerce, categories of e-commerce (B2C, B2B, C2B, C2C)	

<b>Module 4</b>	<b>10 hours</b>
<p><b>Website</b> - meaning, Types of websites, Search Engine&amp; Links, Search engine optimization (SEO), Website design decisions and guidelines.</p> <p><b>Mobile Marketing</b> - meaning, benefits of mobile marketing, mobile marketing applications, mobile marketing campaigns</p>	
<b>Module 5</b>	<b>10 hours</b>
<p><b>Legal &amp; IPR Issues</b>– copyrights in online marketing, copyright issues, Copyright (Amendment) Act, 1999 , Information Technology Act, 2000, Trademarks online(meta tags, sale of trademarks as keywords, pop-up advertisements, mouse trapping, framing) Domain names, Patents (Business method patents &amp; Software patents), International Law</p>	

#### **Activities:**

1. Compare two e-commerce websites and analyze their product offering strategies (Example - www.amazon.in and www.flipkart.com)
2. Visit any airline websites and study how dynamic pricing is used for keeping the breakeven for seat booking in the flights
3. Many Indian companies are today going for online promotion of their products. Select two examples each for success and failure of online campaigns and analyze the reasons for the results.
4. Take up two recent mobile campaigns successfully launched by the leading brands. Find out the factors which contributed to the success of their campaigns.

#### **Recommended Readings:**

##### **Essential Reading**

1. E-Marketing in Digital Age – Text and Cases – Prof Vinod V Solpe, Second Edition, Biztantra publication
2. E-Marketing - Judy Strauss and Raymond Frost, 5<sup>th</sup> Edition, PHI publication

##### **Suggested Reading:**

1. Introduction to E-Commerce – Nidhi Dhawan, 1<sup>st</sup> Edition, International Book House Publication
2. e-commerce – C.S.V Murthy, Himalaya Publishing House



# RURAL MARKETING

**Subject Code: 4024**

**Credits: 04**

**Contact Hours: 60**

**Weekly Hours: 04**

**External Marks: 80**

**Internal Marks: 20**

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## Objectives:

1. To introduce the students to the concept of Indian rural market
2. To equip the students with all aspects of Rural Marketing Strategies

## Expected Outcome:

1. To prepare students to take decisions in rural markets

<b>Module 1</b>	<b>5 hours</b>
Introduction – Definition for Rural market (RBI, Census, and NABARD). Scope of Rural Marketing, Concepts, Components of Rural Markets, Classification of Rural Markets, Rural versus Urban Markets, Challenges in Rural Marketing	
<b>Module 2</b>	<b>15 hours</b>
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, Thompsons Rural Market Index	
<b>Module 3</b>	<b>15 hours</b>
Rural Consumer - Characteristics of Rural Consumer, Stages of the Life Cycle, Occupation and Income, Economic Circumstances, Lifestyle, Personality and Brand Belief, Information Search and Pre Purchase Evaluation, Rise of Consumerism. Factors affecting rural consumer buying - Social factors, Technological factors, Economic factors, Political factors. Socio - Economic classification(New SEC system based on 2 variables viz., education & consumer durables) of rural consumers	

<b>Module 4</b>	<b>15 hours</b>
Rural Marketing Strategies – STP (Segmenting, Targeting and Positioning), Heterogeneity in rural markets, pre-requisites of segmentation, selection and coverage of segmentation for targeting, Developing rural concept for positioning. Product Strategy, pricing strategy, Distribution Strategy, Coverage Status in Rural Markets, Channels of Distribution, - Rural Retail System, Rural Mobile Traders, The Last Mile Distribution, Haats/Shandies, Public Distribution System, Co-Operative Societies, Prevalent Rural Distribution Models - Distribution Models of FMCG Companies, Microfinance Models	
<b>Module 5</b>	<b>15 hours</b>
Rural Marketing Innovations - HUL’s Project shakti, ITC’s e-Choupal, HP’s Rasoi Ghar, Shriram Finance, Amul, Chennapattana Toys, Savantwadi Toys, Lifebouy soap	

**Activities:**

1. Students to visit self help group (SHG) in a village OR A visit to micro finance institutions
2. Rural immersion programmes: Students stay in a village to understand rural consumers
3. Understanding farm to factory: A visit to sugar factory and a sugar cane farm

**Recommended Readings:**

**Essential Reading**

1. Rural Marketing, Pradeep Kashyap Second Edition , Pearson Publication
2. Rural Marketing : by C S G Krishnamacharyulu& Latitha Ramakrishnan Text and cases 2<sup>nd</sup> edition ,Pearson Publications

**Suggested Reading:**

1. Rural Marketing: Concepts and Practices, Author: Karminder Ghuman , Balram Dogra  
Publisher: Tata McGraw Hill Publishing.
2. Rural Marketing 1st Edition (English) 1st Edition **Author:** U. C. Mathur,  
**Publisher:** Excel Books.
- 3 Rural Marketing 01 Edition, **Author:** Badi R V **Publisher:** Variety Books.

## **AGRICULTURAL PRODUCT MARKETING**

Subject Code: 4025

Credits: 02

Contact Hours: 30

Weekly Hours: 02

External Marks: 40

Internal Marks: 10

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### **Objectives:**

1. To understand the potential of Indian agricultural produces
2. To impart adequate knowledge in the field of agricultural marketing issues, and enhance expertise in improving the performance of the marketing institutions and the players in marketing of agricultural commodities.
3. To explore and to cater the marketing needs of agricultural products in India.

### **Expected Outcome:**

1. The student would be able to market agricultural product and understand the various places and market to do so.

<b>Module 1</b>	<b>Agricultural marketing overview</b>	<b>10 hours</b>
Concept, Definition, Need, scope of agricultural Marketing, History and growth of Agricultural Marketing, Importance of Agricultural Marketing, Difference in marketing Agricultural goods and Manufactured goods, Process of Agricultural Marketing, Problems in Agricultural Marketing, Suggestions to Improve Agricultural Marketing, Marketing functions – Grading, Storage, and Transport, Packaging. Marketing Channels,		
<b>Module 2</b>	<b>Marketing agricultural products in India</b>	<b>10 hours</b>
Role of Agriculture in Indian Economy. Economic Problems of Indian Agriculture:, Agricultural Marketing and Economic Development, Indian Agricultural Market Reforms, Agriculture Marketing System (AMS): Recent Efforts Towards AMS &Improvement in India, Role of Government in Agricultural Marketing, WTO and Indian Agricultural subsidies to farmers.		

<b>Module 3</b>	<b>Prospect of agricultural marketing</b>	<b>10 hours</b>
<p>The Emerging practice of Agri -Business: Contract farming- meaning and concept. Organic farming - concept and definition, its relevance to India and global agriculture and future prospects. Organized Retailing in Agriculture: Constraints and Future Agenda, Agricultural Products Export in India. Concept of Marketing co-operatives.</p>		

**Activity:**

Student need to meet the farmers and understand the process and problems to market the agro products.

**Recommended Readings:**

**Essential Reading:**

1. Agricultural Marketing In India by S.S. Acharya and N.L. Agarwal Publisher: Oxford & Ibh Publishing Co. Pvt Ltd (2012)
2. Agricultural Economics by Subba Reddy Publisher: Oxford (2008)
3. Boosting Agricultural Marketing : Need for a Paradigm Shift
4. Export Potential of Agricultural, Handloom and Handicrafts Products in Mizoram
5. Farmers Orientation Programme for Agriculture Development
6. Agricultural Marketing in Coastal Karnataka: An Assessment

**Suggested Reading:**

1. State of the Indian Farmer A MILLINIUM STUDY Volume 17: Agricultural Marketing S.S. ACHARYA
2. Journals:
  - a) Marketing of Agricultural Products by K Rama Mohana Rao Pragnu Publication (2012)
  - b) PROBLEMS AND PROSPECTS OF AGRICULTURAL MARKETING IN INDIA: AN OVERVIEW by A. Vadivelu1 and B.R. Kiran ISSN 2249-8516

**Websites:**

- i. <http://www.urpjournals.com>
- ii. <http://shodhganga.inflibnet.ac.in:8080/jspui/bitstream/10603/14594/6/chapter%20-iii.pdf>
- iii. <http://profmsr.blogspot.in/2008/10/problems-and-prospects-in-agricultural.html>

# CUSTOMER RELATIONSHIP MANAGEMENT

**Subject Code: 4026**

**Credits: 02**

**Contact Hours: 30**

**Weekly Hours: 02**

**External Marks: 40**

**Internal Marks: 10**

**Objective:**

1. To help students to gain insights into valuable customer relations

**Expected outcome:**

1. To prepare students for career in Relationship marketing

<b>Module 1</b>	<b>10 hours</b>
<b>Concept and Context of CRM</b>	
Introduction to CRM, Meaning of CRM, Definitions, Evolution and scope	
Explosion of CRM both in IT & Marketing, Benefits of CRM, Growth of CRM– Pre-Industrial Age, Industrial Age, Service Economy Age and Knowledge Age.	
Types of CRM (Operational, Collaborative and Analytical) Types of Customers & Relationship styles- CRM, Marketing & Relationship marketing, Difference between Transaction marketing and relationship marketing, difference between Marketing and CRM, difference between relationship marketing & CRM.	
Types of Customers and the relationship styles, Customer segmentation reexamined, Loyalty as a basis of Segmentation.	
<b>Module 2</b>	<b>10 hours</b>
Building and Managing Customer Relationship	
Economics of CRM-CRM Cost –Benefit Analysis, Market Share V/s Share of customer	
Customer Value –Concept and Characteristics, Customer Value Co-creation, Customer Lifetime Value (CLTV) - meaning and measurement.	
Building Customer Relationship - CRM Process, Objectives and benefits of CRM Process, an Insight into CRM and e-CRM, requirements of e-CRM, Key e-CRM features, The Customer life cycle, Modules in CRM, 4C’s (Elements) of CRM Process.	
Relationship building as a process- IDIC framework, The ladder of loyalty, Bonding for customer relations- four levels of bonding, Loyalty program, Zero customer defections, CRM framework.	

**Technology for Customer Relationship**

CRM Architecture - IT and CRM, Customer profiling using Data mining.

Contact Center Technology (IVR, CTI, and ACD), Customer Complaint Management Technology, Front Desk Management Technology, Introduction to Sales Force Management, Marketing Automation & Service automation.

Managing Customer Relationship-Key principles of relationship management, Managing Customer Lifecycle. Techniques and applications to manage relationships- Acquisition stage, Customer Retention, customer Development, Customer Termination stages.

**Activities:**

1. Students can be asked to study the effectiveness of Loyalty programs, on customer retention.
2. Students can take up projects to understand the CRM practices of various companies and its impact on building relations with the customers.

**Recommended Readings:****Essential Reading**

1. Customer Relationship Management- Concepts and Applications by Alok Kumar, Chhabi Sinha Rakesh Sharma, Biztantra
2. Customer Relationship Management -A Strategic Perspective, by G Shainesh and JagdishSheth, Published by Macmillan India ltd
3. Francis Buttle, Customer Relationship Management- Concepts and Technologies. 2<sup>nd</sup> Edition, Elsevier

**Suggested Reading:**

1. Alok Kumar Rai, Customer Relationship Management- Concepts and Cases. PHI.
2. Shraddha M. Bhome, Dr. Amarpreet Singh Ghura, Customer Relationship Management. International Book house Pvt Ltd.
3. William, G. Zikmund, Raymund McLeod Jr.; Faye W. Gilbert, Customer Relationships Management. Wiley.

4. Alex Berson, Stephen Smith, Kurt Thearling, Building Data Mining Applications for CRM. Tata McGraw Hill.
5. Mohammed, H. Peeru and a Sagadevan, Customer Relationship Management. Vikas Publishing House, Delhi.
6. Paul Greenberge, CRM-Essential Customer Strategies for the 21st Century. Tata McGraw Hill.

# EVENT MARKETING AND MANAGEMENT

Subject Code: 4027

Credits: 02

Contact Hours: 30

Weekly Hours: 02

External Marks: 40

Internal Marks: 10

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## Objectives:

1. To help the students to gain insights into marketing aspects of Event Management.
2. To equip the students to develop and implement Marketing strategies through events.

## Expected Outcome:

1. To prepare students for careers in event management

<b>Module 1</b>	<b>8 hours</b>
What are Events - Events defined, Event management, Types of events, Key Elements of Events (brief description): Event infrastructure, clients, event organizers, venue, and media. Code of ethics. Event marketing, 5 C's of Events, Event designing. Reach and Interaction. Why Events - Event as marketing tool, the diverse Marketing needs addressed by event.	
<b>Module 2</b>	<b>14 hours</b>
Understanding the event market - Concept of market in events, segmentation and targeting of the market for events, positioning in events and the concept of event property. Concept of product in events - Benefit levels, event hierarchy, categories of events and their characteristics, competitive, artistic, cultural, charitable, special business, retail Events, Event variations. Concept of pricing in events - Risk rating. Concept of promotion in events - networking components.	



<b>Module 3</b>	<b>8 hours</b>
<p>Event management - Planning, organizing, staffing, leading, coordinating and controlling.</p> <p>Strategic market planning: setting objectives, developing plan, assessment, problem analysis, opportunity &amp; resource analysis. Event Life Cycle – Meaning, Process</p> <p>Evaluation of event performance - Evaluation process, measuring evaluation, correcting deviations, critical evaluation.</p>	

**Activities:**

- 1) Identify a local event or an event broadcasted on TV
  - a) Study the key elements and relevant legislations applicable for the event
  - b) Identify the sponsors and do some research on them to find out their products or services. Follow the event carefully for pre and post-event promotion activity. Attend the event and observe the positioning of the sponsors boards. Interact with the event manager to find out the cost of advertising during the event and what others costs that the sponsors have borne to make a success of their association.

**Recommended Readings:**

**Essential Reading:**

1. Event Marketing Management by Sanjaya Singh Gaur, Sanjay V Saggere Vikas Publishing house.

**Suggested Reading:**

1. Event management, an integrated & practical approach By Razaq Raj, Paul Walters & Tahir Rashid
2. Successful Event Management by Anton Shone & Bryn Parry Cengage publication.
3. Event management, a professional approach By Ashutosh Chaturvedi
4. Event Management by Lynn Van Der Wagen & Brenda R Carlos.